



**INSTITUTE OF MANAGEMENT STUDIES
MASTER OF BUSINESS ADMINISTRATION (MBA)
TWO-YEAR FULL TIME (FOUR SEMESTERS) PROGRAMME**

**ORDINANCE (AMMENDED)
(Effective from 2025-2026 Session)**

1. The MBA degree of Mahatma Gandhi Kashi Vidyapith shall be conferred on those graduates who have completed prescribed course of four semesters spread over two academic years and have passed the examination as prescribed under the relevant ordinance.
2. The methodology of teaching adopted shall be combination of lectures and seminars by the faculty and guest speakers, case discussions, student's presentation, use of audio-visual devices, computers etc.
3. The minimum required qualification for admission in MBA shall be:
 - Graduates (10+2+3 OR 10+2+4 pattern) in any stream from a University Approved/Recognized by the UGC/AIU, with not less than 50% overall aggregate marks, are eligible to apply.
 - The score card of written test conducted by the university or any other agency nominated by the university. The admission notice of the university will include necessary details in this connection.
4. The total intake in the MBA Program shall be 66 (60+06 EWS) on the basis of AICTE approval it can vary.
5. Reservation for SC/ST/OBC and other categories, if any, is provided according to U.P. State Govt./MVVU/ AICTE directions. **If any seat under these categories falls vacant, it will be treated as general and will be filled in from general candidates.**
6. Candidates short-listed on the basis of score obtained in the written test will be called for final selection process, which will be conducted in the Institute according to schedule decided by the Admission Committee of the IMS-MVVU.
7. Final selection for admission will be strictly restricted in the order of merit. Merit list will be prepared on the basis of decided admission policy by university at the time of admission notification.
8. The candidates shall be required to pay First year fee with refundable caution money at the time of provisional admission. Second year fee shall have to be paid before commencement of third semester class, failing which the student shall not be registered as a regular student in the third semester class. In addition to the above, **semester examination fee will be payable separately as per university rules. No installment payment will be allowed under any circumstance. The yearly fee is non-refundable.** The admission notification of the university will include details of decided fees.

9. **No student will be permitted to pursue any other course during the tenure of this programme and also the student will allowed for employment only after the completion of III semester. The student who is already employed will have to submit document of study leave for two years at the time of admission.**
10. No candidates shall be allowed to appear in the semester examination unless he/she has appeared in class tests and attended at least 75% of the lectures in each paper of the semester.
11. The evaluation of the each paper shall be done on the basis of internal assessment (30 marks) and End semester examination (70 marks).
12. The marks of internal assessment will be awarded on the following basis:

(i) Average Marks of the two Sessional Tests	20 marks
(ii) Assignments/ Seminars	05 marks
(iii) Class participation/ attendance and general discipline	05 marks
Total	30 marks
13. Marks obtained in the —Internal Assessment‖ shall remain unchanged and shall be counted in the computation of result.
14. Duration of End semester examination of each paper shall be of three hours.
15. Each semester examination will be conventional type, which comprises of Short and Long answer type questions.
16. The final result of the candidates shall be declared on the basis of combined results of all semester examination.
17. A candidate will be declared to have passed in semester examination if he/she secured at least 40% marks in each individual paper and 50% marks in the aggregate, and division will be awarded on following criteria:-

Aggregate Percentage range	Division /Result
≥ 60	First
50 to <60	Second
< 50	Failed

18. The following categories of students shall be eligible for the facility of improvement/ back paper:
 - i. Candidates who are declared passed in a semester examination. Candidate of this category wishes to improve his/her result can reappear only in one paper in which he/ she has secured the lowest marks in the next regular examination of that semester but not thereafter.
 - ii. Candidate who pass in individual papers but fail in the aggregate.

OR

Candidates who fail in not more than two papers including Viva-Voce in a semester examination provided they obtain 50% marks in the aggregate.

Candidate of this category shall be promoted to the next semester but he/ she may be permitted to reappear in not more than those two papers in which he/ she has secured the lowest marks along with all the papers of the examination of the semester of which he/she is a regular candidate but not thereafter. However such candidate has also option to appear as a casual candidate in the examination of the semester concerned.

20. A candidate who fails in a regular semester examination or fails to clear back paper, shall be permitted to appear in the semester examination as casual student only on the completion of his prescribed course of study. Such students shall be treated as parri passue with regular students of the semesters.
21. The MBA Programme shall consist of the course structure and detailed syllabus prescribed in the annexure 1.
22. The MBA program covers four functional areas as specialization. These areas are:
 - Marketing
 - Finance
 - Human Resource
 - Information Technology
23. The Students are required to select one area as Major and one area as Minor in IIIrd semester.
24. Specialization paper selection as per instruction given in the annexure 1.
25. Any Specialization paper will be run on the basis of minimum strength of five students.
26. After the end of the second semester and before the commencement of the third semester **every student shall have to undertake professional training in reputed business, industrial or financial organizations. They have to go for training for a period of eight weeks and submit two copies of training report for evaluation at least two weeks before the commencement of third semester written examination.** This Training Report is a part of the III Semester examination and is carrying 50 marks Viva voce.

During the III semester, every student shall also be required to work on a project report preferably in his/her area of specialization under the supervision of a teacher of the Faculty. The topic of the project report and the name of the guide earmarked shall be approved by the institute. Two copies of Project report for evaluation at least two weeks before the commencement of fourth semester written examination. The project report shall be evaluated both by an external & internal examiner. This Project Report is a part of the IV Semester examination and is carrying 50 marks Viva-Voce.

SYLLABUS
(Effective from 1st Semester 2021-22)
MASTER OF BUSINESS ADMINISTRATION (MBA)
TWO-YEAR FULL TIME (FOUR SEMESTERS) PROGRAMME

FIRST SEMESTER

Code	Subject	Marks		
		External Assessment (Semester)	Internal Assessment (Sessional)	Total
101	Management Principles and Process	70	30	100
102	Managerial Economics	70	30	100
103	Business Statistics	70	30	100
104	Business Environment	70	30	100
105	Accounting For Managers	70	30	100
106	Computer Applications in Management	70	30	100
107	Business Law	70	30	100
108	Business Communication	70	30	100
	Grand Total	560	240	800

MBA FIRST SEMESTER

Code: 101

MANAGEMENT PRINCIPLES AND PROCESS

Objective: To acquaint the students with the basic concepts and principles of management and to develop skill to apply them in decision – making and problems solving situations:

Unit- I

Concept and significance of Management, Management as a Science or Art, Distinction between Management and Administration, Principles of Management, Schools of Management: Classical, Neo- classical and Modern School.

Unit- II

Planning: Nature, process, Types, Principles and Significance, Planning Vs Forecasting. Objectives: Meanings, Characteristics, Types and Importance of MBO. Decision- Making: Meaning and Significance, Types, Process, Rationale and Limitations.

Unit- III

Concept and process of Organizing, Organisation Structures and Design. Departmentation: Meaning, Need and Considerations, Span of Management. Authority: Meaning, Advantages and Limitations, Centralization and Decentralization of Authority.

Unit- IV

Direction: Meaning, Principles and Techniques, Coordination: Meaning, Importance and Principles, Coordination as an essence of Management. Controlling: Meaning, Characteristics and Steps.

SUGGESTED READINGS:

1. Drucker, Peter F., —The Practice of Management, Harper Business.
2. Dwivedi, R.S., —Management – An Integrated Approach.
3. Koontz, O. Donnell, —Principles of Management, McGraw Hill.
4. Narayan, P.S. & Rao, V.S.P., —Management Concepts and Thoughts, Advent Pub. Inc.
5. Prasad, L.M., —Principles and Practice of Management, S.C & Sons.
7. Robbins, S.P., —Management, Pearson.
8. Tripathi, P.C & Reddy, P.N., —Principles of Management, Tata McGraw Hill.

CODE: 102

MANAGERIAL ECONOMICS

Objective: The objective of this course is to acquaint the students with concepts and techniques used in Micro – Economics Theory and to enable them to apply this knowledge in business decision making.

Unit- I

Concept, Nature and Scope of Managerial Economics, Relationship of Managerial Economics with Other Subjects; Law of Demand; Elasticity of Demand; Indifference Curve Analysis; Demand Forecasting for new and established Product; Theory of firm: Profit Maximization, Sales Maximization.

Unit- II

Law of Returns and Production Functions: Law of Increasing, Constant and Diminishing Returns, Inter-relationship between three laws of returns; Cost Concepts, Cost Classifications, Cost – Output relationship; Economies and Diseconomies of Scale.

Unit- III

Price–Output decisions under different market conditions: Perfect and Imperfect Competition, Monopoly, Monopsony, Monopolistic Competition, Oligopoly, Duopoly, Non- Price Competition, Price Discrimination.

Unit- IV

Input- Output Analysis: Meaning, Assumptions, Features and Uses; Social Cost Benefit Analysis; Business Cycles: Nature, Phases and Control of Business cycles; National Income.

SUGGESTED READINGS:

1. Dwivedi, D. N., —Managerial Economics, Vikash Publication.
2. Jhingan, M.L., —Micro – Economic Theory, Pearson Publication.
3. Maheshwari, K.L., —Managerial Economics, Vikash Publication.
4. Varshney & Maheswari, —Managerial Economics, Vikash Publication.
5. G.S Gupta, —Managerial Economics, Himalaya Publication.

CODE: 103

BUSINESS STATISTICS

Objective: The objective of the course is to make the students familiar with basic of Business Statistics and their applications in managerial decision making.

Unit- I

Measure of Central Tendency: Mean, Median and Mode; Dispersion: Range, Quartile, Percentile, Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of Variation and Variance; Skewness: Definition, Importance and Measures of Skewness.

Unit- II

Correlation: Meaning, Types and Degree of Correlation, Karl Pearson's Coefficient of Correlation and Spearman's Rank Coefficient of Correlation; Regression Analysis: Meaning, Types and Utility of Regression, Simple Regression Equations; Analysis of Time Series: Meaning, Importance and Components of a Time Series, Method of Least square.

Unit- III

Probability: Concept of Probability and Its Uses In Business Decision-Making, Addition Theorem of Probability; Probability Theoretical Distributions: Concept of Binomial, Poisson and Normal Distributions.

Unit- IV

Census and Sampling: Meaning, Merits, Limitations and Suitability of Census Investigation; Sampling: Concept of Sampling, Sampling Design, Sample Size, Types of Sampling: Probability Sampling and Non-Probability Sampling, Advantages of Sampling, Limitations of Sampling.

SUGGESTED READINGS:

1. Shukla, S.N., —Business Mathematics, Sahitya Bhavan Publication.
2. Gupta, K.L., —Business Statistics, Navyug Publication.
3. Sharma, J.K., —Business Statistics, Pearson Education, 2nd edition.
4. Srinivasa, G., —Business Mathematics and Statistics, Jain book Publication.
5. Sharma, J.K., —Quantitative Methods: Theory and Application, Jain book Publication.
6. Shukla, S.M. & Sahai, S.P., —Business Statistics, Sahitya Bhavan Publication.
7. Arora, S.R., & Gupta, Kavita, —Business Mathematics, July 2015 Edition, Taxman Publications, New Delhi

CODE: 104:

BUSINESS ENVIRONMENT

Objective: The aim of this paper is to acquaint the students with the Business Environment factors and to expose them to the latest changes in the scene of the country as well as the global business scenario.

Unit- I

Concept, Nature and Significance of Business Environment, Micro and Macro level Environment, Environmental Scanning & its Techniques; Socio-Cultural Environment: Culture and Business, Social Responsibility of Business.

Unit- II

Politico- Economic Environment: Forms of Government Intervention in Business, Economic System- Capitalistic, Socialistic and Mixed Economy; Economic Environment: Planning in India: Emergence and Objective, Functions of NITI Aayog, Economic Reforms, Industrial Policy, Monetary Policy, Fiscal Policy

Unit- III

Legal Environment: Consumerism, Consumer Protection Act 1986 (with recent amendments), Consumer Protection Councils, Competition Act; Technological Environment: Technology and Competitive Advantage, Technology transfer - importance and types, Appropriate technology and Technology adaptation.

Unit- IV

International Environment: Foreign Investment & Foreign Trade Policy, International Monetary Fund, World Bank, World Trade Organization, Foreign Exchange Management Act.

SUGGESTED READINGS:

1. Ashwathappa, K., —Business Environment for Strategic Management, Tata McGraw Hill.
2. Adhikari, M., —Economic Environment of Business, Excel Book.
3. Cherunilam, Francis. —Business Environment, Himalaya Publishing House.
4. Dutta & Sundaram, —Indian Economy, S.Chand.
5. Prakash, J Rao, N. & Shukla M. B., —Administration of Public Enterprises, Himalaya Publishing House.
6. Shukla, M.B., —Business Environment, Taxmann's Publication.
7. Gupta, C.B., —Business Environment, Sultan Chand & Sons.
8. Kuchhal, S.C., —Industrial Economy of India, Chaitanya Publication.

CODE: 105

ACCOUNTING FOR MANAGERS

Objective: The objective of this course is to provide an insight of Accounting Principles, Tools and Techniques and their uses in managerial planning, decision- making and control.

Unit- I

Introduction to Accounting: Introduction of financial accounting, Importance, Objectives and Principles of Accounting, Concepts and conventions, Accounting Equation, Double Entry System of Book-Keeping, Generally Accepted Accounting Principles (GAAP), Indian Accounting Standards, IFRS, Harmonization of Accounting Standards.

Unit- II

Introduction of Accounting Process- Journal and Ledger, Trial Balance, Classification of capital and revenue expenses, Preparation of Final Accounts- Trading and Manufacturing, Profit and Loss Account and Balance Sheet, Policies related with Intangible assets like copyright, trademark, patents and goodwill.

Unit- III

Analysis of Financial Statement: Financial Statements - Meaning, Nature and Limitations, Vertical vs Horizontal Analysis; Internal vs External Analysis, Ratio Analysis - Interpretation of Solvency Ratios, Liquidity Ratios, Activity Ratios and Profitability Ratios, market capitalization ratios; Common Size Statement and Trend Analysis.

Unit- IV

Funds Flow Statement: Meaning, Concept of Gross and Net Working Capital, Preparation of Schedule of Changes in Working Capital, Preparation of Funds Flow Statement and its analysis; Cash Flow Statement: Various cash and non-cash transactions, flow of cash, difference between cash flow and fund flow, preparation of Cash Flow Statement and its analysis.

SUGGESTED READINGS:

1. Anthony, R.N., Hawkins, F.D., & Merchant, K.A., —Accounting: Text and Cases”, TMH, 13th Edition
2. Narayanaswamy, R., —Financial Accounting: A Managerial Perspective”, PHI, 6th Edition
3. Arora, R.K., —Financial Accounting: Fundamentals, Analysis and Reporting, Wiley, 2nd Edition
4. Maheshwari S.N & Maheshwari S K, —A text book of Accounting for Management, Vikas Publication, 10th Edition.
5. Ambrish Gupta, —Financial Accounting: A Managerial Perspective, PHI, 4th Edition.
6. Narayanswami, —Financial Accounting: A Managerial Perspective, PHI, 2nd Edition.
7. Mukherjee, —Financial Accounting for Management, TMH, 1st Edition.
8. Banerjee, —Financial Accounting, Excel Books.
9. Dhamija, —Financial Accounting for managers, Prentice Hall.
10. Ramchandran & Kakani, —Financial Accounting for Management, TMH, 2nd Edition.

CODE: 106

COMPUTER APPLICATIONS IN MANAGEMENT

Objective: To develop in students an appreciation of detailed working of Computers, different Software and Hardware systems available in the industry and it's utility to the business.

Unit- I

Computer: An Introduction, History & Generations of Computers, Computer use in Business, Computer Devices-Hardware & Software, Classification of Computer, Programming Languages and Packages.

Unit- II

MS-Word: Meaning & Terminology of Word Processor, Editing & Formatting Document, Mail Merge, Inserting and Printing; MS-Excel: Basics, Editing Cell Contents, Commands for Worksheet/Workbook, Formulas & Functions, Charts; MS-PowerPoint: Steps, Tips and Physical Aspects of Presentation, Creating, Editing and Formatting a Slide, Power Point Views.

Unit- III

Data Processing: Meaning & Data Storage Hierarchy; File Management System- File Types, Organizations & Utilities; Database Management System- Database Models, Components of DBMS, Creating and using a Database.

Unit- IV

Data Communications and Computer Networks: Elements of Communication System, Data Transmission- Modes, Speed & Media; Network Topologies; Network Types- LAN, WAN & MAN; Internet: Basic Services, Use of Internet.

SUGGESTED READINGS:

1. Sinha, P.K., —Computer Fundamentals, BPB Publications, Fourth Edition.
2. Brinda, S., Someshwar Rao K. & Srinivas V., —Fundamentals of Information Technology, Kalyani Publishers, 2007.
3. Rayudu, C.S. & Chaitanya C.S., —Information Technology and Applications, Kalyani Publishers, First Edition, 2004.
4. Madan, Sushila, —Information Technology, Taxmann's, Fourth Edition, Nov., 2007.
5. Srivastava Chetan, —Principles of Information Technology, Kalyani Publishers, 2004.

CODE: 107

BUSINESS LAW

Objective: The objective of this course is to provide the students basic knowledge of important laws relating to business in brief.

Unit- I

Indian Contract Act, 1872- essentials of a Valid Contract, Void Agreements; Performance of Contracts and its remedies. Quasi Contract, Indemnity, Guarantee, Contingency, Bailment and Agency.

Unit- II

The Sale of Goods Act, 1930: formation of a contract, Performance of Contract, Rights of Unpaid seller. Condition and warranties, Transfer of property. The Negotiable Instruments Act, 1881: Nature and Types, Negotiation and Assignment. Holder-in-due course, Dishonor and Discharge of Negotiable Instrument.

Unit – III

The New Amendment Companies Act- 2013: Nature and Types of Companies. Formation. Memorandum and Articles of Association, Prospectus, Allotment of shares, Shares and share Capital. Membership. Borrowing Powers.

Unit- IV

Management and Meeting. Accounts and Audit, Compromise Arrangements and Reconstruction. Prevention of oppression and Mis-management. Winding up. Emerging Issues:- Corporate governance, national Company Law Tribunal, Offences and Penalties of Company under Company Act 2013.

**The students are required to study the latest amendments of the respective Acts.*

SUGGESTED READINGS:

1. Sheth, —Business Law| Pearson Publication.
2. Singh, B.K. & Tiwari, A., —Business Regulatory Framework|, SBPD Publishing.
3. Gupta, O.P, —Business Regulatory Framework|, SBPD Publishing House.
4. Kapoor, N.D, —Company Law|, Jain Book Depot.
5. Aggarwal, S.K., Singhal, K., —Indian Business Laws|, Galgotia Publications

CODE: 108

BUSINESS COMMUNICATION

Objective: This course intends to develop good communication skills in students for their future jobs and endeavors and help them understand the principles of effective communication for domestic and international business situations.

Unit-I

Introduction: Role of communication, defining and classifying communication, purpose of communication, process of communication, characteristics of successful communication; importance of communication in management; communication structure in organization, communication in crisis, barriers to communication.

Unit-II

Oral communication: What is oral Communication – principles of successful oral communication; Conversation control – reflection and empathy: two sides of effective oral communication; effective listening; non-verbal communication. Written communication: Purpose of writing – clarity in writing – principles of effective writing, electronic writing process.

Unit-III

Business letters and reports: Introduction to business letters – writing routine and persuasive letters – positive and negative messages- writing memos – what is a report purpose, kinds and objectives of report writing. Presentation skills: What is a presentation – elements of presentation – designing a presentation.

Unit-IV

Employment communication: Introduction – writing CVs – Group discussions – interview skills; Impact of Technology on Business Communication networks–e-mails, teleconferencing, video conferencing. Group communication: Meetings- Planning meetings, objectives, participants, leading meetings. Media management – press release, press conference, media interviews; Seminars, workshops, conferences. Business etiquettes.

SUGGESTED READINGS:

1. Bovee & Thill – Business Communication Essentials A Skill – Based Approach to Vital Business English. Pearson.
2. Kulbhushan Kumar & R.S. Salaria, Effective Communication Skills, Khanna Publishing House, Delhi
3. Bisen & Priya – Business Communication (New Age International Publication)
4. Kalkar, Suryavanshi, Sengupta-Business Communication(Orient Blackswan)
5. Varinder Bhatia, Business Communications, Khanna Publishing House
6. P D Chaturvedi, Mukesh Chaturvedi- Business Communication: Skill, Concepts and Applications –Pearson Education.
7. Asha Kaul, Business Communication, Prentice Hall of India

MBA SECOND SEMESTER

Code	Subject	Marks		
		External Assessment (Semester)	Internal Assessment (Sessional)	Total
201	Organizational Behaviour	70	30	100
202	Managerial Accounting	70	30	100
203	Research Methodology	70	30	100
204	Production and Operations Management	70	30	100
205	Marketing Management	70	30	100
206	Financial Management	70	30	100
207	Human Resource Management	70	30	100
	Grand Total	490	210	700

CODE: 201

ORGANIZATIONAL BEHAVIOURS

Objective: To impart the students an understanding of behavioural components in the process of management & to develop an understanding of organizational and individual variants that effect organizations.

Unit-I

Concept of Organization: Nature & Types, Organizational Behaviour: Definition, Nature, Significance, Theoretical Foundation for OB, Disciplines that contribute to OB, OB Models, Challenges & Opportunities for OB.

Unit-II

Individual Behaviour in Organization: Perception, Attribution Theory, Attitudes, Components of Work related Attitude, Functions of Attitude, Opinions, Beliefs, Attitudes and Behaviour, Attitude Change and Management, Attitude Measurement. Job Satisfaction, Meaning and Importance of Job Satisfaction, Measuring Job Satisfaction, Major influences on Job Satisfaction, Motivation and Job Satisfaction, Outcome of Job Satisfaction

Unit-III

Personality Meaning, Types of Personality, Personality Theories, Personality Traits of Managers. Learning and Behavioural Modification, Meaning, Nature and Components of Learning, Learning Theories, Principles and Schedules of Reinforcement, Organizational Behavioural Modification, Limitations of Behavioural Modification. Motivation: Definition, Theories of Motivation, Content Theories and Process Application of Motivation Theories, Implications for Managers, Leadership, Theories of Leadership, Conflict & Negotiation

Unit-IV

Organizational Culture: Definition, Functions, Creating & Sustaining Culture. Organizational Change: Concept, Forces for Change, Planned Change, Resistance to Change, Approaches to Managing Change.

SUGGESTED READINGS:

1. Robbins, Judge, Sanghvi, —Organizational Behavior, Pearson Prentice Hall
2. Luthans, Fred, —Organizational Behavior, McGraw Hill Education
3. Prasad, L.M., —Organizational Behaviour, Sultan Chand & Sons.
4. Rao, V.S.P, —Organizational Behaviour, Excel Books
5. Pareek, Udai, —Understanding Organizational Behaviour, Oxford University Press.

CODE: 202

MANAGERIAL ACCOUNTING

Objective: To provide knowledge to the students with the principles of accounting tools & techniques and their uses in managerial planning, decision making and control.

Unit-I

Introduction: Accounting for Management, Role of Cost in decision making, Comparison of Management Accounting and Cost Accounting, types of cost, Elements of cost - Materials, Labour and overheads and their Allocation and Apportionment, preparation of Cost Sheet, Methods of Costing.

Unit-II

Marginal Costing: Marginal Costing versus Absorption Costing, Cost-Volume-Profit Analysis and P/V Ratio Analysis and their implications, Concept and uses of Differential Costing and Incremental Costing; Methods of calculation of these costs and their role in management decision making like sales, replacement, buying etc.

Unit-III

Budgeting: Concept of Budget, Budgeting and Budgetary Control, Types of Budget, Static and Flexible Budgeting, Preparation Budget, Advantages and Limitations of Budgetary Control. Standard Costing: Concept of standard costs, establishing various cost standards, Variance analysis, and its applications and implications.

Unit-IV

Responsibility Accounting & Transfer Pricing: Concept and various approaches to Responsibility Accounting, concept of investment center, cost center, profit center and responsibility center and its managerial implications. Neo Concepts for Decision Making: , Target Costing & Life Cycle Costing: concept, strategies and applications of each.

SUGGESTED READINGS:

1. Pandey I M, —Management Accounting, Vikas, 2004, 3rd Ed.
2. Vij, —Management Accounting, Excel Books
3. Balakrishnan, —Managerial Accounting, Wiley Dreamtech
4. Alex, —Cost Accounting, Pearson
5. Khan and Jain, —Management Accounting, Tata McGraw-Hill, 2000
6. Sinha, —Accounting and Costing for Management, Excel Books
7. Horngren et al, —Introduction to Management Accounting, Prentice hall, 2002, 12th edition

CODE: 203

RESEARCH METHODOLOGY

Objective: To equip the students with the basic understanding of managerial communication and research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision making.

Unit-I

Research Methodology: Introduction, Meaning and Significance of Research in Business; Research Philosophy; Research Approaches; Types of Research, Research Process: Critically Reviewing the Literature, Concepts and theories, Formulation of Research Problem, Research Question, Research Objective, Hypothesis: Types of hypothesis, Concept of Hypothesis Testing.

Unit-II

Research Design: Exploratory, Descriptive, Quasi Experimental, Experimental research designs, Cross-sectional and Longitudinal designs, Qualitative and Quantitative research approaches. Data & Measurement: Meaning, Need and Types of data; Scales of Measurement, Reliability and Validity of Measurement. Data Collection Tools and Data Processing: Questionnaire, Schedules, Online Tools.

Unit-III

Sampling Design Process: Universe and Population, Sampling frame, Sample unit, Sampling Techniques, Sample Size; Sampling Errors. Data Analysis: Cleaning, Editing, Coding, Classification and Tabulation. Tools & Techniques: Descriptive and Inferential Statistics, Univariate, Bivariate, Multivariate, Correlation and Regression Analysis, Parametric and Non-parametric tests.

Unit- IV

Statistical Software for Data Analysis: SPSS, AMOS, Excel, R Programming, Referencing and Bibliography, Research Reports: Structure of Research report, Report writing and Presentation.

SUGGESTED READINGS:

1. Malhotra, N., & Dash, S., Marketing Research: An Applied Orientation. New Delhi: Pearson.
2. William G. Zikmund : Business Research Methods, Cengage Learning, New Delhi
3. Cooper and Schindler : Business Research Methods, Tata McGraw Hill, New Delhi
4. Panneer Selvam: Research Methodology, Prentice Hall of India, Delhi
5. Bradley, N., Marketing Research: Tools and Techniques. Oxford University Press.
6. Tull & Hawkins: Marketing Research, Prentice Hall of India, Delhi
7. Kothari, C.R., —Research Methodology: Methods & Techniques, New Age International Publishers, New Delhi.
8. Bhattacharya, D.K., —Research Methodology, , Excel Books

Objective: To equip the students with the basic concepts and process of Production and Operations Management and to develop an understanding about the role of production and operations management.

Unit- I

Production and operations management: Nature, Scope, Importance and Functions, Evolution from production to operations management, Production Management Vs Operations Management, Formulation of Operations Strategy, Types of Manufacturing Processes and Plant Layout, Plant Location, Assembly Line Balancing. Production Planning and Control (PPC).

Unit- II

Productivity – Definition and concept, productivity measurement, productivity improvements, Product development and design, stages of product development, techniques of product development (standardization, simplification and specialization, automation). Materials managements – its scope and importance, Purchasing function and procedure.

Unit- III

Inventory Management: Inventory control, Relevant Costs, Economic Lot Size, Reordering point, Economic order quantity (EOQ), Inventory classification techniques, Deterministic Models, Probabilistic Models: Multi-period and Single period (News vendor) models, Selective Inventory Models. Aggregate Production Planning (APP), Master production schedule (MPS), Materials requirements planning (MRP).

Unit- IV

Work study - need and technique of work-study, Time study, work measurement, Just-in-time (JIT). Value analysis - basic concepts and procedures, Quality control - standards and specifications, Statistical Quality Control, TQM, Lean operations, Process capability, Maintenance Management- Break down Maintenance & Preventive Maintenance, Total Productive Maintenance (TPM).

SUGGESTED READINGS:

1. Adam Everett E & Ebert Ronald J: Production & Operations Management: Concepts, Models & Behavior, PHI, New Delhi
2. Chary S N: Production & Operations Management, Tata McGraw-Hill, New Delhi.
3. Chase Richard B, Production and Operations Management: Manufacturing and Services, TMH
4. Mahadevan, B., Operations Management (3rd ed.). Pearson Education, Delhi.
5. Moore, F.G. and Hendrick, T. E., —Production/ Operations Management, Richard D. Irwin.
6. Nahmias S. and Olsen, T.L., Production and Operations Analysis (7th ed.). Waveland Press, Inc.
7. Panneerselvam, —Production and Operations Management, Prentice Hall of India, New Delhi.
8. Plossl G W & Wight O W: Production & Inventory Control. PHI, Englewood Cliffs, NJ..

CODE: 205

MARKETING MANAGEMENT

Objective: To develop in students an understanding of the underlying concepts, strategies and issues involved in the marketing of products and services.

Unit- I

Marketing: Definition, Characteristics, Scope and Importance of Marketing; Marketing Concept: Product, Production, Sales, Societal Concept; Marketing Management: Definition, Objectives and Functions of Marketing Management; Marketing Myopia, Marketing Mix, New issues in Marketing: Green Marketing, Digital Marketing, Viral Marketing, Network Marketing and Event Marketing; Marketing Environment.

Unit- II

Market Segmentation, Targeting, and Positioning, Marketing Information System, Marketing Research, Consumer Behaviour: Definition and The Consumer Buying Process.

Unit- III

Product Decision-Product, Product Mix, Product Line, Product Life Cycle, New Product Development, Branding and Packaging, Pricing Methods and different Pricing Strategies.

Unit- IV

Promotion Decision- Promotion Mix, Advertising, Publicity and Personal Selling, Media Selection, Sales Promotion, Channel of Distribution.

SUGGESTED READINGS:

1. Kotler Philip, —Marketing Management, Pearson Publication.
2. Ramaswamy V.S. & Namakumari S., —Marketing Management, Macmillan Publishers India Ltd.
3. Sherlekar.S.A., —Marketing Management, Himalaya Publishing House.
4. Varshney R.L. & Gupta S.L., —Marketing Management, Sultan Chand & Sons.
5. Standon William J., —Fundamentals of Marketing, McGraw Hill.

CODE: 206

FINANCIAL MANAGEMENT

Objective: The purpose of this course is to help the students with the conceptual framework of Financial Management & its application under various environment constraints.

Unit- I

Financial Management: Meaning, Nature and Scope, Financial Goal: Profit Vs. Wealth Maximization, Finance Functions- Investment, Financial and Dividend decisions. Functions of Finance Manager in Modern Age. Time value of money, Leverage Analysis-Financing Operating and Combined Leverage & its implications.

Unit- II

Investment Decisions: Nature, Investment Evaluation Criteria- Net Present Value, Internal Rate of Return, Profitability Index, Payable Period, Accounting Rate of Return, N.P.V & I.R.R., Comparison, Capital Rationing, Risk & Uncertainty in Capital Budgeting. , EBIT-EBS Analysis

Unit- III

Financial Decisions: Sources of Short Term Financing, Long Term Sources of Financing Concept & Approaches of Capital Structure Decisions-NI, NOI, Traditional & Modigliani Miller Approach. **Cost of Capital:** Significance, Calculation of Combined Cost of Capital (Weighted), Cost of Equity and CAPM.

Unit- IV

Dividend Decisions: Factors affecting Dividend Decision. Legal aspects of Dividend Relevancy and Irrelevancy Theory of Dividend Decision (Walter's Model, Gordon's Model & Modigliani Miller Model).

SUGGESTED READINGS:

1. Bhalla, V.K., —Financial Management and Policyll. Pearson publications.
2. Chandra, Prasanna, —Financial Managementll. Tata McGraw Hills
3. Khan, M.Y. & Jain P.K., —Financial Managementll. Tata McGraw Hills
4. Brigham F. Eugene, —Financial Managementll. Harcourt college publishers
5. Pandey, I.M., —Financial Managementll. Vikas publications
6. Sharma Sarita., —Financial Managementll. Neha Publishers & Distributers

CODE: 207

HUMAN RESOURCE MANAGEMENT

Objective: The objective of the course is to familiarize the students about the different aspects of managing people in the organisations from the stage of acquisition to development and retention.

Unit-I

Concept, Objective, Functioning of Human Resource Management (HRM), Personnel Management V/s. HRM, HRM in Changing Environment, Challenges of HRM, Human Resource Planning process- Factor affecting HR Planning.

Unit-II

Career Planning, Job Analysis- Job Description, Job Specification; Method of Recruiting and Selecting Human Resources, Method of Human Resources Training and Development.

Unit-III

Induction and Socialization, Steps & Methods of Performance appraisal, Job Evaluation and Wages determination, Emerging concepts of HRM- Talent management, Employees Engagement, Knowledge management, Employer Branding.

Unit-IV

Employee welfare, Industrial Relation & Trade Unions, Grievance Management, Employees empowerment, Case Study in HRM.

SUGGESTED READINGS:

1. Ashwathappa, K., —Human Resource Management, Tata McGraw Hill.
2. Flippo, E.D., —Principles Personnel Management, Tata McGraw Hill.
3. Tripathi, P.C., —Personnel Management & Industrial Relation, Sultan Chand & Sons.
4. Yoder & Dale, —Personnel Management & Industrial Relation, Prentice Hall.
5. Dessler, G., —Human Resource Management, Pearson Publication.
6. Chhabra. T.N., —Human Resource Management, Dhanpat Rai Publication.
7. Memoria, C.B., —Personnel Management, Himalaya Publication.

THIRD SEMESTER

Compulsory Papers

Code	Subject	Marks		
		External Assessment (Semester)	Internal Assessment (Sessional)	Total
301	Entrepreneurship Development and Project Management	70	30	100
302	Management Sciences	70	30	100
303	International Business Management	70	30	100

Specialization Group Papers

Note: The Specialization group has been segregated into four functional areas of management. These areas are Marketing, Finance, Human Resource Management and Information Technology. **The Students are required to select one group as Major having both core papers and any one optional paper of the group, and one group as Minor having any one paper from optional paper of that group.**

A	Elective – 1 : Marketing			
	Core Specialization			
304 A	Retail Business and Strategic Marketing	70	30	100
305 A	Product and Brand Management	70	30	100
	Optional Specialization			
306 A	Industrial Marketing and Sales Management	70	30	100
307A	Advertising and Consumer Behaviour	70	30	100

B	Elective – 2 : Finance			
	Core Specialization			
304 B	Management of Financial Services	70	30	100
305 B	Financial Derivatives	70	30	100
	Optional Specialization			
306 B	International Financial Management	70	30	100
307B	Principal of Banking and Insurance	70	30	100

C	Elective – 3 : Human Resource Management			
	Core Specialization			
304 C	Strategic Human Resources Management	70	30	100
305 C	Management Of Industrial Relations	70	30	100
	Optional Specialization			
306 C	Legal Framework Governing Human Relations	70	30	100
307C	Human Resource Development	70	30	100

D	Elective –4 : Information Technology			
	Core Specialization			
304 D	System Analysis And Design	70	30	100
305 D	Data Base Management System and Its Managerial Applications	70	30	100
	Optional Specialization			
306 D	E-Commerce and Its Applications	70	30	100
307D	Telecommunications For Business	70	30	100

308	Summer Training Report cum Viva-Voce			50

Grand Total				750
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CODE: 301ENTREPRENEURSHIP DEVELOPMENT AND PROJECT MANAGEMENT

Objectives: To acquaint the students with the dynamics of entrepreneurship and Project Management along with various aspects and related issues to the management of small business units.

Unit- I

Meaning, Definitions and concept of Enterprise, Entrepreneurship and Entrepreneurship Development, Evolution of Entrepreneurship in India, knowledge and skills requirement; characteristic of successful entrepreneurs; role of entrepreneurship in economic development; entrepreneurship process.

Unit- II

Entrepreneurial Culture, Entrepreneurial Competencies, Entrepreneurial Motivation, , Women Entrepreneurship: Meaning, Characteristic features, Problems of Women Entrepreneurship in India, Problems in Entrepreneurship Development.

Unit- III

Brief Concept of Micro, Small and Medium Enterprise (MSME), Importance, Industrial sickness: Causes, Prevention and Remedies, Small business support services in India, Concept of Intrapreneurship

Unit- IV

Business Planning Process, Project Life Cycle, Environmental Analysis - Search and Scanning, Identifying problems and opportunities, Defining Business Idea, Role of Risk Management in Overall Project Management, Impact of Delays in Project Completions, Project Execution and Control.

SUGGESTED READINGS:

1. Dynamics of Entrepreneurship Development - Vasant Desai
2. Shukla.M.B., —Entrepreneurship and Small Business Management, Kitab Mahal.
3. Charantimath, —Entrepreneurship Development and Small Business Enterprise, Pearson Publications.
4. Scarborough, Norman M., —Essentials of Entrepreneurship and Small Business Management, Pearson Publications.
5. K. Nagarajan, —Project Management, New Age International Publishers, New Delhi.
6. Projects, 7E Planning, Analysis, Selection, Financing, Implementation, and Review: Prasanna Chandra

Objectives: To develop an understanding of basic Management Science Techniques and their role in managerial decision-making.

Unit- I

Management Science: Basic concepts and role of Management Science in decision making, Decision Making Environment, Different Models of Operation Research, Formulation of Linear Programming Problems, Graphical Method, Simplex Method, The Big-M Method, Duality in linear programming, Primal and dual LP problems, Overview of Integer Programming and Post Optimality Analysis.

Unit- II

Transportation Problem: Methods of finding Initial Basic Feasible Solution: North West corner rule, Least Cost method, and Vogel's Approximation method. Optimality test: Modified Distribution (MODI) Method, Transshipment problem. Assignment Problem: Hungarian Algorithm, Formulation and Solution of Assignment Problem, Travelling Salesman Problem.

Unit- III

Network Analysis: Concept, Drawing network, Determination of Critical Path, Critical Path Method (CPM), Program Evaluation and Review Technique (PERT) Application of Networks in Project Management, Queuing Theory: Basic Characteristics, Arrival Process, Service Mechanism, Single Server (M/M/1) and Multi Server (M/M/C) Model. Introduction to Decision trees.

Unit- IV

Game Theory: Concept, Two Person Zero Sum game, Pure and Mixed Strategies, Maximin and Minimax Principle, Saddle Point, Dominance and Odds Methods. Simulation and Replacement Problem. Sequencing Problem: Algorithms for N jobs through Two and Three machines, Two jobs through M-machines problems.

SUGGESTED READINGS:

1. Sharma, J.K., Operations Research: Theory and Applications., New Delhi, Macmillian
 2. Taha Hamdy, Operations Research - An Introduction, (Prentice-Hall, 9th edition)
 3. Kapoor V.K., Operations Research-Quantitative Techniques for Management, Sultan Chand and Sons.
 4. Kothari, Quantitative Techniques, Vikas Publication.
 5. Vohra N.D., Quantitative Techniques in Management, Tata McGraw Hill.
 6. Narang A.S., Linear Programming Decision-Making, Sultan Chand and Sons.
 7. *Kanti Swaup, P.K. Gupta & Man Mohan -Operations Research, Sultan Chand & Sons, New Delhi*
 8. Gould, F J., —*Introduction to Management Sciencell*, Englewood Cliffs, Prentice Hall Inc.
- Mathur, K and Solow, D., —*Management Science Englewood Cliffs*ll, Prentice Hall Inc.

CODE 303: INTERNATIONAL BUSINESS MANAGEMENT

Objective: The aim of this course is to enable students to better analyze and understand the opportunities and challenges that companies face when expanding their activities internationally and when dealing with international competitors in their home markets.

UNIT I

Introduction: The Globalization of the World Economy – Emergence of Global Institutions – Changing Nature of International Business – Managing in the Global Market Place National The Determinants of Economic Development – States in Transition **Differences in Culture:** Introduction, Social Structure – Religion – Language – Education – Culture and the Workplace Cultural Change, Cross-cultural Literacy Culture and Competitive Advantage.

UNIT II

Differences in Culture: Introduction, Social Structure – Religion – Language – Education – Culture and the Workplace Cultural Change, Cross-cultural Literacy Culture and Competitive Advantage. International Trade Theory: Introduction: Mercantilism Comparative Advantage, Heckscher-Ohlin Theory, The New Trade Theory, National Competitive Advantage , Porter's Diamond

UNIT III

Foreign Direct Investment: Introduction – FDI in the World Economy – Horizontal and Vertical Foreign Direct Investment – Advantages of Host and Home Countries. The Global Monetary System: An Introduction to Foreign Exchange Market – Functions of Foreign Exchange Market.

UNIT IV

International Business Strategy: Introduction, Strategy and the Firm, Profiting from Global Expansion – Pressures for Cost Reductions and Local Responsiveness Exporting, Importing and Counter Trade: Introduction – The Promise and Pitfalls of Exploring – Improving Export Performance – Export and Import Financing – Export Assistance – Counter Trade.

SUGGESTED READINGS:

1. Hill, C.W.L. and Jain, A.K., International Business: Competing in the Global Marketplace, 6th Edition, Tata McGraw-Hill Education.
2. Cherunilam, F., International Business: Text and Cases, 5th Edition, PHI Learning.
3. Paul, J., International Business, 5th Edition, PHI Learning.
4. Ball, D.Geringer, M., Minor, M. and McNett, J., International Business: The Challenge of Global Competition, 11th Edition, Tata-McGraw-Hill Education.
5. Deresky, H., International Management: Managing Across Borders and Cultures, 6th Edition, Pearson.
6. Griffin, R., International Business, 7th Edition, Pearson Education.

Objective: To familiarize the students with the functioning of Retail Industry and the concepts of Strategic Marketing.

Unit-I

Nature and Scope of Retailing System; Retail Formats, Retail Structure, Retail Theories, Retail Mix: Social Forces, Economic Forces, Technological Forces and Competitive forces; Retailing Trends in India; Functions, Costs, and Modes of Transportation, Selection of Transport Mode.

Unit-II

Strategies in Retail Business: Store Location, Retail Patterns- Creative Displays, Merchandise Planning, Stock Turns & Replenishment Systems, Retail Pricing, Return on per Sq. Ft. of Space; Retail Promotions – Staying Ahead of Competitors, Retail Consumer Behaviour.

Unit-III

Supply Chain Management (SCM), Warehousing, Franchising, Organised Vs. Unorganized Retailing, Types of Retail Outlets- features & importance, Retail Equity, e-retailing and Future of Retail Business in India.

Unit-IV

Customer Relationship Management (CRM) and Market Situation Analysis, Market Leader Strategies, Expanding the Total Market, Protecting Market Share and Attacking Strategies, Market Follower Strategies, Market Niches Strategies, Balancing Consumer and Competitor Orientation.

SUGGESTED READINGS:

- 1 Fleming Peter, —Retail Selling, Pearson Publication.
- 2 Ghosal Gaurabh, —Retail Management, McGraw Hills Publication.
- 3 EILLM University Book- New Study Material.
- 4 Berman, —Retail Management: A Strategic Approach, Pearson Publication, 11th edition.
- 5 Gilbert, —Retail Marketing Management, Pearson Publication, 2nd edition..

CODE: 305A

PRODUCT & BRAND MANAGEMENT

Objective: To impart in-depth knowledge to the students regarding the theory and Practice of Product and Brand Management.

Unit- I

Product: Basic Concepts, Classifications of Product Decisions, Product Management: Meaning and scope of Product management, The Role of Product Manager, Product Life Cycle Management Strategies, Managing Product issues, Consumer Adoption Process, New Product Planning and Development.

Unit- II

Creative Ideas, Designing and Pricing the Product Offer, Budgeting for Products, Special Issues in Product Management, Managing Product Support Services, Positioning Product, Market Analysis.

Unit III

Basic concept of Brand, Brand identity, Brand Image, Brand Personality, Brand Loyalty and the connected issues, Brand Positioning, Brand Equity: Conceptualization and measurement.

Unit IV

Managing Brands: Brand Selection, Brand Creation and Brand Extensions, Brand-Product Relationship, Building Branding Strategies, Brand Licensing and Franchising, Global Branding.

SUGGESTED READINGS:

1. Moorthi, Y.L.R, —Brand Management, Vikash Publication.
2. Baker, —Product Strategy and Management, Pearson Publication, 2nd edition.
3. Chaudhari, Chetan & Marathe, Milind, —Product and Brand Management, Nirali Publication.
4. Keller, —Strategic Brand Management, Pearson Publication, 3rd edition.
5. Verma, Harsha, —Product Management, Jawahar Book Centre.

CODE 306A INDUSTRIAL MARKETING AND SALES MANAGEMENT

Objective: To lay a foundation for an understanding of the complex dimensions of the industrial marketing and sales management.

Unit-I

Concept, Features, Importance of Industrial Marketing. Difference between Industrial Marketing and Consumer Marketing, Nature of Demand in Industrial Markets, Industrial Marketing Research, Industrial Buying Process, Industrial market segmentation, market targeting and positioning.

Unit-II

Product Strategy: Meaning and Concept of an Industrial Product, Classification of Industrial Products, Industrial Pricing, Industrial distribution channels, Industrial Marketing Communication.

Unit-III

Concept, Objectives, scope and Functions of Sales Management, Recruitment, Selection, Training and Motivation of sales Personnel, Selling Process, Role of a Sales Manager, Evaluation and Controlling of Sales Efforts.

Unit – IV

Sales Planning: Importance and Types of sales planning, Sales planning process, Sales Forecasting - Meaning, Uses and Importance of Sales Forecasting; Allocation of Sales Territory, Sales force management.

SUGGESTED READINGS:

1. Hill, Richard, —Industrial Marketing, Richard D. Irwin Inc.
2. EILLM University Study Material, —Sales Management & Industrial Marketing.
3. Shah, —Supply Chain Management, Pearson Publication.
4. Seshadri/Anderson, —Business Market Management: Understanding, Creating Delivering Value, Pearson Publication, 3rd Edition.
5. Vitale, —Business to Business Marketing: Analysis & Practices, —Pearson Publication.
6. Sople, —Logistic Management, Pearson Publication, 2nd edition.

CODE 307A ADVERTISING AND CONSUMER BEHAVIOUR

Objective: To acquaint the students with concepts and techniques of effective advertising Programme and Consumer Behaviour.

Unit –I

Introduction to Advertising: Definitions, Features, Objectives and Importance of Advertising. Role in Marketing process, setting of advertising objectives: communication and sales objectives, DAGMAR approach, Setting of advertising budget, Advertising Strategy, Creative advertising, Unique Selling Proposition, Advertising Agency and its role.

Unit-II

Stimulation of Primary and Selective Demand – Objective Setting and Marketing Positioning. Determination of Target Audience, Building of Advertising Programme: Message, Headlines, Copy Logo, Illustration, Appeal Layout, Campaign Planning, Media Planning and Media Selection. Measuring Advertising Effectiveness.

Unit –III

Introduction to Consumer Behaviour, Consumer Behaviour and Marketing Strategy, Consumer Involvement and Decision-Making, Factors in the study of Consumer Behaviour – Lifestyle, Motivation, Attitude, Learning, Perception and Personality.

Unit-IV

Family, Groups, Social Class and Cultural Influence on Consumer Behaviour, Buying Behaviour Models, Application of Consumer Behaviour, Issues in formulation of Different Marketing Strategies.

SUGGESTED READINGS:

1. Aaker, Batra & Myers, —Advertising Management, Prentice Hall.
2. Bennet, Peter, D. & Kes, H.H, —Consumer Behaviour, Prentice Hall.
3. Hawkins, D.I, —Consumer Behaviour-Implications for Marketing Strategy, —Tata McGraw Hill.
4. Howard, John, A., —Consumer Behaviour in Marketing, Prentice Hall College Div.
5. Mohan, Mehendra, —Advertising Management, McGraw Hill.
6. Rathore, B.S., —Advertising Management, Himalaya Publishing House.

CODE: 304B

MANAGEMENT OF FINANCIAL SERVICES

Objective: To familiarize the prospective managers with the various financial services and Institutions and their role in the overall financial system.

Unit-I

Financial Systems and Markets: Concept, Nature, Types and Scope of Financial Services, Regulatory framework for Financial Services, Management of Risk in Financial Services, Fund based and Non-fund based activities of Financial Services.

Unit-II

Origin of Merchant Banking In India, Nature, Characteristics, Functions and Importance of Merchant Banking, Services rendered by merchant Bankers, Guidelines with regard to Registration, Capital Adequacy norms, and Code of Conduct for Merchant Bankers,

Unit-III

Nature, Objective and Features of Credit Rating, Functions of Credit Rating Agencies in India, Credit Rating Agencies in India, Factoring Services, Depositories. Underwriting Business Concept, SEBI Guidelines with regard to underwriting.

Unit-IV

Other Financial Services: Lease Financing, Hire Purchase, Debt Securitization, Venture capital, Mutual Funds, Consumer and Housing Financing, E-Banking. Mobile Banking, NEFT, RTGS and other online banking techniques. Introduction to Plastic Money (Debit & Credit Card).

SUGGESTED READINGS:

1. Avadhani, V.A., —Investment and Securities Market in India, Himalaya Publication.
2. James, C. & Horne, Van, —Financial Market Rates and Flows, Oxford University Press.
3. Khan, M.Y., —Indian Financial System, Tata McGraw Hill.
4. Khan, M.Y., —Financial Services, Tata McGraw Hill.
5. G., Rameshbabu, —Financial Services in India, Concept Publishing House.

CODE: 305B

FINANCIAL DERIVATIVES

Objective: To give the students an in-depth knowledge of the functioning of derivatives securities markets

Unit-I

Concepts and Types of Derivatives, derivative Market: Nature and its Function, Securities Exchange Board of India guidelines with regard to Derivatives Trading in India.

Unit-II

Financial Futures, Valuation of Forward and future Contracts, Use of Futures for hedging.

Unit-III

Nature and Types of Option Markets, Factors affecting Options, Prices, Stock Prices Behaviour Model, Hedging Trading Strategies. Exotic Options: Types and Valuation.

Unit-IV

Nature, Types, Mechanism and Valuation of SWAPS, Credit Risks: The nature of exposure, Reducing Default Risk. Commodity Derivatives, trading Practices of Derivatives in India

SUGGESTED READINGS:

1. Gupta, S.L., —Financial Derivatives|| PHI Learning Pvt. Ltd.
2. Kotreshwar, G., —Insurance Derivatives||, Himalaya Publishing.
3. Janakiramanan, —Derivatives and Risk Management||, Pearson Publishing House.
4. Madhumati, —Derivatives and Risk Management||, Pearson Publishing House.
5. Mishra, Vishnupriya, —Financial Derivatives||, Excel Publication.
6. Kumar, S.S.S., —Financial Derivatives||, PHI Publications.

Objective: To introduce the students macro level picture of International financial system and how multinational corporations operate.

Unit-I

International Finance: An overview, Objectives and functions of financial management in a multinational corporation, International Financial Management and Domestic Financial Management. International Monetary System, International Financial Institutions. Balance of Payments, Current Account and Capital account, and Barriers to Trade.

Unit-II

The Foreign Exchange markets – Functions of the Foreign Exchange Market, Spot Market and Forward Market, Exchange Rate, Exchange Rate Quotations and Arbitrage, Exchange rate theories: Interest Rate Parity, Purchasing Power Parity and Fisher's Parity, International Fisher Effect.

Unit-III

Management of exposure & Risk- Concept of exposure and risk. Types of exposure –Translation Exposure, Comparison of Translation Methods. Transaction Exposure- Measurement and Management of Transaction Exposure. Economic Exposure- Transaction Exposure Versus Economic Exposure, Hedging Strategies.

Unit-IV

International Investment- Direct and Indirect Investment, Return and Risk in international investments. Foreign Direct Investment (FDI), Costs and Benefits of FDI, Strategy for FDI, Conflicts between Home Country Government and MNCs and Measures of Control. International Capital Market, Various Instruments and their types - International Bond Market, International Equity Market.

SUGGESTED READINGS:

1. Bhalla, V.K., International Financial Management, Pearson Publication.
2. Buckley, A., *Multinational Finance*. (5th ed.). Pearson Education.
3. Butler, K.C., *Multinational Finance: Evaluating Opportunities, Costs, Risks of Operations*. (5th ed.). Thomson South-Western.
4. Douglas, W., International Business Finance, Palgrave Publication.
5. Eiteman David K & Stonehill Arthur I, Multinational Business Finance, Addison-Wesley Pub. Co
6. Levi, M.D., *International Finance*. (6th ed.). Routledge Publications
7. Madura, J., *International Financial Management*. (13th ed.). Cengage Learning India
8. P.G. Apte, Global Financial Management, Tata McGraw-Hill Education
9. Resnick, B. G., & Eun, C. S., *International Financial Management*. (7th ed.). McGraw Hill International.
10. Shapiro, A.C., *Multinational Financial Management*. (10th ed.). John, Inc.
11. Vij, M., *International Financial Management* (3rd ed.). Excel Books

CODE: 307B

PRINCIPLES OF BANKING & INSURANCE

Objective: To provide knowledge to the students about principles of insurance and banking and their uses in managerial planning, decision making and control.

Unit-I

Structure of Indian Banking System; Commercial Banks-Objectives, functions of commercial banks and recent developments; Banking Regulation Act, 1949; Regional Rural and Co-operative banks in India: Functions; Role of regional rural and co-operative bank in rural India, Banking Sector Reforms.

Unit-II

Reserve Bank of India: Objectives; Organization; functions and working; monetary policy, credit control measures and their effectiveness; Private sector Banks in India: Their Progress & performance. Foreign banks in India: Their progress & performance, Regulation of Foreign bank in India.

Unit-III

Development Banks-Objectives, functions and practices of development banks in India Promotional roles of Developments Banks and their financial services. Credit Management-Principles of lending, new credit policies of commercial banks in India and their implementation.

Unit-IV

Insurance: Meaning, Origin & Development, Functions, Types, Classifications, Advantages; Principles of Insurance Contract, Re-Insurance; Life Insurance: Meaning, Importance; Motor Insurance; Fire Insurance: Meaning, Hazards in Fire Insurance, Marine Insurance: Meaning, Insurable Risk, Scope, Importance

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SUGGESTED READINGS:

1. Nalini P. Tripathi: Financial Instruments and Services, PHI Learning Pvt. Ltd
2. Batra and Dangwal: Financial Services, Deep and Deep Publications
3. M.Y. Khan: Financial Services, Tata McGraw-Hill Education
4. David L. Hershan: Book of Home Finance, Hershman Group
5. Joetta Colquitt: Credit Risk Management, McGraw-Hill Professional

Objective: To develop basic skills to deal with strategic issues related with Human Resource Management Practices.

Unit-I

Strategic Human Resource Management- Concept, Definition, Scope and Significance; Strategic Perspective in HRM- Traditional V/s. Strategic HRM, Linkage between Business Strategies and HRM practices; Challenges in Strategic Human Resource Management, Impacts of Strategic HRM, SHRM for Competitive Advantage.

Unit-II

Implementation of Strategic HRM: Staffing, Training & Development, Strategic Options of Human Resource Development; Human Resource Information System- Concept and Significance; Wage Differentials, Wage Incentives and Fringe Benefits.

Unit-III

HR Strategy, Components of Strategic HRM, Improving Business Performance through Strategic HRM. Employee Engagement and Drivers of Engagement; HR Dimension to Knowledge Management, Strategic Approach to Industrial Relations ; Managing Union-free Organisation.

Unit-IV

Downsizing and Right sizing- VRS Management; Emerging Issues- Managing Diversity at Workplace, Outsourcing & its HR implications, Human Side of Mergers and Acquisitions, Strategic HR issues in Global Assignments, Strategic issues in International Assignment.

SUGGESTED READINGS:

1. Willey, V.R.K, —Strategic Approach to HRM, Wiley eastern Ltd.
2. Mobey Christopher, —Strategic Human Resource Management, Tata McGraw Hill.
3. Rao T.V, Verma K.K, —Alternative Approach on Strategies of HRD, Rawat Publication.
4. Yoder & Dale, —Personnel Management & Industrial Relation, Prentice Hall.
5. Dessler, G., —Human Resource Management, Pearson Publication.
6. Ashwathappa, K., —Human Resource Management, TMH.

CODE: 305C

MANAGEMENT OF INDUSTRIAL RELATIONS

Objective: To introduce the students to the conceptual and practical aspects of Industrial Relations at the Micro and Macro levels.

Unit-I

Industrial Relations: Definition, Nature, Scope, Objectives, Importance, Historical Evolution of Industrial Relation in India, Parties to Industrial Relations, Different Perspectives & Approaches, Role of State in Industrial Relations, Role of Management & Trade Unions, Present IR scenario in India.

Unit-II

Industrial Relations & Industrial Disputes, Reasons for Industrial Disputes & Industrial Conflicts; IR Mechanism to prevent industrial disputes & conflicts: Collective Bargaining, Tripartite & Bipartite Bodies, Ethical Codes & Standing Orders.

Unit-III

Management of Grievances, Concept and Causes of Grievances, Grievance Redressal Machinery, Objectives of Grievance Redressal Machinery, Salient Features of Grievance Redressal Machinery, Employee Discipline, Aspects & Objectives of Discipline, Types of Discipline, Disciplinary Action.

Unit- IV

Worker's Participation in Management: Concept, Objectives of Worker's Participation in Management, Forms of Workers' Participation in India, Factors influencing Participation, Employee Empowerment, Quality Circle, Industrial Relations & Technological Change, Industrial Relations & HRM.

SUGGESTED READINGS:

1. Mamoria, C. B., Mamoria, S, & Gankar, S. V. —Dynamics of Industrial Relations, Himalaya Publishing House
2. Venkataratnam, C. S. —Industrial Relations, Oxford Publications
3. Mishra, Abhishek —Industrial Relations: An Insight, Quality Books & Publishers, Kanpur
4. Tripathy, P. C. —Personnel Management and Industrial Relations, Sultan Chand & Sons, New Delhi.
5. Munappa, Arun, —Industrial Relations, Tata McGraw Hill.

CODE: 306C LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS

Objective: To provide an understanding, application and interpretation of the various labour laws and their implications for industrial relations and labour issues.

Unit-I

Emergence and Objectives of Labour Laws, Need for Labour Legislation, Scope and Source of Labour Legislation, Principles of Labour Legislation, Interpretation of Labour Laws, Implications for Management, Union & Workmen.

Unit-II

Laws Relating to Labour Relations: The Industrial Disputes Act, 1947, The Industrial Employment (Standing Orders) Act, 1956, The Trade Unions Act, 1926.

Unit-III

Laws Relating to Social Insurance- Social Insurance & Social Assistance, The Workmen Compensation Act, 1923, The Employees' State Insurance Act, 1948, The Maternity Benefit Act, 1961, Paternity Benefits, Payment of Gratuity Act, 1972

Unit-IV

Wages and Remuneration: Definition, Types of Wages, Wage Policy & Wage Regulation Machinery, Wage Boards, Wage Legislations: The Minimum Wages Act, 1948—Payment of Wages Act, 1936—Equal Remuneration Act, 1976

The students are required to study the latest amendments of the respective Acts.

SUGGESTED READINGS:

1. Garg, K.C., Sareen, V.K., Sharma, Mukesh, Chawla, R.C., —Industrial Law, Kalyani Publishers
2. Sharma, A.M., —Aspects of Labour Welfare & Social Security, Himalaya Publishing House
3. Srivastava, S.C., — Industrial Relations & Labour Laws, Vikash Publishing House
4. Kapoor, N. D., —Handbook of Industrial Law, Sultan Chand & Sons
5. Relevant Bare Acts

CODE: 307C

HUMAN RESOURCE DEVELOPMENT

Objective: The objective of the course is to make student aware of the concepts, techniques and practices of human resource development. This course is intended to make students capable of applying the principles and techniques as professionals for developing human resources in an organization.

Unit-I

Human Resource Development: Meaning, Significance and objectives of Human Resource Development (HRD), Human Resource Management Vs. Human Resource Development, Functions and Challenges of HRD, Role of HRD in Organisation, Attributes of HRD Managers, HRD in Indian Industry.

Unit-II

HRD Process and Mechanism; Strategic/Organizational Analysis: Task Analysis, Person Analysis; Prioritizing HRD needs; HRD Interventions: Objectives and Types of HRD Interventions, Techniques of HRD Intervention; Training Methods.

Unit-III

HRD Culture- OCTAPACE; Designing effective HRD Programs, Implementing HRD Program; HRD Audit: Need, Concept, Role of HRD Audit in Companies, Methods and its limitations.

Unit-IV

HRD Evaluation: Kirpatrick's evaluation frame work; Data collection for HRD Evaluation; Assessing the impact of HRD Programs; Career Management: Meaning, Stages of life and career development, Issues in career development.

SUGGESTED READINGS:

1. Tripathi P.C., —Human Resource Development, Sultan Chand & Sons.
2. Halдар, U. K., —Human Resource Development, Oxford University Press.
3. Rao, T.V., —Future of HRD, Macmillan India.
4. Rao T.V., —Reading in human Resource Development, Oxford and IBH.
5. Lynton, Rolf P. and Pareek, Udai, —Training for Development, Vistaar Publication.
6. Rao T.V. and Pareek, Udai, —Designing and Managing Human Resource Systems, Oxford and IBH.

CODE: 304D

SYSTEM ANALYSIS AND DESIGN

Objective: To develop an appreciation of Analysis and Design of Computer Based Commercial Data Processing System.

Unit-I

Overview of System Analysis and Design: Business System Concepts, Characteristics of System, Elements of a System, Types of Systems, Systems Models, Categories of Information, System Analyst.

Unit-II

System Development Life Cycle: Introduction, Stages of SDLC: Project Selection, Feasibility Study-Economic, Technical and Behavioral Feasibility, Analysis, Design, Implementation; Cost/Benefit Analysis: Data Analysis, Cost and Benefits Categories.

Unit-III

System Requirement Specifications & Analysis: Requirement Determination, Fact-Finding Techniques-Interview, Questionnaire, Record Review, Observation; Structured Analysis- DFD, Data Dictionary, Decision Trees, Identifying Data Requirements, Decision Tables.

Unit-IV

System Control and Quality Assurance: Design Objectives, Maintenance of System, Software Design, Managing Quality Assurance, Testing Plans, System Controls; System Administration and Training: Training, Conversion, Conversion Plan; Hardware and Software Selection.

SUGGESTED READINGS:

1. Dr. Jawahar, —System Analysis and Design, Study Material.
2. Awad, Elias, M., —System Analysis and Design, Richard D. Irwin.
3. Hawry Szkiewyez, I.T, —Introduction to system analysis and Design, PHI, New Delhi.
4. Macro, T.D., —Structured Analysis and System Specification, Yourdon Press.
5. Edward, Y., —Design of on-line Computer System, Prentice Hall.
6. Coad, Peter and Edward, Yourdon, —Object Oriented Analysis, Yourdon Press Computing Series.

Objective: To introduce the concept of electronic markets- pace and electronic commerce among the potential information technology leaders.

Unit-I

Data Communication Networks: Data communications concepts- Digital and Analog, Parallel and Serial, Synchronous and Asynchronous, Simplex, Half duplex, Full duplex, Multiplexing, Encoding and Decoding, Error detection and Recovery, Network topologies, Open Systems Interconnection (OSI) and TCP/IP references model.

Unit-II

Client/Server Computing: Evolution of Client Server Computing, Applications and components of Client Server, Client/Server Model, Communication Server; Digital Network; Application of Internet and Intranet in Business Organization; Concept of Global Village; Electronic Bulletin Board System (EBB).

Unit-III

Communication Channels and Components: Wired transmissions- UTP, STP, Coaxial cables, Broadband, Optical fiber transmission; Microwave transmission: Infrared transmission, Laser transmission, Radio transmission and Satellite transmission; Network connecting devices.

Unit-IV

Application Layer Protocols: Network File System (NFS), Remote Login: Telnet; File Transfer Protocol (FTP); E-mail system: Simple Mail Transfer Protocol (SMTP), Post Office Protocol (POP); World Wide Web (WWW), Domain Name System (DNS), Hyper Text Transfer Protocol (HTTP).

SUGGESTED READINGS:

1. Keen, Peter & Cummins Michael, —Network in Action: Business Choices and Telecommunications Decisions, Wadsworth Publication.
2. Oberoi, Sandeep, —e-Security and You, Tata McGraw Hill Publishing Company.
3. Rich Jason, R., —Starting in E-commerce business, IDG Books.
4. Laquey, Tracy, —The internet Companion: A Beginner's Guide to Global Net-Working Addison Wesley Publication, 3rd edition, Feb, 1993.
5. Estabooks, Maurice, —Electronic Technology, Praeger Publication.

CODE: 306D

E-COMMERCE AND ITS APPLICATIONS

Objective: The objective is to expose the students to electronic modes of commercial operations.

UNIT-I

Introduction to E-Commerce: Meaning and Concept, Electronic Commerce Vs Traditional Commerce, Media Convergence, Electronic Commerce and E-Business, Channels of E-Commerce, Business application of E-Commerce, Need for E-Commerce, Global Trading Environment & Adoption of E-Commerce.

UNIT-II

Electronic Payment System (EPS): Online Banking, Types of Electronic Payment Systems, Risks Associated with Electronic Payments, Security Requirement of Electronic Payment System, Recommendations of the Security of Electronic Payment System, Components of an Effective EPS.

UNIT-III

Security Issues in E-Commerce: Introduction, E-commerce Security Issues, Risks involved in E-Commerce, Types of threats and sources of threats, Protecting e-Commerce System, Common e-commerce Security Tools, Data and Message Security, Biometric.

UNIT-IV

Electronic Data Interchange (EDI): Paperless Transactions, Components of EDI, Features of EDI, Data Standards used in EDI; Cyber Law: Concept, Aims of Cyber Law, Cyber Law in India, Salient Provisions of Cyber Law.

SUGGESTED READINGS:

1. Pandey U.S., Srivastava Rahul and Shukla Saurabh, —E-Commerce and Its Applications, S. Chand & Company Ltd., 2007.
2. Singh Gurvinder and Singh Rachpal, —E-Commerce" Kalyani Publishers, 2004.
3. Murthy C.S.V, —E-Commerce, Himalaya Publishing House, 2007.
4. Rayudu C.S., —E-Commerce E-Business, Himalaya Publishing House, 2008.
5. Rich Jason, R., —Starting in E-commerce business, IDG Books.
6. Pandey Adesh K., —Concepts of E-Commerce, S.K. Kataria & Sons.
7. Nidhi Dhawan, — Introduction to E-Commerce, International Book House Pvt. Ltd., (2012).
8. Ravi Kalakota, —Frontiers of E-Commerce, TMH.

CODE: 307D

DBMS AND ITS MANAGERIAL APPLICATIONS

Objective: To acquaint the students with basic skills in DBMS & SQL and Managerial applications using oracle in modern business analysis and management.

Unit-I

Introduction to Database & Database Management System (DBMS): Types of Database, Components and Architecture of Database System, Components of DBMS, Application and Characteristics of DBMS, Database models, Advantages and Disadvantages of DBMS.

Unit-II

Database Architecture and Modeling: Three level architecture of database, Conceptual, Physical and logical database models, Role of DBA, Database Design Entity Relationship Model, Components of ER Model, ER Modeling symbols; Specialization and Generalization.

Unit-III

Relational DBMS: Introduction to Relational DBMS, DBMS vs. RDBMS, RDMBS Terminology, Database normalization, Keys, First Normal Form, Functional dependencies, Second Normal form, third Normal form, Boyce-Codd Normal form, fourth Normal form, Fifth Normal form.

Unit-IV

Introduction to SQL: History of SQL, Characteristics of SQL, Advantages of SQL, SQL in Action, SQL data types, Types of SQL commands, SQL Operators and their precedence, Tables, Views and indexes, Sub queries, Aggregate functions.

SUGGESTED READINGS:

1. Navathe Elmasari, —Fundamentals of Database Systems, Pearson Education.
2. Bayross, Ivan, —SQL, PL/SQL the programming language of Oracle, BPB Publications.
3. Kumar Pranab and Gupta Das, —Database Management System, Oracle SQL and PL/SQL, PHI Publications.
4. Majumdar & Bhattacharya, —Database Management System, Tata McGraw Hill.
5. Korth, Silbertz, sudrashan, —Database concepts, McGraw Hill.
6. Ramakrishnan, Gekhre, Database Management System, McGraw Hill.

FOURTH SEMESTER
Compulsory Papers

Code	Subject	Marks		
		External Assessment (Semester)	Internal Assessment (Sessional)	Total
401	Corporate Management	70	30	100
402	Strategic Management	70	30	100
403	Management Information System	70	30	100
404	Rural Management	70	30	100

Optional Group Papers

Note: In MBA Fourth Semester, students are required to select two specialized areas as selected in third semester (Major & Minor). The Major will comprise of all two papers of the group and Minor will have only one paper of that group.

A	Elective – 1 : Marketing			
405 A	International Marketing	70	30	100
406 A	Marketing of Services	70	30	100

B	Elective – 2 : Finance			
405 B	Security Analysis and Portfolio Management	70	30	100
406 B	Corporate Tax Management	70	30	100

C	Elective – 3 : Human Resource Management			
405 C	Organizational Change And Intervention Strategies	70	30	100
406 C	Management Training And Development	70	30	100

D	Elective – 4 : Information Technology			
405 D	Business Process Reengineering And ERP	70	30	100
406 D	Computer Graphics and Multimedia Management	70	30	100

408	Research Report Cum Viva- Voce			50
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Grand Total		750		
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CODE: 401

CORPORATE MANAGEMENT

Objective: To equip the students with the skills for decision making at top level of management.

Unit- I

Professional Management- Nature, Scope and Importance. Role of Professional Management in Corporate Sector. Company Management and Control. Managerial Remuneration. Role of financial Institutions in Corporate Management, Their Shareholding and Management Control.

Unit- II

Corporate restructuring, Nature, Scope and Importance Mergers and Acquisitions – Nature, Scope and importance, Present status of mergers and acquisitions in India. Nature, scope and importance of governing Board. Chief Executive and Board.

Unit-III

Turn-around management, Nature, Scope and importance, Turnaround Strategies in India Multinational Corporations: Nature, Objectives, Scope and Importance, Working of MNCs in India.

Unit- IV

Corporate Governance. Nature, Objectives, Scope and Importance Committee Recommendations, Corporate Governance Practices in India, Management discussions and Analysis: Nature, Objectives, Scope and Importance, MDA Reporting in India.

SUGGESTED READINGS:

1. Joshi, Vasudha, — Corporate Governance: The Indian Scenario, Foundation Books
2. Shukla, M.B & Gupta, Ranjita, —Corporate Management: Principles and Practice, Kitab Mahal
3. Singh, M.K., — New Concepts in Corporate Management, Globus Press
4. Dube, Indrajit, —Corporate Governance, Lexis nexis
5. Das, S.C., —Corporate Governance in India: An Evaluation, PHI Publication

CODE: 402

STRATEGIC MANAGEMENT

Objective: To impart an understanding of the comprehensive process of top management of a business enterprise so as develop the ability to analyze business problems and their solutions.

Unit-I

Strategic Management: Definition, Models and Process, Objective and importance of Business Policy, Vision, Mission, Purpose and objectives, Top Management Strategy Formulation; Strategy Formulation, Strategic Intent: Corporate Strategies: Growth/Expansion, Diversification, Stability, Retrenchment and Combination Strategy; Corporate Analysis, Resource based Approach, Value Chain Approach.

Unit-II

Environmental analysis and organization appraisal, Industrial Analysis, SWOT analysis, TOWS matrix, ETOP study, OCP; Tools and techniques of Strategic Analysis, Experience Curve, Core Competency, Competitive Advantage of a Firm, Strategic Alternatives, Strategic Choice

Unit-III

Strategic Planning: Concept and Process, Corporate Restructuring, Mergers and Acquisition, Strategic Alliances; Portfolio Analysis, BCG model, GE-9 Cell, Porter's Model: 5 Force and Diamond Model, Strategic Implementation, Activating Strategies,

Unit-IV

Strategic Information System, McKinsey 7S Model, Activity based costing, Strategy Evaluation, Strategic Control, Operational Control, Techniques of Strategic Evaluation and Control.

SUGGESTED READINGS:

1. Kazmi Azhar, —Strategic Management & Business Policy, Tata McGraw Hill.
2. Prasad L.M., —Strategic Management, S.Chand & Sons.
3. Lynch Richard, —Strategic Management, Pearson.
4. Pearce John A & Robinson Richard B, —Strategic Management, McGraw Hill.
5. David Fred R, —Strategic Management, Prentice Hall.

CODE: 403

MANAGEMENT INFORMATION SYSTEM

Objective: To acquaint the students with the basics of Information technology and related aspects.

Unit- I

Management Information System (MIS): Concept, Definition, Objective, Scope, and Impact of MIS, Role of MIS in Global Business, Design and Implementation of MIS, Challenges of MIS, Conversion of manual MIS into computed MIS.

Unit- II

Types of MIS: Transaction Processing System (TPS), Executive Support System (ESS), Enterprise System (ES), Supply Chain Management System (SCMS), Customer Relationship Management System (CRMS), Knowledge Management System (KMS).

Unit- III

MIS in Functional Areas of Business: Accounting, Human Resource, Inventory, Manufacturing, and Marketing Information System; MIS Development, Principles of System Development.

Unit- IV

Decision Making & Decision Support System: MIS Support at each of the phase of Intelligence, Design and Choice, Decision making and MIS, Decision Support System, Group Decision Support System; Expert system, Office Automation System.

SUGGESTED READINGS:

1. Murthy, C.S.V., —MIS (Text, Cases and Applications) ||, Himalaya Publishing House, 10th edition, 2009.
2. Gupta, Hitesh, —MIS (An Insight), —International Book House Pvt. Ltd.||, First edition, 2011.
3. Gupta, A.K., —MIS|| S. Chand Co. Ltd., First edition, 2000.
4. Murthy, C.S.V., —MIS||, Himalaya Publishing House, First edition, 2010.
5. Chatterjee, Indrajit, Management Information Systems, Jawahar Book Centre.
6. Goyal D.P., —Management Information Systems Managerial Perspectives||, Vikas Publishing House Pvt. Ltd., 2014.

CODE: 404

RURAL MANAGEMENT

Objective: The primary objective of the coursework is to facilitate integrative learning in the deepest sense of the term, so that professional perform their roles with ease, and play a vital role both at the operational and strategic levels.

Unit- I

Introduction to Rural Management, Rural Marketing Environment- Evolution of Rural Marketing, Rural Market Structure; Features of Rural Market in India; Corporate Interests in Rural Market, Government Efforts & Challenges in Rural Marketing. Socio-Economic Reforms.

Unit-II

Rural Consumer's in India-Geographical Spread and Differentiation, Behaviour of Rural consumers, Rural Market Segmentation- Occupational Segmentation, Sociological Segmentation, Thomson Rule of Market Index, Lin-Quest and MICA Rating, STP Strategies for Rural Markets; Product, Price and Promotion Strategies.

Unit – III

Marketing of Agricultural Products-Agricultural Inputs and their Types, Agricultural Marketing, Marketing Rural Non-Farm Products, Marketing Network, Social Structure of Rural Society, Different Marketing Agencies and Institutions, Various Types of Distribution Channels in Rural Marketing.

Unit- IV

Marketing Research, Major techniques of Market Research in context to Rural Market, Methods of Collection of Information, Dissemination of Market Information, Advantages of Market Report; Introduction to Rural Financing, Sources of Finance, NABARD, Functions of NABARD, Schemes of NABARD.

SUGGESTED READINGS:

1. Kashyap Pradeep – Rural Marketing, Pearson Publication.
2. Verma Sawalia Bihari, —Rural Management, Deep & Deep Publications.
3. Singh, Kartar, —Rural Development, Sage Publication.
4. Gupta, K.B., Siddiqui Faizia & Ahmad Iftikhar, —Rural Management, C.B.S Publication.
5. Mathur, U.C., —Rural Marketing, Excel Books.
6. Kartar Singh, —Rural Development: Principles, Policies, & Management
7. Sage Publications India Pvt. Ltd.

CODE: 405 A

INTERNATIONAL MARKETING

Objective: To enable students acquire expertise in developing marketing strategies for global market and provide understanding to deal with international Marketing Situations.

Unit-I

International Marketing: Meaning, Nature, Scope and Importance of International Marketing; International Marketing Environment; Identifying and Selecting Foreign Market; Foreign Market Entry Modes: Exporting, Licensing and Franchising, Contract Manufacturing, Joint Ventures, Mergers and Acquisitions, Strategic Alliances.

Unit-II

International Product and Pricing Strategies: Meaning of Product, Product Planning, Product Designing, Product Standardization Vs. Adaptation, Product Life Cycle, New Product Development, International Pricing: Meaning, Importance and Objectives of International Pricing, Factors Affecting Pricing in International Marketing, Various Methods of Export Pricing.

Unit-III

International Channels of Distribution and Promotion: Definition, Characteristics, Role OR Importance and Types of International Channels of Distribution, Promotion of Products and Services Abroad: Definition, Objectives and Methods of International Promotion.

Unit-IV

Brief study of International Economic Institutions: World Trade Organization (WTO), United Nations Conference on Trade and Development. (UNCTAD), International Monetary Fund (IMF) and World Bank.

SUGGESTED READINGS:

1. Philip R. Cateora, —International Marketing, McGraw Hill Publication.
2. Sahai, I.M., —International Marketing, Sahitya Bhavan Publication.
3. Albaum, —International Marketing and Export Management, Pearson Publication.
4. Varshney, R.L., —International Marketing Management, Sultan Chand and Sons Publication.
5. R Srinivasan, —International Marketing, PHI Learning Pvt. Ltd.

CODE: 406A

MARKETING OF SERVICES

Objective: To develop insight into emerging trends in the service sector in a developing economy and tackle issues involved in the management of services.

Unit-I

Services: Definition, Characteristics, growth and Importance of Services , Difference in Goods and Service Marketing, Classification of Services, Service Marketing Mix, Problems in Marketing of Services, Marketing Framework for Service Business, Services and Consumer Behaviour.

Unit-II

Market Segmentation and Service Positioning, Service Product Development, Advertising, Branding of Services, Relationship Marketing.

Unit-III

Marketing Research and Marketing Information System in Services, Strategies for Services Marketing, Designing of Service Strategy, Service Vision, Quality Issues and Quality Models.

Unit-IV

Managing Productivity and Differentiation in Service Organization, E-Marketing and Marketing of Services in various Business area, Development of Services market in Indian Business, Customer Perception in Service.

SUGGESTED READINGS:

1. Jha, S.M., —Services Marketing, Himalaya Publishing.
2. Verma, H.V., —Services Marketing Text and Cases, Pearson Education.
3. Shaker, Ravi, —Services Marketing, Excel Books.
4. K. Rama Mohana Rao., —Services Marketing, Pearson Education.

CODE: 405B SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Objective: To impart knowledge to students regarding the theory and practice of management of investment.

Unit-I

Concept, Nature and scope of Security Analysis, Investment Vs. Speculation, Effective Investment Programme, Sources of Investment Information. Risk and Return Analysis, Primary Market, Secondary Market, Operations of Indian Capital Market

Unit-II

Valuation of securities: Bond Analysis, Bond Valuation, Risk immunization, Common Stock Analysis-Equity Valuation, Commodity Trading

Unit-III

Economic Analysis, Industry Analysis, Company Analysis, Technical Analysis, Efficient Market Theory.

Unit-IV

Portfolio Management, Capital Market Theory, Portfolio Selection and its Models, Markovitz Portfolio Theory, Efficient frontier, Sharpe Single Index Model, Capital Assets Pricing Model, Characteristic lines, Optimum portfolio, Arbitrage Pricing Theory.

SUGGESTED READINGS:

1. Pandian, P., —Security Analysis & Portfolio Management, Vikas Publishing House.
2. Fischer, L.M. & Ormiston. A, —Security Analysis & Portfolio Management, Prentice Hall of India.
3. Ronald J. Jordon & Donald E. Fischer, —Security Analysis & Portfolio Management, Pearson India.
4. Chandra Prasanna, —Investment Analysis & Portfolio Management, McGraw Hills Education.
5. Kevin, S., —Security Analysis and Portfolio Management, PHI Learning.

Objective: To emphasis the role of tax factors in the use of management accounting techniques, along with tax laws and their impact on management decisions.

Unit-I

Income Tax: Basic concept relating to income, gross total income, total income, maximum marginal rate of tax, Residential status, Computation of income under different heads of a company, Set-off and carry-forward of losses, Deductions from gross total income, Computation of tax liability of a company, Tax on distributed and undistributed profits, Application of Minimum Alternate Tax.

Unit-II

Corporate Tax Planning: Meaning, scope and justification of tax planning and management, tax evasion and tax avoidance; Location of understanding and nature of business, Ownership pattern, Tax planning regarding Dividend policy, Issues of Bonus Shares, Inter corporate Dividends and Transfers, Tax Planning in respect of amalgamation or demerger of companies.

Unit-III

Tax planning in respect of managerial remuneration, foreign collaborations and joint ventures, Implications of avoidance of double taxation relief agreements. Tax considerations in respect of specific managerial decisions: Make or Buy, Own or Lease, Close or Continue, Sale in domestic markets or Export, Replacements and Capital budgeting decisions etc.

Unit-IV

Goods & Services Tax (GST): Concepts, Objectives and Benefits of GST, GST Council, Components of GST, CGST, SGST, IGST. GST Rate Structure, Valuation of GST: Transaction Value, Valuation Rules.

SUGGESTED READINGS:

1. Ahuja, G., & Gupta, R. (2015). Simplified Approach to Corporate Tax Planning and Management. Delhi: Bharat Law House.
2. Mehrotra, H. C. & Goyal, S. P. (2018). Direct Taxes including Planning & Management. Agra: Sahitya Bhawan.
3. Singhanian, V. K., & Singhanian. M. (2018). Direct taxes planning and management. Delhi: Taxmann Publications.
4. Lakhotia, R.N. & Lakhotia Subhash, Corporate Tax Planning, Agrawal Law House.
5. Srinivas, E.A.: Corporate Tax Planning, Tata McGraw Hill Publishing Co. Ltd.
6. Raina, H.P. : Corporate Taxation A Hand Book , Orient Law House , New Delhi
7. S K Mishra (2018). Indirect Tax Laws (GST & Customs Law) , Notion Press
8. Vikas Kumar & Bishal Kumar Agarwal (2018). GST Concepts for All, Laxmi Publications Pvt Ltd
9. H.C. Mehrotra & V.P. Agarwal (2021). Goods and Services Tax (G.S.T), Sahitya Bhawan Publications

CODE: 405C

ORGANIZATIONAL CHANGE AND INTERVENTION STRATEGIES

Objective: To prepare students as organizational change facilitators using the knowledge and techniques of OD & Behavioural Sciences.

Unit-I

Organizational Change: Perspectives on Change, Types of Changes, Approaches to managing organizational change, Change Process, Change Agents and their Role, Dynamics of Resistance to Change, the implementation & impact of change, Requisites for successful change.

Unit-II

Organization Development: Definition, Characteristic, Nature, Objectives, Phases of Organization Development program, the Process of Organization Development, Organization Development in Indian Industry.

Unit-III

Organization Development techniques & Interventions: Action Research, Survey Feedback, Process Consultation, Sensitivity Training, The Managerial Grid, Goal Setting & Planning, Team Building.

Unit-IV

Need for Evaluation of Organization Development, Ethics in Organization Development, Contemporary Issues in Organisational Change and Organization Development Interventions, Organization Development in Relation to Power and Politics, Future of Organization Development.

SUGGESTED READINGS:

1. Tripathi, P.C., —Human Resource Development, Sultan Chand & Sons.
2. French & Bell, —Organization Development, New Delhi: Prentice-Hall of India
3. Ramnarayan, Rao and Singh: —Organizational Development- Interventions & Strategies, Response Books
4. Singh, Kavita, —Organizational Change & Development, Excel Books.
5. V Nilakant and S Ramnarayan, —Change Management, Response Books

Objective: To emphasis the role of tax factors in the use of management accounting techniques, along with tax laws and their impact on management decisions.

Unit-I

Income Tax: Basic concept relating to income, gross total income, total income, maximum marginal rate of tax, Residential status, Computation of income under different heads of a company, Set-off and carry-forward of losses, Deductions from gross total income, Computation of tax liability of a company, Tax on distributed and undistributed profits, Application of Minimum Alternate Tax.

Unit-II

Corporate Tax Planning: Meaning, scope and justification of tax planning and management, tax evasion and tax avoidance; Location of understanding and nature of business, Ownership pattern, Tax planning regarding Dividend policy, Issues of Bonus Shares, Inter corporate Dividends and Transfers, Tax Planning in respect of amalgamation or demerger of companies.

Unit-III

Tax planning in respect of managerial remuneration, foreign collaborations and joint ventures, Implications of avoidance of double taxation relief agreements. Tax considerations in respect of specific managerial decisions: Make or Buy, Own or Lease, Close or Continue, Sale in domestic markets or Export, Replacements and Capital budgeting decisions etc.

Unit-IV

Goods & Services Tax (GST): Concepts, Objectives and Benefits of GST, GST Council, Components of GST, CGST, SGST, IGST. GST Rate Structure, Valuation of GST: Transaction Value, Valuation Rules.

SUGGESTED READINGS:

1. Ahuja, G., & Gupta, R. (2015). Simplified Approach to Corporate Tax Planning and Management. Delhi: Bharat Law House.
2. Mehrotra, H. C. & Goyal, S. P. (2018). Direct Taxes including Planning & Management. Agra: Sahitya Bhawan.
3. Singhanian, V. K., & Singhanian. M. (2018). Direct taxes planning and management. Delhi: Taxmann Publications.
4. Lakhotia, R.N. & Lakhotia Subhash, Corporate Tax Planning, Agrawal Law House.
5. Srinivas, E.A.: Corporate Tax Planning, Tata McGraw Hill Publishing Co. Ltd.
6. Raina, H.P. : Corporate Taxation A Hand Book , Orient Law House , New Delhi
7. S K Mishra (2018). Indirect Tax Laws (GST & Customs Law) , Notion Press
8. Vikas Kumar & Bishal Kumar Agarwal (2018). GST Concepts for All, Laxmi Publications Pvt Ltd
9. H.C. Mehrotra & V.P. Agarwal (2021). Goods and Services Tax (G.S.T), Sahitya Bhawan Publications

Code: 405D

BUSINESS PROCESS REENGINEERING AND ERP

Objective: To make the students able to develop an understanding of the use of Information technology for process redesign and planning and implementation of advanced Enterprise wide systems and technologies.

Unit-I

Business Process Reengineering (BPR): Meaning, Definition and Objectives of BPR, Features of a re-engineered process, Advantages and disadvantages of BPR, Criticisms of BPR, The influence of BPR on organization performance and system development, BPR experiences in Indian Industry, Benchmarking and BPR.

Unit-II

Major Issues in Process Redesign: Davenport's and Short's methodology, Factors for Success and Failure of BPR, The Role of IT in Business Process Implementation, Importance of Information Technology, Capabilities of IT in Reengineering; Typical BPR activities within phases: BPR Phases.

Unit-III

Enterprise Resource Planning (ERP): Evolution of ERP, Benefits of ERP, ERP Implementation, ERP related technologies, Impacts of ERP on Value Chain (Porter's Value Chain Model); Future Directions in ERP: New Trends in ERP, ERP and ERP II, ERP and e-business, BPR and ERP.

Unit-IV

ERP Modules: Finance, Manufacturing, Sales & Distribution, Human Resource Management (HRM), Material Management and Quality Management, ERP in Supply Chain Management and Customer Relationship Management, Change management.

SUGGESTED READINGS:

1. Champy James, —Re-engineering Management: Market for New Leadership, Harper Business Publication.
2. Hammer Michael & James Chapmy, —Re-engineering the Corporation, Harper Business Publication.
3. Colin Coulson, Thomas, —Business Process Re-engineering-Myth & Reality, Kogan Page Ltd.
4. Joe Peppard & Philip Rowland, —The Essence of Business Process Re-engineering, Prentice Hall.
5. Krishnan R & Subramaniam S, —Business Process Reengineering: Text & Cases, PHI Learning Pvt. Ltd.

CODE: 406D COMPUTER GRAPHICS & MULTIMEDIA MANAGEMENT

Objective: To acquaint the students with the basic skills in Multimedia Management and its application through Multimedia packages.

UNIT-I

Computer Graphics and Devices: Computer Graphics- Application of Computer Graphic, Interactive and Passive Graphics; Graphic System: Display Processor, Cathode Ray Tube, Random Vs Raster Scan, Color CRT Monitors, Direct View Storage Tube; Visualization, RGB color model, CMYK color model; Plotters, Printers, Digitizers, Light pens, Active and Passive Graphic Devices.

Unit-II

Introduction to Multimedia: Definition, Components, Applications and Stages of Multimedia; Multimedia System: Multimedia Hardware and Software; Multimedia Authoring: Features of Authoring tools, Authoring Tools Classifications; Multimedia Image and Graphics.

Unit-II

Multimedia & Internet: Internetworking, Multimedia on the Web- Tools for WWW, Web Servers, Web Browsers, Search Engines; Designing for WWW, Multimedia Packages.

Unit-III

Planning and Costing of Multimedia; Designing and Producing of Multimedia; Delivering of Multimedia; Content and Talent.

SUGGESTED READINGS:

1. Tay, Vaughan, —Multi-Media: Making it work, Mc Graw-Hill Education Pvt. Ltd., eight, edition.
2. Bain Steve, —Coral Draw 11- The Official Guide, Jain Book Agency.
3. Gupta, Shalini & Gupta, Aditya, —Coral Draw 12 in Simple Steps, Jain Book Agency.
4. Lisa Danae Dayley, Brad Dayley —Adobe Photoshop CS6 Bible, Wiley Publishers.
5. José Neuman de Souza, Nazim Agoulmine, —Multimedia Management, Kogan Page Science.