

MBA (MS) 2 Years Program

The two-year full-time post graduate program in management aims at developing leadership qualities, business skills and managerial competencies blended with societal concern amongst the stakeholders.

- Imparting conceptual and interpersonal skills and a sense of social purpose amongst stakeholders for future managerial decision-making.
- Develop knowledge in core areas of business including finance, marketing, management and strategy, based on current research and practices.
- Preparing students at strategizing and deploying the best management practices.

First Year			
Semester I		Semester II	
Code	Subject Name	Code	Subject Name
FT 101	Principles and Practices of Management	FT 201	Principles of Marketing Mgt
FT 102	Business Accounting	FT 202	Interpersonal & Organisation Behaviour
FT 103	Basic Computer Fundamentals	FT 203	Business Economics (Macro based)
FT 105	Human Resource Management	FT 204	DBMS
FT 106	Statistical Method for Management	FT 205	Financial Management
FT 107	Business Economics (Micro)	FT 206	Quantitative Methods for Business
FT 111	Business Environment	FT 207	Production & Operation Management
FT 112	Business Laws	FT 208	Research Methodology

Second Year			
MBA(MS) 2 YRS - SEM III		MBA(MS) 2 YRS - SEM IV	
Core Subjects			
FT- 302 B	MIS & MIT	FT-401	Strategic Management
FT- 301 B	Project Management	FT-402	E-Business
Major Specialization			
Marketing			
FT- 304 MA	Integrated Mktg. Comm.	FT405M	Product & Brand Management
FT- 306 M	Sales & Distribution	FT404MA	Strategies & Modeling in Marketing
FT- 305 MA	Consumer Behavior	FT409M	Service Mktg.
FT- 310 M	Internet & Direct Mktg	FT403M	International Marketing
Finance			
FT- 312 F	Insurance & Banking	FT403F	International. Finance
FT- 311 F	Financial Markets And Services	FT4 F	Bank Management
FT- 310 F	SAPM	FT407F	Personal Financial Mgt.
FT- 304 FA	Corporate Taxation	FT405F	Financial Eng & Risk Mgmt.
HR			
FT- 310 H	Managing People 2 yrs & 5yrs	FT403H	Performance Planning & Appraisal

FT- 305 H	HRD 2 yrs & 5yrs	FT410H	HR Planning & Audit
FT- 306 H	Training & Development 2 yrs & 5yrs	FT405H	Labour Laws
FT- 310 HA	Mgt. For Worker 2 yrs & 5yrs	FT407H	HR Based Business Process & Transformation
Minor Specialization			
FT- 304 MM	Consumer Behavior (R&U)(MN)	FT409MM	Service Marketing
FT- 30 MM	Integrated Mktg. Comm.(Mn)	FT404MM	Product & Brand Mgt.
FT- 316 FM	Insurance & Banking(Mn)	FT4FM	PFM
FT- 311 FM	Fin Mkts & Serv.(Mn)	FT403FM	Int Fin Mkts & Instruments
FT- 309 HM	HR Sys & Process (Mn)	FT 411HM	HR for Business Excellence
FT- 317 HM	Managing People (Mn)	FT403HM	HR & Performance Planning

The Academic program of MBA(MS) 2 yrs is conducted in accordance with Ordinance 31 of the university. Each subject will has a marks distribution of 60 : 40. End Semester examination will has a weightage of 60 marks and internal assessment weighs 40 marks. During the semester, a teacher assesses each student at **THREE** points of time. Of these, TWO must be written tests and the third may be written test / Quiz / Seminar for theoretical courses. **In each course, there shall be End Semester Exam. Each student has to appear in at least Two Tests and End Semester Exam; otherwise, the student will be awarded F - Grade in that course. 75 % attendance shall be compulsory in each subject.**

MRP

Students of Management generally acquire only limited knowledge through lectures in class rooms, Case Studies etc. This does not expose students to real life situations. Hence, the adoption of scientific techniques, for acquiring knowledge becomes essential for students. The adoption of participatory approach in learning, whereby the students involve themselves in exploring a topic of their interest in details is expected to inculcate the self learning approach in them. The process of identifying a problem, analyzing the causes and finding the solution objectively will have a positive impact on the students and will make the learning process more meaningful and interesting. Hence, initiatives were taken to enhance the quality of research projects, which were a compulsory component in the curriculum for all students at the Post Graduate level.

To Augment the Quality of Major Research Projects at PG level in the courses MBA(MS) 5yrs, MBA(MS) 2yrs, MBA(T), MBA(Apr) will enable the students to:-

- Develop inquisitive approach
 - Develop analytical skills for data collection/experimentation and analysis of data
 - Learn how to prepare a scientific reports and
 - Develop an aptitude for research
- a) The subject “Research Methods” was being taught in MBA(MS) 2yrs and 5 yrs course. It was introduced in the second semester of MBA(T) and MBA(APR) also.
- b) The students were encouraged to take up topics for research while they were still in their second semester
- c) In the third semester, mentors were allotted to each student. The process of assigning mentors and mentoring the students was formalized as follows :-
- Each mentor will be required to spend one hour per week for 3 three students. Thus, if 12 students were assigned to a mentor, it will be considered equivalent to a load of 4 hours per week.
 - A group of 12 students will be considered equivalent to one subject load for a teacher. This was done to enable the faculty members devote sufficient time with the students.
 - The mentor would guide students in identifying research topic, designing the research,

data collection, applying statistical techniques for data analysis, writing research report.

- The mentor will encourage the student to publish the findings of his research in journal or present them in conferences.
- d) The research done by the student will be evaluated by a panel of examiners other than the mentors. The distribution of marks will be similar to other courses, i.e, 40 marks to be assigned by the mentor and 60 marks to be assigned by the panel after viva voce.

Syllabus

Semester I	
Code	Subject Name
FT 101	Principles and Practices of Management
FT 102	Business Accounting
FT 103	Basic Computer Fundamentals
FT 105	Human Resource Management
FT 106	Statistical Method for Management
FT 107	Business Economics (Micro)
FT 111	Business Environment
FT 112	Business Laws

FT 101

Principles and Practices of Management

Course Objective:

The Objectives of this course are to help the students gain understanding of the functions and responsibilities of the manager, provide them tools and techniques to be used in the performance of managerial job, and enable them to analyze and understand the environment of the organization. This course will provide a basic foundation into management and business organization with an approach emphasizing modern management dilemmas in diversity, ethics and global business environment.

Course Contents:

1. Concept of Management, Functions of Management, Principles of Management, Management skills, Evolution of Management (Approaches to Management)
2. Concept and Nature of Planning, Types of Planning, Planning Process, Implementation of Plans, Advantages and limitations of Planning.
3. Concept and Nature of Objectives, Management by Objectives Benefits and weaknesses of MBO, Types of Decision making Decision making process
4. Nature of Organizing, Organization structure, The Span of Management and, Level of Authority, Departmentation, Line and Staff Relationship, Nature and, Purpose of Directing, Motivation theories- McGregor's, Maslow's, Herzberg's.
5. Job Enrichment and Job Enlargement, Meaning and importance of Communication, Process of Communication, Channels of Communication, Barriers to Communication, Effective Communication, Nature and process of Control, Principles or Requirements of Good Control System, Techniques of Control.

References:

- Harold Koontz, O'Donnell and Heinz Weihrich , “ Essentials of Management”, New Delhi, Tata McGraw Hill,1992.
- R.D.Agrawal,” Organization and Management”, New Delhi, Tata McGraw Hill,1995.
- Hellriegel/ Jackson/Slocum,” Management: A competency based approach”, Thomson, South western, 9th Edn.
- Harold Koontz, Heinz Weihrich,”Management: A Global Perspective”, New Delhi, McGraw Hill, 10th Edn.,1994.

Business Accounting

FT – 102

Course Objective:

Objective of the subject is to acquaint students with concepts of accounting and help them acquire the ability to develop and use the accounting **and system** as an aid to decision making.

Course Contents:

1. FUNDAMENTALS OF FINANCIAL ACCOUNTING: Meaning and definition of accounting, Need and functions of accounting, users of accounting information, importance and limitations of accounting, Relationship of accounting with other disciplines, Accounting Principles- Concepts and Conventions, An introduction to **Indian** Accounting Standards.
2. DOUBLE ENTRY SYSTEM OF ACCOUNTING: Concept and definition, Process of Accounting, various stages of DES accounting: Journal, Ledger, **Introduction of subsidiary books & types of Cash book**. Trial Balance, Preparation of Final Accounts, Adjustments in Final A/cs., **Elementary exposure to company balance sheet and annual reports**, Preparation of Final a/cs. With adjustments, **Methods of Depreciation**, Numerical Problems
3. ANALYSIS OF FINANCIAL STATEMENTS: An overview of Financial Statement Analysis, Objectives, Methods and Importance, Ratio Analysis (**Liquidity, Profitability one activity ratio**), Funds Flow Analysis **As per Accounting Standard (Revised III)**, Cash Flow Analysis, Trend Analysis, Comparative Statement Analysis. Numerical Problems
4. FUNDAMENTALS OF COST ACCOUNTING: Concept of Cost, Classification of Cost, Elements of Cost, Need for Cost accounting, Advantages and Limitations of Cost Accounting, Installation of Cost Accounting system, Cost Reduction, Cost Control and Cost Management, Components of Total Cost, methods of costing, Preparation of Cost Sheet, **control and processing** Numerical Problems
5. INTRODUCTION TO MANAGEMENT ACCOUNTING: Introduction to Management Accounting, Need, Importance and Limitations of Management Accounting, **Relationship with other area**, Difference between Management, Cost & Financial Accounting.
6. COST ANALYSIS AND DECISION MAKING: Marginal, Absorption and Differential Costing, Break Even Analysis & CVP Analysis. Budget, it's meaning & types, Fixed & Flexible Budgets, Preparation of various types of Budgets, viz: Cash Budget, Production Budget, Sales & Revenue Budget Flexible Budget, Standard Costing and Variance Analysis, **managerial decisions, numerical.**

TEXT BOOKS: Financial A/c. fpor Management by Ambrish Gupta (Pearson Education), Accounting for Managers by M.E. Tukaram Rao (New Age) and Management Accounting by S. P. Gupta (Sahitya Bhawan, New Delhi)

REFERENCES BY:

1. I.M. PANDEY
2. S.K. BHATTACHARYA
3. KHAN & JAIN
4. LATEST ANNUAL REPORTS OF LISTED COMPANIES

FT 103 : Computer Applications

Course Objectives:

The objectives of this course are to introduce the students to the basic concepts of computer. Special emphasis will be laid on helping students to acquire a high degree of proficiency in Windows based applications in various functional areas of management.

Course Contents:

- 1. Introduction to computer:** Definition of the computer, Characteristics of the computer, Components of the computer, Functions and Applications of computer. Classification of computer. Anatomy of Digital Computer.
- 2. Computer Architecture:** Block Diagram of the Computer, I/O Interface, and Input/ Output Devices Techniques to transfer data. Number Systems.
- 3. Memory Units:** Introduction, RAM, Dynamic RAM, Static RAM, and ROM. Auxiliary Storage Device.
- 4. Computer System Software and Hardware:** System Software, Application Software, and Computer Languages
- 5. Operating Systems:** Introduction, Functions, Features and Types. MS-DOS
- 6. MS Windows-XP:** Office Automation - MS –Word (Word Processing), MS Excel (Worksheet), MS – PowerPoint (Presentation), MS Access (Database).
- 7. Introduction to Networking:** Concept, Types of Networking, Topologies, Internet, Intranet, Extranet, Ethernet, Types of Internet connections, Modem, WWW, e-Mail, Chat, Browsers and Search Engines.
- 8. Information Technology :** Introduction to IT and its development, Impact and future of IT in Business Organization, 4 GL concept, Image Processing, Virtual reality, Video Conferencing , Artificial Intelligence, Information Super Highways and Digital divide.

References:

1. Fundamentals of Information Technology (Text Book), Alexis and Mathews Leon.
2. Introduction to Computer, Science Pearson (LPE).
3. The Complete Reference Office 2000, Stephen L. Nelson.
4. Learn DOS in a day, Stulz.

FT 105 : HUMAN RESOURCE MANAGEMENT

Course Objectives

This course will introduce students to different aspects of managing the human resource. Emphasis will be placed on linking theory with practice through cases, assignments, presentations and exercises.

Course Contents

1. Introduction to HRM (field of HR, history of HR, concept, HRM Model), HR Planning (concept, process, advantages, limitations)
2. Job Analysis (concept, methods, purpose), Recruitment (concept, sources)
3. Selection (concept, process, techniques & instruments/devices), Socialization (concept, process).
4. Training and Development (concept, identifying training needs, training methods, approaches to manager development, methods for developing managers, evaluating training effectiveness).
5. Career development (concept, advantages), Motivation (concept, theories of motivation), Job design & Work scheduling, (concept, job characteristics model, job enrichment, job rotation, trends in work scheduling).
6. Performance Appraisal (concept, process, methods, distortion factors, 360 degree PA), Potential Appraisal, Rewards (types, linkage to expectancy theory), Compensation (concept, influences, job evaluation) Benefits Discipline, Safety & health, Labour relations & Collective bargaining (concepts only).
7. Latest trends in HRM

Books Recommended

- | | |
|---|-------------------------------|
| 1. Personnel/Human Resources Management | -- D. DeCenzo & S. Robbins |
| 2. Human Resource Management | -- J.M. Ivancevich |
| 3. Personnel Management | -- A. Monappa & M.S. Saiyadin |

FT 106: Business Maths and Statistics

Course Objectives:

The objectives of the course are to equip the students with the mathematical and statistical techniques and their application to business problems. The emphasis will be on the concepts and application rather than derivations.

Course Contents:

1. Role of Mathematics and statistics in Business Decisions
2. Theory of Sets.
3. Equations: Linear, Quadratic & Simultaneous Equations
4. Matrix Algebra, Solution of Linear Equation by Matrix method.
5. Arithmetic Progression, Geometric Progression and Harmonic Progression.
6. Measure of Central Tendency: Mean Mode Median, Geometric Mean and Harmonic Mean. Partition Values (Quartiles, Octiles, Deciles, Percentile).
7. Measures of Dispersion: Range Quartile Deviation, Mean Deviation, and Standard Deviation, Skew ness and Kurtosis.
8. Correlation Analysis: Rank Method & Karl Pearson's Coefficient of Correlation and Properties of Correlation.
9. Regression Analysis: Fitting of a Regression Line and Interpretation of Results, Properties of Regression Coefficients and Relationship between Regression and Correlation,
10. Theory of Probability and Probability Distribution: Binomial, Poisson and Normal Distribution.

Books Recommended

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| 1. Business Mathematics and Statistics | -- Goel and Goel |
| 2. Business Statistics | -- S C Gupta |

FT 107: Business Economics (Micro)

Course Objectives:

To impart basic knowledge of microeconomics which is needed for a management Student.

Course Contents:

Introduction: Meaning of micro & macro economics, Basic concepts-Incremental principle, Opportunity Cost Principle, Discounting Principle, Equimarginal principle, Managerial Economist's role & responsibilities.

Demand Analysis: Determinants of Demand, Market Demand & Individual demand Function, Capital & Producer Goods of Demand, Various Elasticity's of Demand Function- its Meaning, Estimation & Importance, Supply Function, Equilibrium of Demand & Supply.

Theory of Consumer Choice: Cardinal vs. ordinal Approach, Indifference Curve & Consumer Choice, Price, Income & Substitution Effect. Demand estimation for durables, Demand forecasting.

Laws of production: Production function, concepts of factor productivity & cost, returns to factor & scale, stages of production, economics of scale, cost & revenue functions, break even points & its significance.

Market Structure: Concept of market, Classification of market, Price & output determination under perfect competition & monopoly, Price discrimination under monopoly, Monopoly power & regulation.

Price & Output under imperfect competition: Monopolistic price-price & output determination, Excess capacity, Mark up price, Non- price, Advertising & selling cost, Pricing & output under Oligopoly on collusive and price rigidity under oligopoly.

Theories of Firms: Managerial theories-Baumol theory of sales maximization, Marri's model of managerial enterprise, Behavioral theory of firms, Economic theory of firms, Profit policies.

Pricing Policies & Strategies: Steps in pricing, Pricing practices, Pricing in – industrial/ consumer/ service markets. Multiple product pricing, product mix pricing strategies.

Factor Pricing: Basic concepts of factor pricing wages, Rent, Interest, Profit. Decision Under Risk and Uncertainty Certainty, Risk & Uncertainty, Investment strategies under risk & uncertainty, Risk analysis.

FT 111 :BUSINESS ENVIRONMENT

Course Objectives:-

The objective of this syllabus is to provide a canvass for understanding environment in which the business are playing. To understand the impact of Social, Cultural and Political forces on business. Relevance of business in complex environment where all the forces of Society and Nation are detrimental in performance of business organization.

Course Content:-

Meaning of business environment: Economic env. Industrial and technological Env.

Factors contributing to the business environment : Socio, Psycho, Cultural, Political etc.

An Analytical Analysis of factors: With reference to Indian prospective, its ethos, Ethics And Values

Social: Structural and functional aspect of society

Psycho: Materialistic attitude (Quick money making attitude- Lose of Values and standards, corruption)

Cultural : Ethics, Ethos and Indian Values

Economic : Poverty Vs Developmental model Globalisation, Multinational & Indian joint venture ship in the govt. & Corporate Sector

Policy : Policy issue: Policy model India Vs China, Reserve Bank Policy

Political: Democracy and its perverted from in operation in the country leading to the rise of neo rich group & their loss of business values. Political interference in all walks of life leading to the alliance of political Bureaucrat and businessman making the country's overtly with more balance of forex at stock but making economy more dependent on foreign investment

Text references:

Society by Mac fever & Pall (chapter 2, p-72 & 73)

'Bhatia's" papers on Environment Edu.

An introduction to Industrial Psychology by Sumit May (p- 16, 49-51)

business environment by F. Charunilune

Business Environment by M Adhikari.

Reference:

1 Indian Economics – R Sundram & Rudra Dutta

2. Economica & Political weekly

FT 112: Business Law

Course Objective:

The course is based on important provisions of various laws related to business. The aim of the course is to gain an insight into the Indian Legal process and legal provisions specifically with reference to business and corporate functioning.

Course Contents:

The Indian Contract Act, 1872

General principles of contract, classification of contract and key terms Essential elements of a valid contract viz., offer & acceptance competence of contracting parties, free consent, consideration, legality of object and consideration, void agreements.

Performance of contracts, discharge of contract, breach of contract remedies for breach of contract.

Specific contracts viz, contingent contracts, quasi-contracts, contracts of indemnity and guarantee, contract of bailment, contract of agency.

The Indian Partnership Act 1932

General Principles- Meaning of partnership, essential features of partnership, types of partners.

Formation of Partnership-Partnership deed, registration of partnership firms, position of a minor partner, duration partnership firm, rights of outgoing partner.

Rights and Liabilities of Partners- Relations of partner with each other, rights of partner, duties of partners, relation of partner with third parties.

Dissolution of Partnership Firms- Dissolution of partnership and dissolution of firm modes of dissolution of firm consequences of dissolution, rules for settlement of accounts after dissolution .

The Companies Act, 1956

Company- Meaning and definition, characteristics of joint stock companies, types of companies difference between private and public limited companies.

Promotion and incorporation of companies-Promotion, Incorporation of companies, promoters: meaning and importance, process of incorporation: preparation contents and importance of various documents to be filed, Memorandum of Association, Articles of Association, certificate of commencement of business.

Memorandum of Association and Articles of Association- Contents and alteration.

Capital of the company- Share and its types, Debentures and its types, difference between shares and debentures, share certificate, share warrant and stock.

Prospects- Meaning and definition, contents and registration of prospectus, issue and allotment of shares.

Management of Companies- Board of Directors: Appointment, Qualifications and disqualification, powers, duties and position of directors, removals of directors.

General Principles of Meetings- Statutory Meeting, Annual General Meetings, Extraordinary General Meetings, Board Meetings.

Winding-up of Companies- Meaning and types of winding-up, provisions relating to winding-up.

The Negotiable Instruments Act, 1881

General Principles- Meaning of negotiable instrument, types of negotiable instruments, ambiguous instruments, maturity of negotiable instrument, payments of negotiable instruments, dishonor of negotiable instruments, provisions of sections 138 to 145.

Foreign Exchange Management Act, 1999

General Principles- Meaning & definition of various important provisions

Regulation & Management of Foreign Exchange- Current account transaction, capital account transaction. Provisions related to authorized person, Reserve Bank's power to issue directions to authorized person.

The Consumer Protection Act, 1986

General Principles- Meaning & definition of various important terms. Rights of Consumers

Nature & scope of remedies available to consumers.

The Information Technology Act, 2000

Main provisions of the I. T. Act, 2000

The Competition Act, 2002

Main provisions of The Competition Act, 2002

The SEBI Act, 1992

Main Provisions of The SEBI Act, 1992

Laws relating to Intellectual Property

Provisions relating to patent, copyright and trademarks.

An overview of Environment Protection Laws

Books: Mercantile Law by S.S. Gulshan

Elements of Mercantile Law by N.D. Kapoor

Business Legislation for Management by M.C. Kuchhal

Business Law by S.K. Agrawal

Legal Aspects of Business by Akhileshwar Pathak

Semester II	
Code	Subject Name
FT 201	Principles of Marketing Mgt
FT 202	Interpersonal & Organisation Behaviour
FT 203	Business Economics (Macro based)
FT 204	DBMS
FT 205	Financial Management
FT 206	Quantitative Methods for Business
FT 207	Production & Operation Management
FT 208	Research Methodology

FT-201: PRINCIPLES OF MARKETING MANAGEMENT

Objectives:

The basic objective of this course is to provide an opportunity for participants to understand marketing management process and eventually to develop skills in problem solving and decision-making. At the end of this course, students are expected to be able to develop comprehensive marketing plan for the product or service to deal with specific or general issues related to it.

Course Contents:

1. Conceptualizing philosophies of marketing management and marketing environment.
2. Marketing Information System.
3. Marketing Research: Objectives, process, basic methods of collecting data, analysis and evaluation.
4. Model of consumer behavior, factors influencing buyer behavior, decision-making process in buying, designing competitive strategies.
5. Marketing Segmentation and Targeting.
6. Product concept, product mix, product life cycle, new product development process.
7. Pricing concept, price-setting procedure.
8. Price adaptation, Initiating and responding to price changes.
9. Distribution channels and Logistics Management.
10. Retailing and wholesaling.
11. Communication process, Promotion mix.
12. Building customer relationship through satisfaction, value and retention.

Books Recommended:

1. Marketing Management by Philip Kotler (Text Book).
2. Marketing Management by P K Chopra, Dreamtech Press
3. Principles of Marketing by Adrian Palmer.
4. Marketing Principles and perspectives by Irwin.

Reference Books:

1. Doyle, P. (1995), "Marketing in the new millennium", Journal of Marketing.
2. "The major tasks of marketing management", Journal of Marketing, 37/4(sept-oct). Classic article discussing the nature of and rationale behind

the discouragement of demand as well as the possible role of the marketing mix.

3. Dibb, S., and Simkin, L. (1996), The Market segmentation workbook: Target marketing for marketing managers.

FT-202: INTERPERSONAL BEHAVIOUR AND ORGANISATION BEHAVIOUR

Objectives:

An organization is a living organism whose basic component is the individual. The students are required to gain the intricacies of individual behavior in order to function effectively and efficiently in the organization and also avoid potential sources of conflicts which will make their careers interesting and enjoyable.

Course Contents:

1. Introduction to Organization Behavior, Definition, Model, Variables.
2. Foundation of Individual Behavior: Biographical characteristics, ability, personality
3. Perception: Definition, Factors affecting perception, process, social perception, perceptual barriers
4. Values & Attitudes: (i) Value importance, source types (ii) Attitudes- source, types, and theory
5. Motivation: Definition, process, process Theories, Content theories, Motivation Applied- MBO, OB Mod, Goal Setting & Job Design.
6. Learning: Meaning, Definition, Types, Theories of learning, Reinforcement, Techniques, of Reinforcement, Punishment
7. Job Satisfaction: Meaning, Factor Affecting JS & Outcomes of JS
8. Group Dynamics: definition, types, Reason for joining groups, group Development, Group Structure
9. Power & Policies: Definitions, Social Influence, and Tactics of SI. Individual Power, Bases Of Power
10. Interactive Behavior & conflict:
 - A: Intra-Individual conflict- Conflict due to frustration, Goal conflict, Role conflict
 - B: Interpersonal conflict- transactional Analysis, Johari Window
 - C: Inter-group Behavior
 - D: Managing conflict
11. Job Stress: Meaning, Causes, Effect and Coping Strategies
12. Organization Culture: definition, Type, Creating& Sustaining
13. Organization Change & Development: Reason for Change, OD Technique

Books Recommended:

1. Organization Behavior-Stephen Robbins
2. Organization Behavior-Kamran Sultan
3. Organization Behavior-Fred Luthans

Reference Books:

1. Management of Organization Behavior-Paul Hersey & K.H. Blanchard
2. Organization Behavior-Nelson & Quick

FT-203B: BUSINESS ECONOMICS (MACRO BASED)

Objectives:

To Impart Basic Knowledge Of Macro Economics, Which Is Necessary For Management Students.

Course Contents:

1. **Introduction** - Macro Economic analysis, Micro and Macro Economics, goals of macro economic policies, stock and flow variables, exogenous and endogenous variables, and EX- ANTE and EX-POST concepts.
2. **Measurement of Macro Economic Aggregates** - National Income and its variants, Real & Nominal GDP, Measures of national products and methods used, National income and Economic welfare, National income in India, its composition, trend & structural analysis.
3. **National Income Determination** - National income determination models under open and closed economy Aggregate demand and supply, Calculation of multiplier, simple investment multiplier, government expenditure, tax, balanced budget and foreign trade multiplier, Super multiplier, limitations of multiplier.
4. **Consumption & Savings function** - Keynes' psychological law of consumption, Post Keynesian income consumption hypothesis, Trends of consumption and savings in Indian economy.
5. **Investment Function** - Investment, its types, factors affecting investments, MEC and factors affecting MEC, Accelerator principle. Investment trends in Indian economy, measures to stimulate public and private sector investment in India.
6. **Theories of Employment** - Classical theory, Say's law of market, Keynesian theory, overall equilibrium in factor, goods and assets market.
7. **Money and Interest Rates** - Money and its role, measures of demand and supply of money, money multiplier, interest rate and IS- LM framework
8. **Inflation and Deflation** - Types of inflation, Inflationary gap, causes and consequences of inflation, Philips curve, Reflation, Deflation; trends and measurements of inflation in Indian Economy.
9. **Monetary and Fiscal Policies** - Objectives and Instruments of Monetary and Fiscal Policies, Analysis of the policies in Indian Economy.
10. **Basic Macro Economic concepts for Open Economy** - Balance of Payments, Current and Capital account, Official reserve account, Balance in BOP, Analysis of India's BOP Position.

11. Business Cycles - Concept and phases of Business cycles, Monetary and Non Monetary theories of business cycles.

Books Recommended:

1. G. Mankiw- Macro Economics
2. Dornbusch & Fischer- Macro Economics, 9th Edition
3. Fred Gothiel – Principals Of Macro Economics
4. Edward Shapiro – Macro Economic Analysis
5. Sunil Bhaduri – Macro Economics
6. M.C. Vaish – Macro Economics
7. M.L. Seth- Monentry Economics

FT 204: DBMS

Objectives:

To acquaint students with the database management system, its design and development issues as well as its applications.

Course Contents:

1. **Introduction:** Concepts , Features and advantage of DBMS, Database Architecture and Its Components, Logical View of DBMS, Managing Database, E.F. Codd's Rule, Differences Between DBMS & RDBMS, Oracle Kernel.
2. **Data Models And Normalization Of Data:** Conceptual Model, Hierarchical Data Model, Network Data Model, Relational Data Model, I,II & III Normal Form Of Data, dependency preservation, BCNF, multi valued dependencies and fourth normal form, Join dependency and fifth normal form., Object Oriented Model.
3. **ER model:** Basic concepts, design issues, mapping constraint, ER diagram, weak and strong entity sets, design of ER schema, reduction of ER schema to tables.
4. **Relational Algebra and Keys:** The structure of Relational algebra and related operations. Domains, Relations, Kind of relations, various types of keys, candidate, primary, candidate and foreign keys.
5. **Introduction to SQL:** : Basic structure of SQL and Parts Of SQL, Data Types Used In SQL, Arithmetic & Logical Operators, SQL Conditional Clause, DDL, DML, DCL, TCL Commands, set operations, aggregate functions, null values,
6. **Designing A Database:** Creating Tables, Insert Record Entries & Key, Constraints, Creating Views And Indexing, Update, Delete, Edit Command Functions, AVG, Min, Max , Count, Sum Operations, Query, Nested Query. & Sub-Query.
7. **Data resource management:** Data Independence & Data, Constraints, Encryption & Decryption, and Centralized & Decentralized Database, Data Warehousing.
8. **Data analysis and technique:** Data Planning & analysis, Data Mining, DBA (Database Administrator), OLAP.
9. **Distributed Database:** Basic idea, distributed data storage, data replication, data fragmentation- horizontal vertical and mixed fragmentation.

Books Recommended:

1. A Silberschatz, H.F Korth, Sudersan "Database System Concepts" –, MGH Publication.
2. C.J Date "An introduction to Database Systems" –6th ed.
3. B.C. Desai. "An introduction to Database systems" BPB
4. Introduction to SQL by Ivan Bayross

FT-205: FINANCIAL MANAGEMENT

Objectives:

This course is designed to enhance the understanding of the fundamental concepts of finance with basic focus on basic techniques like time value of Money, Capital Budgeting and the Cost of Capital, Working Capital Management, etc

Course Contents

1. **Financial Management: An Introduction** - Concept and Nature of financial management, Goals of Financial management , Finance function, Scope of Finance. Organization of Finance Function, Relationship of Finance Function with other disciplines, Role and Functions of finance manager. Concept of Working Capital, Working Capital Financing and Money Market
2. **Concept of Value** - Concept and Utility, Future Value of a Single Cash Flow, Multiple Flows and Annuity. Present value of a Single Cash Flow, Multiple Flows and Annuity. Compounding and Discounting Techniques, Numerical Problems
3. **Financial Analysis** – Introduction. Types of financial analysis, Cost Volume Profit Analysis, Ratio analysis -Liquidity Ratio, Leverage Ratio, Profitability Ratio, Activity Ratio.
4. **The Management of Current Assets** - Introduction, nature & concepts, management of receivables, cash and inventory. Planning for Working Capital management, Determination of financing mix, Determinants of working capital, Estimation and Calculation of Working Capital, Numerical problems Working Capital Finance, Composition of ST Financing, Various modes/ methods of ST Financing, MPBF.
5. **Financing Decisions** - Concept of Leverage, Operating Leverage, Financial Leverage, and Combined Leverage. Importance of Leverages, Relationship of Leverages with Capital Structure, EBIT-EPS analysis Numerical problems
6. **Long Term Sources of Finance** - Concept, Debt and Equity, Equity and Preference Shares, Debentures, Term Loans, etc. Lease, Hire purchase & Project financing. Venture Capital finance.
7. **The Cost of Capital** - Introduction, Concept, Definition & Importance, Assumptions, Cost of Debt, Cost of Preference, Cost of Equity, Weighted Average Cost of Capital. Numerical Problems.
8. **Capital Structure and Valuation:** Introduction, Concept & Definitions, Capital Structure Theories- assumptions, Valuation of Firms- NI Approach & NOI Approach, Optimum Capital Structure, MM Approach- Basic Propositions, Assumptions & Limitations, Designing Capital Structure- EBIT- EPS Analysis.
9. **Capital Budgeting:** Introduction, Importance, Difficulties and kinds of CB Decisions, Basic Data Requirements- Identifying relevant cash flows, Basic Principles in estimating cost and benefits of investments. Appraisal Criteria's; DCF and Non DCF Methods for Evaluating Projects, Evaluating Mutually Exclusive and Independent Proposals. Evaluating projects with unequal life
10. **Dividend Decision** - Dividend & valuation- an introduction, Irrelevance of Dividends- MM Hypothesis, Relevance of Dividends- Walter's Model & Gordon's Model, factors determining Dividend Policy, Cash Dividend Vs. Stock Dividend, Legal, Procedural & Tax Aspects.

Books Recommended:

1. Financial Management, I M Pandey

Reference Books:

1. Fundamental of Financial; James C Van Horne & John M Wachowicz, Jr
2. Financial Management Text & Problems by M Y Khan & P K Jain
3. Financial Management by A K Dhagat, Dreamtech Press

FT-206: QUANTITATIVE TECHNIQUES

Objectives:

The aim of the course is to provide basic knowledge about tools and techniques of Quantitative Techniques so as to enable them to use these tools in business decision-making, business forecasting and analysis.

Course Contents:

1. **Meaning of Operations Research** - Characteristics of OR, Scope of Operations Research in management, Methodology of OR, Advantages and Limitations of OR.
2. **Introduction to Linear Programming** - Meaning of linear programming, Mathematical formulation of linear programming problems, Assumptions Solution of linear programming problems by graphical methods, Exercises.
3. **Simplex Method for Linear Programming Problems** - Maximization Problems, Exercises. Minimization Problem (Big-M Method), Exercises. Problem of mixed constraints, Infeasibility, unbounded ness, degeneracy, Duality in linear programming problems.
4. **Transportation Model** – Introduction, Mathematical Formulation of Transportation problems, Initial basic feasible solution using N-W corner method, Row Minima Method, Column Minima Method. Matrix, Minima Method, Vogel's Approximation method (VAM), Exercises. Optimization (Minimization and Maximization) of Transportation Problems using Stepping Stone Method and MODI Method, Exercises. Unbalanced problem and degeneracy in transportation problems, Transportation problem – Maximization type.
5. **Network Scheduling Techniques: PERT & CPM** – Introduction, Managerial applications, CPM/PERT Network Components, Rules of Network Construction, Critical Path Analysis, Critical Path
6. **Programme Evaluation and Review Technique (PERT)** - Three time Estimates for PERT, Estimate of Probability, Distinction between PERT and CPM.
7. **Queuing Theory** – Introduction, Scope in management and decision-making, Characteristics of Queuing Models, Deterministic models, Probabilistic Models: M/M/I & M/M/C.
8. **Basics of Simulation** - Concept of simulation, Types of simulation, Methodology of simulation, Advantages and limitations of simulation, Generation of random Numbers, Practical application of Simulation.

Books Recommended:

1. Quantitative Techniques by N.D. Vohra, Tata McGraw Hill
2. Quantitative Analysis to Management by Richard I. Levin, David S. Rubin, Pretence Hall of India
3. Operations Research by Prem Kumar Gupta, D.S. Heera
4. Operations Research by Hamdy. H. Taha

Reference Books:

1. Operations Research by Hira & Gupta, S Chand & Company

2. Quantitative Techniques for Managerial Decision Making by Shrivastav, Shenoy & Sharma, Wiley Eastern Limited.

FT-207A: PRODUCTION & OPERATIONS MANAGEMENT

Objectives:

The basic intention of this course is to provide an opportunity for the participants to understand the basic method of production management techniques and eventually to develop skills in problem solving and decision-making.

Course Contents:

1. **Production /Operation Management** - Definition, Classification of Production Systems, Productivity defined, Manufacturing vs. service organization
2. **Facilities layout Planning** - types, Assembly Line Balancing, Closeness Ratings.
3. **Facilities Location** - location Decision Process, Factor Affection Location Decision, Location break Even Analysis, Location Options.
4. **Inventory Models** - Function, Relevant Cost, Behaviour of Cost in Inventory, ROP, optimum Order Quantity.
5. **Capacity Planning** - Short Term & Long Term Consideration, Evaluating Capacity Alternatives, Cost Volume Analysis, Decision Tree/Decision Matrix.
6. **Scheduling and Sequencing** - Scheduling in high volume system & job shops, Gantt load chart, Sequencing of jobs using priority rules and two work centers.
7. **Maintenance** - Objectives, Preventives Vs. Break down Maintenance, Bath Tub Curve.

Books Recommended:

1. Production & Operation Management: - S.N.Chary
2. Operation Management: -Joseph G Monks
3. Production & Operation Management: -S.A.Chunawala & Patel
4. Production & Operation Management: -Buffa

FT-210: RESEARCH METHODS

COURSE OBJECTIVES

Developing the skill of research among the management students. Applying basic research findings to a wide variety of problems encountered in practice. Using basic research methods for various functional areas such as marketing, finance, HR etc.

COURSE CONTENT

1. Introduction to Research Methods: Role and objectives of business research, types of research, research process: Overview, problems encountered by researcher.
2. Research Design: Selecting research problem, defining research problem, need for research design, features of a good research design and different research designs (exploratory, descriptive, experimental and diagnostic research, hypothesis testing).
3. Sampling Theory and Design of Sample Survey: Census Vs Sample Enumerations, Objectives and Principles of Sampling, Types of Sampling, Sampling and Non-Sampling Errors.
4. Data Collection and Analysis: Collection, Organization, Presentation, Analysis and Interrelation of Primary and Secondary Data, Multiple Regression, Factor Analysis, Cluster Analysis, Perceptual Mapping, Multidimensional Scaling, Discriminate and Canonical Analysis, Conjoint Analysis.
5. Measurement of Scaling Concepts: Measurement in research, measurement scales, sources of errors in measurement, Techniques of developing measurement tools, classification and testing (reliability, verification and validity) scales, Designing questionnaires and interviews.
6. Interpretations and Report Writing: Meaning of interpretation, techniques of Interpretation, precautions in interpretation, significance of report writing, steps in report writing, layout of report and precautions in writing research reports.

Text Readings

- William G. Zikmund, “**Business Research Methods**”, Orlando: Dryden Press.
- “The practice of Social Research”, by Earl Babbie. Published by Wadsworth, Thomson Learning.
- “Research Methods for Business and management” by L.R.Gay and P.L.Diehl published by Prentice Hall International.

Suggested Readings

1. C. William Emory and Cooper R. Donald, “**Business Research Methods**”, Boston, Irwin, 4th Ed., 1991
2. Fred N Kerlinger, “**Foundations of Behavioural Research**”, New Delhi: Surjeet Publications.
3. David Nachmias and Chava Nachmias, “**Research Methods in the Social**
4. **Sciences**”, New York: St.Marlia’s Press.
5. C. R. Kothari, “**Research Methodology: Methods and techniques**”, New Delhi: Vishwa Prakashan.

6. “Research Method” by Donald H. McBurney published by Wadsworth, Thomson Learning.

Second Year --Core Subjects

MBA(MS) 2 YRS - SEM III		MBA(MS) 2 YRS - SEM IV	
FT- 302 B	MIS & MIT	FT-401	Strategic Management
FT- 301 B	Project Management	FT-402	E-Business

FT-301B

PROJECT MANAGEMENT

Course Objective:

The objective of this course is to make the student familiar about the various concepts, which are required to make an effective project.

Course Contents:

1. Project Identification, planning & selection
2. Project Feasibility Study: Market, Technical & Financial Feasibility
3. Market, Technical & Financial Feasibility
4. Preparing Project Reports
5. Financial Projections
6. Estimating Costs
7. Case study on projections
8. Project Mgt. & Math. Programming
9. Project Financing
10. Project Appraisal by FI's
11. Project time & cost overruns
12. Networking Techniques
13. Social cost Benefits Analysis

References :

1. Prasanna Chandra - Project Planning, Analysis, Selection. Implementation and Review: New Delhi – Tata McGraw Hills
2. Bhavesh MPatel – Project Management: New Delhi Vikas Publishing House
3. H.R. Machiraju – Project Financing: New Delhi - Vikas Publishing House
4. M.k. Rampal & S.L Gupta – Project Report Writing: New Delhi – Galgotia publishing Co.

FT-302B

_MANAGEMENT INFORMATION SYSTEM AND MANAGEMENT OF INFORMATION TECHNOLOGY

Course Objective:

The course is designed to provide knowledge about the MIS concepts and applications for business. The course provides an insight of MIS as well as the MIT. The course offered is designed to include the conventional MIS and modern concepts like knowledge.

Course Content:

1. The changing business environment, challenges of information systems and key management issues.
2. Introduction to MIS – Functions, objectives and characteristics of MIS, major MIS elements, the data life cycle.
3. MIS and other sub-system concepts – Integration of information system, types of information system, MIS and IRM. Conceptual framework for MIS.
4. Information system concepts – Building block of information system, feedback and control, other system characteristics, system classification.
5. Competing with information technology, strategic advantages using IT.
6. Internet worked – E-business enterprise, digital firm, internet, intranet and extranet in business.
7. Data resource management – Data concepts, types of data, data warehousing and data mining, databases, DBMS.
8. Communication technology for information system – Data communication, digital communication, modems and multiplexers, distributed processing, batch processing, business applications of networks.
9. Decision support system – Meaning, architecture, characteristics, decision-making process, components, GDSS, DSS tools, DSS software.
10. System analysis and design – SDLC
11. Impact of IT/ IS –
 - Security
 - Ethical and societal challenges.

Text Reading:

1. Introduction to information system – James O' Brian, 10th edition, TMH publication.
2. Management information system – James O' Brian, 6th edition.

FT- 401

STRATEGIC MANAGEMENT& BUSINESS POLICY

Course Objective

The objective of teaching this course is to enable students to integrate knowledge of various functional areas and other aspects of management, required for perceiving opportunities and threats for an organization in the long-run and second generation planning and implementation of suitable contingency strategies for seizing / facing these opportunities & threats.

Course Contents

1. Meaning, Need and Process of Strategic Management; Business Policy, Corporate Planning and Strategic Management; Single and Multiple SBU organisations; Strategic Decision-Making Processes – Rational-Analytical, Intuitive-Emotional, Political – Behavioural; Universality of Strategic Management; Strategists at Corporate Level and at SBU Level; Interpersonal, Informational and Decision Roles of a Manager.
2. Mission, Business Definition and Objectives; Need, Formulation and changes in these three; Hierarchy of objectives, Specificity of Mission and Objectives.
3. SWOT Analysis :General, Industry and International Environmental Factors; Analysis of Environment, Diagnosis of Environment – factors influencing it; Environmental Threat and Opportunity Profile (ETOP); Internal Strengths and Weaknesses; Factors affecting these; Techniques of Internal Analysis; Diagnosis of Strengths and Weaknesses; Strategic Advantage Profile (SAP).
4. Strategy Alternatives: Grand Strategies and their sub strategies; Stability, Expansion, Retrenchment and Combination; Internal and External Alternatives; Related and Unrelated Alternatives, Horizontal and Vertical Alternatives; Active and Passive Alternatives; International Strategy Variations.
5. Strategy Choice Making: Narrowing the choices; Managerial Choice Factors, Choice Processes – Strategic Gap Analysis, ETOP-SAP Matching, BCG Product – Portfolio Matrix, G.E. Nine Cell Planning Grid; Contingency Strategies; Prescriptions for choice of Business Strategy; Choosing International Strategies.
6. Strategy Implementation: Implementation Process; Resource Allocation; Organizational Implementation; Plan and Policy Implementation; Leadership Implementation; Implementing Strategy in International Setting.
7. Strategy Evaluations and Control : Control and Evaluation Process; Motivation to Evaluate; Criteria for Evaluation; Measuring and Feedback; Evaluation and Corrective Action.

Cases:

1. e-Choupal.
2. Telco' Mini car.

3. Infosys: Scalable Business Organization.
 4. ICICI Bank becoming global bank.
 5. Coca-Cola's Dasani in the U.K.
 6. The Rise and Fall of Global Trust Bank.
 7. Driving Technology Adoption through strategic innovation
 8. The Walt Disney Company.
 9. Dabhol Power Company, Dr. Reddy's Laboratories Ltd.
- What works: Akashganga's tools for the Indian Dairy Industries

Text Readings

1. Lawrence R. Jauch and William F. Glueck, **"Business Policy and Strategic Management"**, McGraw Hill Book Co., New York.
2. **"Strategic Management"**, Dreamtech Press, New Delhi
3. Strategic Management by VSP Rao and Harikrishna
4. Strategic Management by Upendra Kochru.

Suggested Readings

1. Glen Borseman and Arvind Phatak, **"Strategic Management : Text and Cases "**, John Wiley and Sons, Singapore, 1989
2. Daniel J. McCarthy, Robert J. Minichiello, and Joseph R. Curran, **"Business Policy and Strategy"** Richard D. Irwin, AITBS, New Delhi, 1988
3. Roanld C. Christenesen,.Kenneth R. Andrews and Joseph L. Bower, **"Business Policy – Text and Cases "**, Richard D. Irwin, Inc., Illinois, 1978
10. .
11. Hot Potatoes.

Discussion Paper:

1. Case study analysis.
2. Various school of strategy.
3. BCG Matrix.
4. Judo Strategy.
5. C.K. Prahalad Approach.
6. The Strategy of not having a strategy.

FT-402

Fundamentals of E-business

Course Objectives: Major learning in this subject is expected to be in area of use of technology in business. Besides covering areas like CRM, SCM and KM, usage of e business tools in service industry, HRM etc would be discusses. One section of the syllabus would focus on the security and privacy issues in the current cyber business environment.

Course Contents:

1. Introduction to e-business, electronic commerce, types of e-commerce, e-business framework, applications and network infrastructure.
2. Models of e-commerce and its applications, EDI applications in e-business , software implementation, Value added network. Customer Relationship Management, Supply Chain Management: implementation and other issues
3. Mobile computing system, wireless technology and switching methods, mobile information access devices.
4. E-Payment System and its types, Token base payment, Smart card, Credit card, Visa Card, etc.Risk involved in e-payment system.
5. Electronic market place of Buyers and Sellers, Consumer behaviour and markets, advertising and marketing on Internet.
6. Web-Catalogues, Business care documents library, types of digital documents, data warehouse, multimedia and digital video.
7. E-Business Standard, cyber laws, crimes and security issues.
8. Future of e-business and its applications, virtual factory, web-hortal , portal, vortals and strategies of e-business,

Suggested books:

1. Electronic Commerce by Ravi Kalakota and B.Winston, Frontiers of e-commerce, New Delhi, Addisin-Wesley,2000 edition.
2. Ravi Kalakota and M.Robinson , E-Business : Road map for success, New Delhi, Addisin-Wesley,2000 edition.
3. Daniel Amor, The E-Business (R) Evolution, New Delhi, Prentice Hall, PTR, 2000.

Second Year -- Marketing Specialization Subjects

Major Marketing Specialization			
MBA(MS) 2 YRS - SEM III		MBA(MS) 2 YRS - SEM IV	
FT- 304 MA	Integrated Mktg. Comm.	FT405M	Product & Brand Management
FT- 306 M	Sales & Distribution	FT404MA	Strategies & Modeling in Marketing
FT- 305 MA	Consumer Behavior	FT409M	Service Mktg.
FT- 310 M	Internet & Direct Mktg	FT403M	International Marketing

Minor Marketing Specialization			
MBA(MS) 2 YRS - SEM III		MBA(MS) 2 YRS - SEM IV	
FT- 304 MM	Consumer Behavior (R&U)(MN)	FT409MM	Service Marketing
FT- 30 MM	Integrated Mktg. Comm.(Mn)	FT404MM	Product & Brand Mgt.

Major Marketing Specialization

FT-304MA

Integrated Marketing Communication (Major)

Course Objective :

The advent of globalization and rise in competition has increased promotional activities many-fold. Promotion in today's scenario can't be achieved by advertising only rather a synergistic intermeshing of various promotional tools is required. This course aims at giving in-depth knowledge of elements of promotional mix and how they can be integrated and co- coordinated for maximum impact on consumers in market place.

Course Contents:

1. **Introduction to promotion and integrated marketing communication:** What is IMC, Factors contributing to IMC's rising prominence, Elements of IMC, The participants in IMC
2. **Promotion and communication process:** 5 W's principle, Triangle of communication, AIDA model, Hierarchy of effects model, Innovation adoption model
3. **Introduction to Advertising management:** Types of advertising.
4. **Functions/role of advertising, Benefits of advertising**
5. **Advertising objectives**
6. **Advertising process:** Advertising campaign, Creative execution.
7. **Media:** Types and characteristics.
8. **Public Relations:** Basics of Public Relations, Objectives of PR, Tools of Public Relations, Publics of an organization.
9. **Sales Promotion:** Scope and role of Sales Promotion, Types of Sales Promotion, Coordination of Sales Promotion with Advertising and/or Personal Selling
10. **Personal Selling:** Role of Personal Selling, Personal Selling as an individual communication tool as compared to other communication mediums
11. **Direct Marketing:** importance and application
12. Sponsorship, Point of Purchase (POP) and supportive communication.
13. Budgeting
14. IMC campaign and coordination.
15. In film Promotion

References :

- Advertising Procedures – Kleppner
- Advertising Management- Aaker, Mayers and Batra
- Advertising, Sales and Promotion Management- S A Chunawalla
- Advertising & promotion: An IMC perspective- Belch, Belch
- Marketing Communication & Advertising- R.C. Bhatia
- Marketing Communication- Jim Blythe
- Advertising Excellence – Bovee, Thill, Dovel. Wood
- Advertising Principles and Practice – Wells , Brunett , Moriarty
- Advertising and Promotion: An IMC perspective- Belch, Belch

Major Marketing Specialization_

FT-306M

SALES AND DISTRIBUTION MGT. (MAJOR)

Course Objective:

The objective of this course is to expose the students to various aspects of sales and distribution management as an integral part of marketing management and provide abilities in sales and distribution system.

Course Content:

1.Introduction to sales management – Role of sales management in Marketing, Steps in designing and managing a sales force, Managing the sales force, sales strategies, Methods of selling.

2.Personal selling function –Meaning, The role of Personal selling in marketing mix, Process of Personal Selling.

3.Sales organizing – Introduction and Functions of Sales organization, developing a sales organization.

4.Operational sales Management: Recruitment Sources, Selection procedure, Sales force training, Compensation and Motivation of sales force, various modes of compensating the sales force, Model of the motivation process, factors affecting salespersons motivation

5.Monitoring and Performance Appraisal: Principles of sales evaluation, evaluating Performance standards, field sales reports

6.Sales Forecasting, Quota and Territory Management: Steps in Sales Forecasting, methods of sales forecasting, importance of sales quota, territory management, sales budget

7.Distribution: Introduction, objectives of channels of distribution, Flows in channels of Distribution, Patterns of Distribution, Management of channels, Managing cooperation, conflict and competition.

8.Channel structure and design –Channel management – Channel decisions, Factors in selection of Distribution channels, Motivation of intermediaries

9.Distribution Analysis, Control and Management: Scope of control, Tools for control, Kinds of control devices

Text Reading:

1. Sales and Distribution Management; Text and cases – Krishna K Havaladar & Vasant M Cavale
2. Basics of Distribution Management; Kapoor & Kansal
3. Sales Management- Decisions, strategy and Cases- Cundiff and Govni

Major Marketing Specialization_
FT-305MA
CONSUMER BEHAVIOR (MAJOR)

Course Objective :

This course aims at sensitizing the marketing management students to the tremendous impact of shifts in consumer behavior to the fortunes of the marketing organization. Even the subtle changes in the consumer buying behavior can open a world of opportunities or pose tremendous challenges to the marketers. A better understanding of the consumer decision making process and the various factors influencing the same can help the budding marketer to better focus their efforts and resources to ensure the success of the organizations that they shall work for or create.

Course Contents :

1. **Introduction to the study of Consumer Behavior:** Nature, scope and application
2. **Environmental influence on Consumer Behavior:** Cultural, social, family, and situational influences, opinion leadership and lifestyle marketing.
3. **Consumer as an individual:** Involvement & motivation knowledge, attitude, values, personality, learning and lifestyle.
Current happenings in the marketplace reflecting the impact of changing consumer behavior on corporate fortunes.
4. **Consumer Behavior models:** Consumer economic view, passive view, cognitive view and emotional view – Nicosia, Howard; Engel Blackwell models.
5. **Consumer decision processes:** Pre-purchase process: information processing purchase process: consumer decision rules post-purchase processes: dissonance.
Analysis of consumer decision-making process in case of service product
Consumer durables and FMCG categories.
6. **Consumer Behavior and society:** Consumer rights, deceptive advertising and consumer Research, consumer education and consumerism.
Collecting information on and discussing actual reported cases of deceptive advertising: and violation of consumer rights.

References :

- Leon G. Sciffman and Lustic Lazer Kanuk: Consumer Behavior
- James F. Engel, Roger D. Blackwell, Paul W. Miniard: Consumer Behavior
- William L. Wilkie: Consumer Behavior
- Del I. Hawkins, Roger J. Best and Kenneth A. Coney: Consumer Behavior
- Brand Equity – Supplement, Economic Times
- Corporate Dossier – Supplement, Economic Times
- The Strategist – Supplement, Business Standard.
- Advertising And Marketing (A&M), Journals Of Marketing Research, Business Today

Major Marketing Specialization

FT- 310 M

INTERNET & DIRECT MARKETING (MJ.)

COURSE OBJECTIVE:

1. To provide an overview of the field, and explain its various roles in an organization's total marketing program.
2. Students will be trained how to specifically use the internet and related technology to strategize and implement the research, advertising, selling, merchandising, customer service and other marketing mix-related functions.
3. To develop interest in future learning and to provide a base of concepts and skills that will facilitate further learning.

COURSE CONTENT:-

1. Overview of Internet, history of the Internet and www, Key Vocabulary, Types of Networks (Arpanet, Internet and Intranet)
2. Introduction to E-comm. (EC) And E-business (EB) as well as other aspects of EB. Role of technology in Commerce.
3. A comparison of traditional Marketing Vs. E Marketing (Comparing Web to other marketing Channels)
4. Internet marketing methodology
5. Web Business models.
6. Segmentation and Analyzing Target market.
7. Online consumer behavior, personalization and consumer benefits.
8. Website promotions and Online Branding
9. Traffic Building.
10. Online market research. Cyber / Internet advertising.
11. Marketing planning for Internet and marketing mix.
12. **Legal problems/ issues related to internet marketing.**

TEXT READINGS

1. **E-Marketing by V V Sople, Biztantra Pub.**
2. **Principles of Internet Marketing by Ward Hanson, South – western College Publishing**
3. **Internet marketing and E-commerce by Ward Hanson & Kirthi Kalyanam**
4. **Web advertising and marketing by Thomas j. Kuegler**

SUGGESTED READINGS

1. E-commerce Cookbook by Gordon Mc Com
2. Marketing on the Internet by Jill H Ellsworth and Mathew V. Ellsworth Wiley Computer Publication
3. World Wide Web Marketing by Jim Sterne
4. E commerce by Korper Wiley Publication

Major Marketing Specialization
IM-804MA /FT 404A
Strategies & Modeling in Marketing

Objectives of course:

The objectives of this course are to help the students to gain an understanding of concepts of marketing strategies and modeling, and their applications in real life corporate world with the help of case studies.

Course Content:

- 1. Strategic Marketing:** Basic concept of strategy, Strategic management, Strategic planning at corporate, SBU and operational level, Strategic marketing, Marketing management, Process of strategic marketing.
- 2. Strategic analysis:** Corporate appraisal, understanding competition, analyzing customers, scanning the environment.
- 3. Strategy Formulation:** Analysis models, portfolio analysis, strategy selection, segmentation, targeting, differentiation and positioning.
- 4. Market strategy:** Dimensions of market strategy, strategies for new, growing, mature and declining markets.
- 5. Product Strategy:** launch, relaunch, Positioning, repositioning, overlap, scope, design, elimination, and new product strategies.
- 6. Pricing Strategies:** Factors affecting prices, initiating and responding to price changes, New product, product mix, Discriminatory pricing strategies, formulating strategies for price leadership.
- 7. Distribution strategies:** Channel structure strategy, channel mix, modification, control and management strategies.
- 8. Promotion strategies:** Strategies for developing promotional prospective, Promotion mix strategies.
- 9. Implementation and control of marketing strategies.**
- 10. Marketing models:** science and marketing models, types, purpose and development of models, decision support models, theoretical modeling in marketing.
- 11. Application of models:** Consumer behavior, Organizational Buying, New product Development and advertising.

Text Reading:

1. Subhash C. Jain, 'Marketing Planning and Strategy', 'India : Thomson- South Western.
 2. Ferrell, 'Marketing Strategy', India: Cengage
 3. Lilien, G.L: Kotler Philip and Moorthy, K.S., ' marketing Models' India : PHI
 4. Kotler Philip, 'Marketing Management' India : PHI
 5. Kotler Philip, 'Marketing Management- a south asian perspective', India: Pearson
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Major Marketing Specialization
IM-807M /FT- 409M
SERVICE MARKETING

Course Objective:

The objectives of the course are to expose students to the nature of service markets and develop abilities to help them apply marketing concepts in these markets.

Course Contents:

1. **Services:** Service sector and Economic Growth, Service Concept, Classification of Service, Challenges in Service Marketing, Characteristics and Strategies for dealing with unique characteristics.
2. **Strategic Issues in Service Marketing:** Segmentation, Differentiation and Positioning of Services
3. **Marketing Mix in Service Marketing:** Product, Price, Place, Promotion, People, Physical Evidence and Process Decisions
4. **4. Designing a Service Strategy:** Service management Process; Internal, External and Interactive Marketing Strategies
5. **5. Managing Service Quality and Productivity:** Concepts, Dimensions and Process; Service Quality Models (Gronnos and Parsuraman) Application and Limitations, Productivity in Services, Customer Focus
6. **6. Applications of Service Marketing:** Marketing of Financial, Hospital, Health, Educational, Tourism, Telecom and IT, and Marketing for Non Profit Organizations and NGOs.

Text Readings

1. Christopher H. Lovelock, “**Services Marketing**”, New Delhi: Prentice Hall of India, 3rd Edn., 1996.

Suggested Reading

1. Ravi Shankar, “**Services Marketing**”, New Delhi, Global Press, 2nd Edn., 1998.
2. V.A. Zeithamal and M.J. Bitner, “**Service Marketing: Integrating Customer Across the Firm**”, McGraw Hill, 2002.

Major Marketing Specialization
IM-805M /FT 403M
INTERNATIONAL MARKETING

COURSE OBJECTIVE:

The objectives of this course are to help the students to gain an understanding of concepts of international marketing, types of international markets, demand and supply, position in international markets, import-export documentation, policies and procedure of foreign trade.

COURSE CONTENT:

- 1. INTERNATIONAL MARKETING:** basis of international trade, theories of international trade, absolute advantage, comparative advantage and factor endowment theory, difference between domestic, international, multinational. Global markets, EPRG framework.
- 2. SCANNING OF INTERNATIONAL ENVIRONMENT:** social, political, legal, economic.
- 3. FACTORS AFFECTING INTERNATIONAL TRADE:** methods of entry, role of IMF and WTO in international trade.
- 4. FOREIGN TRADE POLICY:** EXIM policy, salient features of latest policy. Export documentation and procedures and institutional support for export promotion in India.
- 5. PRODUCT:** identifying new products, international product planning, product design strategy, product elimination, adoption and diffusion of new products, branding strategies.
- 6. PRICING STRATEGIES:** factors affecting international prices, methods of pricing, pricing an international product, transfer pricing.
- 7. DISTRIBUTION SYSTEM FOR INTERNATIONAL MARKETS:** direct and indirect channels, factors affecting international channel, international channel management.
- 8. PROMOTING PRODUCTS/SERVICES IN OVERSEAS MARKETS:** perspectives of international advertising, standardization v/s localization, global media decisions, and global advertising regulations.

TEXT READINGS:

1. W.J.KEEGAN- "Global marketing management", new delhi, PHI, 5th edition 1997
2. SACK ONKVISIT AND JOHN SHAW, "International marketing analysis and strategies", new delhi, PHI, 1998
3. SUBHAS S.JAIN, "International marketing management", Delhi, CBS Publishers Distributors, 1997.

Major Marketing Specialization
IM-810M/FT-405M
PRODUCT AND BRAND MANAGEMENT

Course Objectives:

The objectives of this course are to discuss various concepts involved in learning Product and Brand Management for the success of any concern, to understand how the product manager implements business strategy in the marketplace and to acquaint the students with the process and strategies of new product management. The course also explores the methodology for managing the cohesive development and marketing of new products from idea inception to product discontinuation.

COURSE CONTENTS:

- 1. Product Management:** Introduction and concept of product, Product components, objectives of Product Management, Roles of Product Manager.
- 2. Product mix** and product line decisions, Growth strategies for the FMCG.
- 3.** Routes of new product development, Process of new product development, the latent factors behind marketing success and failure of any new product, Product elimination strategies
- 4. Brand Management:** Branding concept, Benefits of Branding, Brand perspectives, Characteristics of a Brand, Branding decisions
- 5.** Brand Personality: Introduction, concept Types and brand personality scale
- 6.** Brand Extension, Types of Brand extension, Strategies for successful brand extension
- 7.** Brand positioning and repositioning
- 8.** Global branding: Concept, advantages and disadvantages
- 9. Brand equity:** Introduction and concept of brand equity, Cost based, price based, customer based Methods
- 10.** Brand Loyalty: Concept, Loyalty pyramid
- 11.** Brand management and the future
- 12.** The Six myths of Branding

Books recommended:

1. Marketing Management by Philip Kotler.
 2. Product Management by R. Majumdar
 3. Strategic brand management by Kevin Lane Keller.
 4. Brand Management by Y.L.R.Moorthy.
- **Collateral Readings for Brand Management:**
 - Doyle, P. (1989), “ Building successful brands : The strategic options” , Journal of Marketing Management.
 - Kapferer, J.- N.(1997), Strategic Brand management.
 - Brand Equity of “The Economic Times” newspaper.

Minor Marketing Specialization

FT-315 MM

Consumer Behavior (R & U)(MN)

Course Objective :

The consumer has become sovereign, a fact which has been recognized by the marketers. The students are explicitly required to acquire knowledge of such in order to develop effective strategies of influence and shape the behavior in order to achieve their organizational targets. The aim of teaching this subject is to acquaint the student with behaviour of rural and urban consumers.

Course Contents:

- 1 Introduction to Consumer Behavior, Definition, Models
- 2 Consumer Research
- 3 Market Segmentation, Targeting & Positioning
- 4 Consumer Needs & Motivation
- 5 Consumer Involvement & Perception: Information and its processing, types of consumer involvement, Perception – process, exposure attention and comprehension, Semiotics
- 6 Consumer Learning: Meaning, Classical conditioning, Operant Conditioning & Behavioral Learning
- 7 Consumer Motivation & Affect: Meaning, concept, types and systems, theories
- 8 Consumer Beliefs, Attitudes & Behaviors: concepts & formation
- 9 Consumer Attitude, Belief & Behavior Change: Decision-making Path,
- 10 Consumer Environment: impact of culture, reference group, family, social class and situational influences of rural and urban consumers
- 11 Consumer Decision Making Process: Problem Recognition & Search, Evaluation & choice, Post acquisition process

Text Readings:

- 1 Consumer Behaviour By Henry Assael.
- 2 Consumer Behaviour By Shiffman and Kanuk

Suggested Readings:

- 1 Consumer Behavior – James Engel, Roger Blackwell & Paul Miniard
- 2 Consumer Behavior – Mowen & Minor

Minor Marketing Specialization

FT- 304MM

Integrated Marketing Communication (Minor)

Course objective

The advent of globalization and rise in competition has increased promotional activities also. Promotion in today's scenario doesn't only require advertising but a synergistic intermeshing of various promotional tools. This course aims at giving in-depth knowledge of elements of promotional mix and how they can be integrated and co-ordinated for maximum impact on consumers in market place.

Course contents

1. Introduction to promotion and integrated marketing communication: What is IMC, Factors contributing to IMC's rising prominence, Elements of IMC
2. Promotion and communication process: 5 W's principle, Triangle of communication, AIDA model, Hierarchy of effects model, Innovation adoption model
3. Advertising: Types of advertising, Functions of advertising, Advertising objectives, advertising process, advertising campaign, Media types and characteristics
4. Public Relations: Concept and definition, Tools of Public Relations
5. Sales Promotion: Scope and role of Sales Promotion, Types of Sales Promotion,
6. Personal Selling: Role of Personal Selling, Personal Selling as an individual communication tool as compared to other communication mediums
7. Direct Marketing: importance and application
8. Sponsorship, Point of Purchase (POP)
9. Budgeting
10. IMC Coordination

Reference :

- Advertising Procedures – Kleppner
- Advertising Management- Aaker, Mayers and Batra
- Advertising, Sales and Promotion Management- S A Chunawalla
- Advertising Excellence – Bovee, Thill, Dovel. Wood
- Advertising Principles and Practice – Wells , Brunett , Moriarty
- Advertising and Promotion: An IMC perspective- Belch, Belch

Minor Marketing Specialization

IM - 803MM / FT – 404 MM

PRODUCT AND BRAND MANAGEMENT

Course Objectives:

The objectives of this course are to discuss various concepts involved in learning Product and Brand Management for the success of any concern, to understand how the product manager implements business strategy in the marketplace and to acquaint the students with the process and strategies of new product management. The course also explores the methodology for managing the cohesive development and marketing of new products from idea inception to product discontinuation.

COURSE CONTENTS:

- 1. Product Management:** Introduction and concept of product, Product components, objectives of Product Management, Roles of Product Manager.
- 2. Product mix** and product line decisions, Growth strategies for the FMCG.
- 3.** Routes of new product development, Process of new product development, the latent factors behind marketing success and failure of any new product, Product elimination strategies
- 4. Brand Management:** Branding concept, Benefits of Branding, Brand perspectives, Characteristics of a Brand, Branding decisions
- 5.** Brand Personality: Introduction, concept Types and brand personality scale
- 6.** Brand Extension, Types of Brand extension, Strategies for successful brand extension
- 7.** Brand positioning and repositioning
- 8.** Global branding: Concept, advantages and disadvantages
- 9. Brand equity:** Introduction and concept of brand equity, Cost based, price based, customer based Methods
- 10.** Brand Loyalty: Concept, Loyalty pyramid
- 11.** Brand management and the future
- 12.** The Six myths of Branding

Books recommended:

1. Marketing Management by Philip Kotler.
 2. Product Management by R. Majumdar
 3. Strategic brand management by Kevin Lane Keller.
 4. Brand Management by Y.L.R.Moorthy.
- **Collateral Readings for Brand Management:**
Doyle, P. (1989), “ Building successful brands : The strategic options” , Journal of Marketing Management.
Kapferer, J.- N.(1997), Strategic Brand management.
Brand Equity of “The Economic Times” newspaper.
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Minor Marketing Specialization

IM - 807MM / FT – 409 MM

SERVICE MARKETING

Course Objective:

The objectives of the course are to expose students to the nature of service markets and develop abilities to help them apply marketing concepts in these markets.

Course Contents:

1. **Services:** Service sector and Economic Growth, Service Concept, Classification of Service, Challenges in Service Marketing, Characteristics and Strategies for dealing with unique characteristics.
2. **Strategic Issues in Service Marketing:** Segmentation, Differentiation and Positioning of Services
3. **Marketing Mix in Service Marketing:** Product, Price, Place, Promotion, People, Physical Evidence and Process Decisions
7. **4. Designing a Service Strategy:** Service management Process; Internal, External and Interactive Marketing Strategies
8. **5. Managing Service Quality and Productivity:** Concepts, Dimensions and Process; Service Quality Models (Gronnos and Parsuraman) Application and Limitations, Productivity in Services, Customer Focus
9. **6. Applications of Service Marketing:** Marketing of Financial, Hospital, Health, Educational, Tourism, Telecom and IT, and Marketing for Non Profit Organizations and NGOs.

Text Readings

2. Christopher H. Lovelock, “**Services Marketing**”, New Delhi: Prentice Hall of India, 3rd Edn., 1996.

Suggested Reading

3. Ravi Shankar, “**Services Marketing**”, New Delhi, Global Press, 2nd Edn., 1998.
4. V.A. Zeithamal and M.J. Bitner, “**Service Marketing: Integrating Customer Across the Firm**”, McGraw Hill, 2002.

Second Year -- Finance Specialization Subjects

Second Year			
MBA(MS) 2 YRS - SEM III		MBA(MS) 2 YRS - SEM IV	
Major Specialization			
Finance			
FT- 312 F	Insurance & Banking	FT403F	International. Finance
FT- 311 F	Financial Markets And Services	FT4 F	Bank Management
FT- 310 F	SAPM	FT407F	Personal Financial Mgt.
FT- 304 FA	Corporate Taxation	FT405F	Financial Eng & Risk Mgmt.

Second Year			
MBA(MS) 2 YRS - SEM III		MBA(MS) 2 YRS - SEM IV	
Minor Finance Specialization			
FT- 316 FM	Insurance & Banking(Mn)	FT4FM	PFM
FT- 311 FM	Fin Mkts & Serv.(Mn)	FT403FM	Int Fin Mkts & Instruments

Major Finance Specialisation

FT-312 F

Insurance and Banking (Mj)

Course Objective

This course is designed to enhance understanding of fundamentals of risk, Insurance and Banking. Insurance fundamentals are intended for students who have little or no prior education in insurance. The course introduces the subject matter banking from an economic perspective. The structures and role of central banking system and commercial banking will be examined.

Course Contents

1. Risk and Insurance

Concept of risk and its classification, Management of risk, Insurance as risk management technique, Functions of insurers, Classification of Insurance.

2. The Basic Principle of Insurance:

Utmost good faith, Insurable Interest, Indemnity, Corollaries of Indemnity, Proximate cause.

3. Reinsurance:

Concept, types and advantages of reinsurance,

4. Practice of Insurance

Life Insurance: Products, Riders, Options, Computation of Premium & Bonuses, documents and Claims

General Insurance: Products, Rating, and Concept of Underwriting, Claims.

5. Commercial Banking System and Structure

Introduction & Definition of Banking, Structure of Banking System, Function of Commercial Bank, Credit Creation, Electronic Banking.

6. Central Banking

Definition and Function of Indian Central Bank.

7. Legal Environment- Insurance and Banking

Insurance Regulatory Authority, Negotiable Instrument act.

Text and Reference Books:

1. K C Shekhar and Lekshmy Shekher, Banking Theory and Practice, Vikas Publishing House Pvt Ltd.
2. Justin Paul and Padmalatha Suresh, Management of Banking and Financial Services, Pearson Education.
3. Roger Leroy Miller and David D Vanhoose; Modern Money and Banking; 3rd ed.; Mc Graw Hill.
4. D M Mithani, Money Banking, International Trade and Public Finance. Himalaya Publishing House.
5. Principle of Risk Management and Insurance by George E Rejda, Pearson Education
6. Risk Management and Insurance; Trieschmann, Gustavson, Hoyt., Cengage Learning
7. Principle of Insurance, IC-01, Insurance Institute of India
8. Practice of Life Insurance, IC-02, Insurance Institute of India
9. Practice of General Insurance, IC-11, Insurance Institute of India

Major Finance Specialisation

FT-311F

FINANCIAL MARKETS AND SERVICES(MAJOR)

COURSE OBJECTIVES:

The course aims at:-

- Developing understanding about the various functions operations and activities of banking institutions.
- Explains how to apply the basic finance concept to the management of banking institute.

Course Contents:

01: INTRODUCTION TO INDIAN FINANCIAL SYSTEM—

Financial System:: Significance in definition, Liberalization of financial system.

02: CAPITAL MARKET

Primary Market:: Introduction, Institutional Structure, Method of issue, instruments, regulations.

Secondary Market: Introduction to Stock Exchanges, Instruments, Clearing and settlement

Mechanism, Players, Regulations and Latest Trend.

03: MONEY MARKET:

Characteristics and functioning , Instruments , call money market, Treasury bills, certificate of deposit, commercial Paper, REPOS

04. Regulatory Institutions: SEBI and RBI

05. Working capital Financing management: Bank and Institutional Financing, management of cash, receivables and inventories.

06. Introduction to financial Institutions: SFC's and DFI's, their importance and scope (IDBI, IFCI, SIDBI)

07: DERIVATIVES:

Introduction to Derivatives , futures and options, terminologies, operational margins, concept of hedging , risk in derivatives,.

08: MUTUAL FUNDS:

Introduction, Structure of Mutual industry, Types of Funds, Advantages Of Mutual Funds. Guide Line of Mutual Funds, Concept of SIP, Mutual Funds in India.

09: FINANCIAL SERVICES

Introduction of Financial Services

10: LEASING FINANCING : Concept of Leasing

11: VENTURE CAPITAL FINANCING : Introduction , Framework, Latest Trend

12: MERCHANT BANKING : Introduction, Institutional Framework, Regulation

13: INVESTMENT BANKING : Concept, Trend Vis-à-vis Merchant Banking

14: SECURITIZATION : Basic Concept and securitization in india

15: OTHER FINANCIAL SERVICES: Factoring

TEXT READING:

1. M.Y.khan, "Financial services" tata McGraw Hill 2000
2. B.S.bhatia, G.S.Batra, "Management of capital markets, financial services and institutions" Deep and Deep publications, 2000
3. Investment of security market in India: V.A.Avadhani
4. Indian Financial system: P.N.varshney and D.K.Mittal

Major Finance Specialisation

FT – 310 F

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Objective

The objectives of this course is to provide the students in dept understanding of investment techniques as applied to various forms of securities and acquaint them with the functioning of mutual funds, investment strategies and portfolio management services.

Course Contents

1. Introduction: Concept of Investment, Investment V/S Speculation, Financial And Economic Aspect Of Investment, Types, Characteristics And Objectives Of Investment.
2. Risk Return: Concept Of Risk And Return, Systematic And Unsystematic Risk, Valuation of securities, Concept of Beta, Capital Assets Pricing Model, SML And CML Valuations.
3. Valuation of Bonds: PV Model, Bonds Yield, Measures Duration, Modified Duration, Immunization Conservity, Bond Value Theorem.
Valuation Of Equity : Constant Growth Model, Multi-Stage Growth Model, P/E Ratio and Earnings Multiplier Models. Valuation Of Preference Shares, Valuation of Warrants, Rights Issued.
4. Security Analysis: Fundamental Analysis And Technical Analysis, Dow Theory, Elliott Wave Theory, Efficient Market Theories And Testing.
5. Portfolio Concepts: Portfolio And Security Returns, Diversification, Markowitz Model, Sharp Index Model.
6. Factor Models and Arbitrage Pricing Theory.
7. Portfolio Investment Process.
8. Portfolio Evaluation: Measures of Returns, Formula, Plans, Sharpe and Treynor Measures.

Text Readings

1. Suyash Bhatt, **Security Analysis And Portfolio Management**, , Biztantra Pub.
2. V.K.Bhalla, “**Investment Management: Security Analysis And Portfolio Management**”, S. Chand And Sons, New Delhi, sixth edition 1999.
3. Donald E. Fisher and Ronald J. Jordan, “**Security Analysis And Portfolio Management**”, PHI Publication, New Delhi, 1998.
4. V.A. Avadhani, “**Investment and Security Markets In India**”, Himalaya Publication, Bombay, 1998.

Suggested Readings

1. Edwin J. Elton and Martin J. Gruber, “**Modern Portfolio Theory And Investment**”, John Wiley and Sons, Singapore, 1996.
2. Preeti Singh, “**Investment Management**”, Himalaya Publications, 9th Edition, 2000.

Major Finance Specialisation

FT-304 FA

CORPORATE TAXATION (MAJOR)

Course Objective: This course is based on the provisions of various direct and indirect tax laws with reference to company assesses. This course will enable the students to understand the tax provisions related to the companies and compute the tax liability.

Course Contents:

1. **Introduction:** Introduction and brief history of income tax, definitions Corporation tax, Tax Planning, Tax Evasion, Tax Avoidance, Tax Management, Dividend Tax, Indian Company, Foreign Company.
2. **Computation of Total Income and Tax Liability of Companies:** Income from business, capital gain, income from other sources, Gross Total Income, Deductions from Gross Total Income, computation of Total Income. Introduction to MAT, FBT and Dividend Distribution Tax
3. **Special Tax Provisions:** Tax provisions in respect of Free Trade Zone and Special Economic Zone, Tax provisions in respect of Infrastructure Development, Tax provisions in respect of Backward Areas,
4. **Amalgamation related tax issues.**
5. **Tax Payment:** Tax deduction at source, Tax collection at source, and Advance payment of tax.
6. **The Wealth Tax Act, 1957:** Introduction of wealth tax, meaning, scope and incidence of tax, Assets included for wealth tax, assets exempted from wealth tax, deemed assets,
7. **Central Excise and Custom Duty:** Meaning and important provisions.
8. **Service Tax:** Background and nature of service tax, Value of service tax, Exemption from of service tax, Classification of services, Procedure of service tax, other important provisions.
9. Introduction to Value Added Tax (VAT)

Books:

Direct Taxes Planning and Management by V.K. Singhania

Corporate Tax Planning and Management by H.C. Mehrotra

Students' Work Book on VAT and Service Tax by V. S. Datey

Study Material published by ICSI, Financial Dailies and journals like Business Standard, The Economic Times and Financial Express, Economic and Political Weekly

Major Finance Specialisation

IM 808F/ FT 404 FA

BANK MANAGEMENT

Course objective:

The course aims at developing understanding about the various functions operations and activities of banking institutions. The course also covers application of basic finance concept to management of Indian banking institutes

COURSE CONTENTS:

1. Bank's role as financial intermediaries, Basic Principles of Banking
2. **Evaluation of Bank Performance:** Introduction and analysis of financial statements of banks operating in India. Non-interest incomes and non-interest expenses in Indian banks. Key performance indicators for Banks CAMELS Ratings, alternative models of bank performance.
3. **Bank Customer Relationship:** Bank customer, Forms of bank customer relationship. Types of customer and their accounts. Bank's duties and rights, Termination of bank customer relationship.
4. Some Important **Legal Provisions** Relevant for Bankers.
5. **Sources of Bank Fund I-Deposits and Non Deposits:** Basic Concepts, types of Deposits, Deposit insurance, Deposit pricing, Non-deposit sources. Nomination facility of deposit accounts. Reserve requirement and computation of NDTL for banking system in India, Non deposits sources for banking system in India.
6. **Source of Bank Fund-II Capital:** Function of bank capital, Bank capital standards, Basel Committee.
7. **Use of Bank Fund-I Lending:** Purpose, security and modes of credit delivery, Broad steps to credit analysis, risk classification criteria, Fixed vs floating rate, Legal Aspect of Lending. Prudential norms, Loan sales.
8. **Use of bank fund II-Investment:** Basic concepts, VaR, Banks investment portfolio in India.
9. **High Tech Banking:** E Payment system and electronic banking
10. **Retail Banking:** Innovation in products and services in banking.

BOOKS:

1. "Management of Banking" - S. Scot McDonald and Timothy W. Koch, Thomson.
2. "Management of Banking and Financial Services" Justine Paul and Padmalatha Suresh, Pearson Education.
3. "Financial Institutions and Markets" L.M Bhole, Tata Mc Graw Hill Publishing Company, New Delhi.
4. "Bank Financial Management" S N Swastikar, Taxmann Publication Pvt. Ltd.

Major Finance Specialisation

IM- 810 F/FT-407 F

PERSONAL FINANCIAL MANAGEMENT

Course Objectives:

To acquaint the students with the basic understanding of all personal financial planning related concepts and procedures and programs. Also to have understanding about insurance and its applicability in personal financial planning.

Course Contents:

1. Personal Finance:
 - Introduction
 - The Goal And Steps Of Personal Planning
 - Personal Financial Statements
2. Models Of Personal Finance:
 - 4 Stroke Model
 - Stair Case Model
 - Earning –Expenses Model
3. Managing Expense Mix: Personal Expenses, Personal Investment And Personal Charities
4. Principles And Importance Of Insurance In Personal Financial Planning
 - Principles Of Insurance
 - Principles Of Life Insurance: Uberrima Fide And Insurable Interest
 - Various Types Of Insurance: Their Importance In Personal Financial Planning, Their Characteristics, Corollaries Of Indemnity
5. Plan Of Life Insurance: Premium Computation, Surrender Value Computation, And Loanable Amount Computation.
6. Non Life Insurance: Fire, Marine, Motor, House Holds, Health, Etc. And Their Importance In Personal Financial Planning.
7. Claim Management.
8. Managing Personal Taxes: Income Tax, Wealth Tax And Property Taxes Etc.
9. Managing Fixed Investment: House Buying, Bond Buying, Etc.
10. Consumer Credits, Credit Cards, Auto And Consumer Durables Loans And Personal Loans And Their Planning.
11. Some Special Schemes: Post Office Schemes, Government Schemes, Etc.
12. Cases In Personal Financial Management.
13. Presentation Of Projects.

Reference:

1. Personal Financial management Volume I, II, III by ICFAI
 2. Planning for Retirement by IIBF
 3. Insurance products and Services by IIBF
 4. Fundamentals of Insurance by P.K. Gupta, Himalaya Pub.
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Major Finance Specialisation
IM 805F / FT 403F
INTERNATIONAL FINANCE

Course Objective:

The focus of “**International Finance**” course is two fold- one, it develops an understanding of International Financial System. Two, it gives an insight into different dimensions in managing MNC’s. Specifically understanding of International Financial System and Business Environment.

Course Contents:

1. Growth & Evolution of International Business
2. International Monetary System
 - IMF, World bank, Asian Development bank etc.
 - Exchange rate regimes
3. International Trade & balance of payments
 - “India’s BOP- critical analysis of Present and Present” *Website to be*
4. Foreign Exchange Management
 - Foreign Exchange Market and Mechanism
 - Determinants of Exchange rates (theories)
 - Foreign Exchange Risk & Exposure
 - Exchange Control Regulations & Role of RBI
5. Management of MNC’s
 - Foreign Direct Investment
 - Drivers of MNC
 - Strategic Entry Options to MNC’s
6. Multinational Cash Management
7. Multinational Capital Budgeting & Capital Structure
8. Financing Foreign Operations
9. International Banking Transactions for Export & Import
10. International Taxation

Text Books

- International Financial Management, P.G.Apte, Tata McGraw Hill
- Multinational Financial Management, Madhu Vij, Excel Publications

Reference Books:

- “International Financial Management”, Alan Shapiro
- “Global Finance”, Eng, Lee, Maur, Addison Wesley Ltd.
- “Global Corporate Finance”, Keith Pilbeam

Major Finance Specialisation

IM-804F/FT-405F

FINANCIAL ENGINEERING & RISK MANAGEMENT

Objective of the Course:

The focus is to provide an opportunity to develop a basic understanding of process of financial engineering, risk & risk management techniques, Derivatives & Derivative trading process for managing risk.

Unit I: Options & SWAPS

Statistics, Option Pricing, Risk & Return in Equity, Options, Options trading strategies, Valuation of Options-Models, Limitations of Black Scholes Model, SWAPS, Mechanics of Interest Rate SWAPS, Valuation of Interest Rate SWAPS, Currency SWAPS & their valuation, Software for calculation of Option Value, Futures or Derivatives Software.

Scope of Fin. Engg., Tools of Fin. Engg., Factors contributing to Growth of Fin. Engg., Environmental Factors, Intra-firm factors.

Reference Books:

1. Financial Engineering: Risk, Measuring exposure to price risk, Interest rate risk, Exchange rate risk, Risk Management: Why Risk Management, Hedge Ratios & their uses, Composite Hedging – C. Jeevnandanam
2. Options, Futures, & Other derivatives – John C. Hull
3. Risk Management – John E. Marshall & Vipul K. Bansal
4. Futures & Options – N.D. Vohra B.R. Bagri

Unit III: Tools of Financial Engineering

Introduction to derivatives, Forward & Future Contract, Trading in Futures Market, SWAP, Options, Fixed Income securities, Recent Debt market innovations, Equity related Instruments & Hybrid securities, Asset Liability Mgt. Leverage Buy Out (LBO), Arbitrage.

Unit IV: Forward & Futures

Forwards, Futures, Forward Rate Agreement, Market participants in futures market, Hedging using Futures Contracts, Valuation of Forward & Futures Contract, Stock Index Futures, their valuation, Hedging using stock Index futures contract .

Minor Finance Specialisation
FT -311 FM
FINANCIAL MARKETS AND SERVICES (MINOR)

Course Objective:

This course is designed to give the participant a basic understanding of financial markets – the structure, the players, the instruments, the regulation and the jargon. It covers the capital markets, the money market, the foreign exchange market and the derivatives markets.

Course Content:

1. Introduction to Indian Financial System : Financial system: Significance and Definition ,Liberalisation of Financial System
2. **Capital Markets** :Primary Market : Introduction, Institutional Structure, Instruments, Regulation and latest trends
3. **Secondary Market** :Stock Exchanges Introduction, Structure and working, Instruments, Regulation and latest trends.
4. **Money Market** :Characteristics and functioning, Instruments call-Money Markets, Government Securities Markets :Introduction, Structure and Players, Instruments, Concept of Yield and its role.
5. **Forex Market** : Introduction, Characteristics, Functioning and basic concepts
6. **Derivatives Market** :Introduction, Types of Derivatives, Trading and Regulation, Latest Trends
7. **Financial Services** :Introduction, Asset/Fund-Based Fee/Non-Fund Based
8. **Lease Financing** :Theoretical Framework, Regulation, Latest Trends
9. **Venture Capital Financing** :Introduction, Framework, Latest Trends
10. **Merchant Banking Services** :Introduction, Institutional Framework, Regulation
11. **Investment Banking** :Concept, Trends, Vis-à-vis Merchant Banking
12. **Other Financial Services** : An Introduction
13. **Securitisation** :Basic Concepts and Securitisation in India

REFERENCES:

- Indian Financial System By; H.R.Machhiraju
- Indian Financial System By; M.Y.Khan
- Investment and securities markets in India By; V.A. Avdhani
- Management of Financial Services: By: B.S.Bhatia and G.s.Batra

Minor Finance Specialisation

FT – 310 FM

Insurance and Banking(Mn)

Course Objective

This course is designed to enhance understanding of fundamentals of risk, Insurance and Banking. Insurance fundamentals are intended for students who have little or no prior education in insurance. The course introduces the subject matter banking from an economic perspective. The structures and role of central banking system and commercial banking will be examined.

Course Contents :

1. Risk and Insurance

2. Concept of risk and its classification, Insurance as risk management technique, Functions of insurers, Classification of Insurance, Concepts and advantages of reinsurance.

3. The Basic Principle of Insurance:

4. Utmost good faith, Insurable Interest, Indemnity, Corollaries of Indemnity, Proximate cause.

5. Practice of Insurance

6. Life Insurance: Products, Riders, Options, documents and Claims General Insurance: Products, Rating, and Concept of Underwriting, Claims.

7. Commercial Banking System and Structure

8. Introduction & Definition of Banking, Structure of Banking System, Function of Commercial Bank, Credit Creation, Electronic Banking, Commercial Bank Financial Statement and its analysis. Various Banking Risks

9. Central Banking

10. Definition and Function of Indian Central Bank.

11. Legal Environment- Insurance and Banking

Insurance Regulatory Authority, Negotiable Instrument act.

Text and Reference Books:

10. K C Shekhar and Lekshmy Shekher, Banking Theory and Practice, Vikas Publishing House Pvt Ltd.
11. Justin Paul and Padmalatha Suresh, Management of Banking and Financial Services, Pearson Education.
12. Roger Leroy Miller and David D Vanhoose; Modern Money and Banking; 3rd ed.; Mc Graw Hill.
13. S Scott MacDonald and Timothy W Koch, Management of Banking, Thomson.
14. D M Mithani, Money Banking, International Trade and Public Finance. Himalaya Publishing House.
15. Principle of Risk Management and Insurance by Geoge E Rejda, Pearson Education
16. Risk Management and Insurance; Trieschmann, Gustavson, Hoyt., Cengage Learning
17. Principle of Insurance, IC-01, Insurance Institute of India

18. Practice of Life Insurance, IC-02, Insurance Institute of India
19. Practice of General Insurance, IC-11, Insurance Institute of India

Minor Finance Specialisation

IM - 810FM / FT -411FM

PERSONAL FINANCIAL MANAGEMENT

Course Objectives:

To acquaint the students with the basic understanding of all personal financial planning related concepts and procedures and programs. Also to have understanding about insurance and its applicability in personal financial planning.

Course Contents:

I. Personal Finance: - Concept. Goal and steps of Personal finance, Present Economic and Financial environment, Statement & record keeping of Personal finance, Personal Budget.

II. Models Of Personal Finance: 4 Stroke Model, Stair Case Model, Earning –Expenses Model

III. Risk: - Concept of risk, Types of risks and individual's risk management

IV. Tools for Personal Financial Management:- Expense sheet, Calculation of income level, Calculation of expenses

V. Principles And Importance Of Insurance In Personal Financial Planning: Principles Of Insurance, Principles Of Life Insurance: Uberrima Fide And Insurable Interest, Various Types Of Insurance: Their Importance In Personal Financial Planning, Their Characteristics, Corollaries Of Indemnity

VI .Managing Investment:-Understanding Investments, Investment return & security.

VII. Personal debt management:- Loan, housing loan, personal loan and other loans, repayment period, monthly installment, interest frequency

VIII. A person's financial net worth:-Net worth, Managing assets and liability, Taxes and tax planning

IX. Personal finances:-Teaching children, Creating savings account, lower bad debt , insurance policies.

X. Some Special Schemes: Post Office Schemes, Government Schemes, Etc.

Reference:

5. Personal Financial management Volume I, II, III by ICFAI
 6. Planning for Retirement by IIBF
 7. Insurance products and Services by IIBF
 8. Fundamentals of Insurance by P.K. Gupta, Himalaya Pub.
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Minor Finance Specialisation

IM - 805FM / FT – 403 FM

INTERNATIONAL FINANCIAL MARKETS & INSTRUMENTS

Course Objective:- The objective is to familiarize the participants to the International Financial Markets and the instruments available for financing the needs of the capital.

Course Contents:-

1. **EVOLUTION OF TRADE AND MONETARY SYSTEM:** - Barter System, Evolution of money and foreign trade.
2. **INTERNATIONAL MONETARY SYSTEM AND INSTITUTIONS:** - Need for institution to manage growing trade and fix exchange rate for currencies.
3. **FOREIGN TRADE AND BALANCE OF PAYMENTS:-** Growth of foreign trade and system of balance of payment to settle the transactions
4. **FOREIGN EXCHANGE MANAGEMENT:** - Structure of foreign exchange markets, Fixing of exchange rates.
5. **RESERVE BANK OF INDIA & EXCHANGE CONTROLS:** - RBI'S role as controller of foreign exchange reserves and its management.
6. **INDIAN AND INTERNATIONAL FINANCIAL MARKETS.**
7. **INSTRUMENTS OF FOREIGN FUNDING:-** FC loans v/s Bonds, FC notes, Fixed v/s floating rate notes, CP's, FDI, GDRs, ADRs.
8. **RISK MANAGEMENT IN FOREIGN EXCHANGE.**

Text Books & Other references:

Text Books

- International Financial Management, P.G.Apte, Tata McGraw Hill
- Multinational Financial Management, Madhu Vij, Excel Publications

Reference Books:

- "International Financial Management", Alan Shapiro
- "Global Finance", Eng, Lee, Maur, Addison Wesley Ltd.
- "Global Corporate Finance", Keith Pilbeam

Journals:

- RBI Bulletin
- Journal of Foreign Exchange and International Finance

Second Year -- HR Specialization Subjects

Second Year			
MBA(MS) 2 YRS - SEM III		MBA(MS) 2 YRS - SEM IV	
HR			
FT- 310 H	Managing People 2 yrs & 5yrs	FT403H	Performance Planning & Appraisal
FT- 305 H	HRD 2 yrs & 5yrs	FT410H	HR Planning & Audit
FT- 306 H	Training & Development 2 yrs & 5yrs	FT405H	Labour Laws
FT- 310 HA	Mgt. For Worker 2 yrs & 5yrs	FT407H	HR Based Business Process & Transformation

Second Year			
MBA(MS) 2 YRS - SEM III		MBA(MS) 2 YRS - SEM IV	
Minor HR Specialization			
FT- 309 HM	HR Sys & Process (Mn)	FT 411HM	HR for Business Excellence
FT- 317 HM	Managing People (Mn)	FT403HM	HR & Performance Planning

Major HR Specialisation

FT-305 H **HUMAN RESOURCE DEVELOPMENT(MAJOR)**

COURSE OBJECTIVE :

The objective of the course is to develop understanding about various functions, operations and activities of HRD.

COURSE CONTENT

1. **CONCEPT OF HRD:-** Evolution of Human Resources Development, Relationship between Human Resource Management and HRD / Training. A framework for the HRD process, HRD functions, Role of a HRD professional
2. **ORIENTATION:-** Company Orientation, Department Orientation, Orientation kit, Orientation Length and Timing.
3. **TRAINING:-** Defining Training, Objectives of Training, Types of training, Systematic approach to training, training methods

4. **PERFORMANCE APPRAISAL:** Performance Appraisal Methods, Errors in performance appraisal
5. **CARRIER PLANNING AND DEVELOPMENT:** Coaching- Role of Supervisor and managers in coaching, Coaching to improve poor performance.
6. **Behavioral Tool:-** FIRO-B, Johari Window, Transactional Analysis
7. **HRD STRATEGIES:-** Formulation and Implementation of HRD Strategies, Creating a World Class Organization.
8. **FUTURE OF HUMAN RESOURCE DEVELOPMENT:-**Economic, Political Sociological and Organizational Factors.

References:

1. Jerry W Gilley and Stevens A. England, "Principles of HRD", USA., Addison Wesley, 1989.
2. Lloyd L. Byars, Leslie W Rue, "HRM, Third Edition"
3. T.V.Rao, "HRD Audit", New Delhi, Sage Publications, 1999.
4. "HRD", Randy Desimone, Jon M.Aner, David M.Harris
5. "Managing People", V.S.P, Rao, Excel Book, New Delhi.
6. "Human Resource Planning", Deepak Kumar Bhattacharya.
7. "Studies in HRD", H.L Verma, BS Bhatia, MC Garg
8. Internet

FT-306 H **TRAINING AND DEVELOPMENT (MAJOR)**

COURSE OBJECTIVE:

The course aims at equipping the student managers with both theoretical concepts and practical techniques in conducting/coordinating need based training programs. After undergoing this course the student managers shall be able to independently assess the training needs of an organization and conduct and co-ordinate the training programs.

COURSE CONTENT:

1. Overview of training and development
2. Present status of training
3. Conceptual status of training effectiveness
4. Systems approach to training

5. Pre-factors (context) such as learning principles, assessment of training needs, preparing training plans and strategies (OJT INSTITUTIONAL TRAINING), selection of trainees etc.
6. Training management (context) – which cover training facilities, supporting infrastructure, areas of satisfaction and dissatisfaction.
7. Training process- instructor, pedagogy learning climate
8. Training outcomes- evaluations
9. Self development / individual development.
10. Executive development programs/ management development programs

TEXT READINGS:-

1. B Janakiram, Training and development, Biztantra Publication.
2. Sah A K, Training and development.
3. Ramaswami A, Handbook of T& D.
4. Rolf P. Lynton, Training for organizational transformation.

FT-310 H **MANAGING PEOPLE (MAJOR)**

Course Objectives

To provide the basic knowledge of human resource management and develop insight into the managerial skills required to effectively manage people in an organization, in order to achieve corporate goals successfully. The course also develops understanding of job design, recruitment & selection, employee welfare etc. for better management of firm's human resources.

Course Contents:

1. **HUMAN RESOURCE MANAGEMENT:** Overview, what is HRM, objective of HRM, trends enhancing the importance of HRM, challenges before the HR managers, HRD at macro and micro levels, personnel function

vs. HRD, HRD subsystems, difference between HRM and personnel and IR, HRD goal and beliefs.

2. **PERSONNEL MANAGEMENT:** Personnel management, personnel management, function, personnel policies, procedures and programs, line and staff relationships, qualification and qualities of personnel manager, role of personnel manager.
3. **HRM TRENDS IN A DYNAMIC ENVIRONMENT:** Introduction, technological changes, TQM, Deming's advice, TQM main ideas, re-engineering process, flexible manufacturing systems, economical challenges, workforce diversity, internal environment, managing diversity.
4. **JOB ANALYSIS & HUMAN RESOURCE PLANNING:** Nature of job analysis information, writing job description/job specification, employment planning, methods of employee demand forecasting.
5. **RECRUITMENT, SELECTION, & ORIENTATION:** What is recruitment, sources of recruitment, recruiting a more diverse work force, what is selection, features and types of selection, interviews, orientation – Meaning, process and importance.
6. **PERFORMANCE APPRAISAL:** Meaning, importance, techniques, biases, meaning and need for potential appraisal.
7. **TRAINING & DEVELOPMENT:** Meaning, challenges, need assessment, process and evaluation of the training effort, various methods of training, development – meaning, importance, management developing, counseling and mentoring.
8. **CAREER DEVELOPMENT:** Meaning of career, concept of career from an individual and organizational view points, implications of work place changes for individuals and organizations, importance of understanding career development, career anchors, paths and ladders, career counseling and problems of dual career couples.
9. **MANAGING PROMOTIONS, TRANSFERS AND SEPARATIONS:** Making promotion decisions, handling transfers, man power flow model and types of separation in an organization, exit interview.
10. **COMPENSATION PLANNING: Job evaluation:** Meaning, methods, internal and external equity, salary and wages; Employee benefits: incentives, awards, rewards, statutory and non-statutory welfare measures; pay for competence concept.

11. **HUMAN RESOURCE AUDIT AND ACCOUNT:** Meaning and methods of HR accounting, meaning of HR auditing, key areas of HR that should be audited.
12. **MOTIVATION AND PRODUCTIVITY:** Nature of motivation, determinants of motivation, theories of motivation, how to motivate employee, morale and productivity, morale building.
13. **DEVELOPING TEAMS:** Teams vs. groups, types of teams, team building, and team development.
14. **PARTICIPATION AND EMPOWERMENT:** Definition and objectives, forms of participation, govt. policies and participation, Work committees, joint management councils, empowerment, delegation and empowerment QWL.
15. **DISCIPLINING EMPLOYEES:** What is organizational discipline, Indicators of indiscipline and handling indiscipline.
16. **GRIEVANCE:** Meaning and sources, Guidelines and procedures for handling grievance.
17. **COLLECTIVE BARGAINING:** Meaning, Process.

Text Reading:

1. **Venkatratnam and Srivastava** – Personnel Management and Human Resources.
2. **Pattanaik Biswajeet** – Human Resource Management
3. **De Cenzo, Stefan Robbins** – Human Resource Management.

FT- 310 HA
MANAGEMENT FOR WORKERS

Course Objective:-

To help students to comprehend how is HR important in an organization with respect to attaining and maintaining a competitive edge.

Course Content:-

1. **Overview:-** Challenges and opportunities for HRD professionals.
2. **Concept:-** Basic motivational concept in an organization.

3. **Application of concept:-** Management by objective, Employee Reorganization Programme, Employee involvement programme, Pay Plans and benefits, career Planning.
4. **Work Design for competitive edge:-** Work tasks, Technology and new work design, Physical work condition and work space design, work redesign options, work schedule options.
5. **HR policies and practices for a competitive Org.:-** job analysis, job description and job specification; Training and development programme; Performance evaluation- A. Practical concept; The union management interface.
6. **Organization culture:-** What does culture do to motivate workers. Creating and maintaining culture. How individuals learn culture.
7. **Conflict resolution for an ideal organization.**
8. **Road Ahead.**
9. **Quiz and Formulating test, Case studies.**

Books Recommended:-

1. Designing & Managing HR system: - Udai Pareek And T,V, RAO
2. Emerging Dimensions of HRD (Vol. 1to 3) – B.S. Bhatia, H.L.Verma and M.C. Garg.
3. Total Quality in Managing HR - Joseph a Petrics & Diana S. Furr

IM-806 HA/FT-407HA

HR Based Business Process and Transformation

Course Objective:

The objective of the course is to study business transformation through managing people with special emphasis on motivation, creativity, team building, TQM and BPR.

Course Contents:

1. **Innovation and Creativity:** Theories of innovation and creativity, managing people side of motivation, resistance to motivation, the creative process, releasing creativity, creative techniques of problem solving, the creative environment, creative organization, creativity training, introduction to learning organizations, Architecture of Learning Organization.
2. **Team Building:** Redesigning Work, Developing Teams, Building, Teams Structure and Skills, managing Disruption and Conflict, Improving work process and work flow, Appraising Team Performance, Leading High Performance Teams.

3. **Total Quality Management:** History and Philosophy of TQM, TQ as a System, Step by step TQM Implementation Process, ISO 900 and ISO 4000 process Implementation and obtaining Certification, Malcom Baldrige Award criteria, Demings Award, Rajiv Gandhi Quality Award.
4. **Basic HR issues in TQM:** Leadership Vision and Continuous Process of improvement, Kaizan, performance appraisal and TQM, People Capability Maturity Model (PCMM), Quality HR Practices.
5. **Business Process Re-Engineering:** Basic Concepts, Process Mapping, Work flow Mapping, Effectively Applying BPR in the Organizations.
6. **Management Of Change:** Theories of Change, Leading Change, Resistance to Change, Change Process, Visioning, HRM and Culture.
7. **Knowledge Management: Meaning, Application, Creating Knowledge Organization, Role of Chief Knowledge Officer in Organization.**

Text Readings:

1. Pradip N. Khandwala, Fourth Eye: "Excellence Through Creativity", Wheeler Publishing, New Delhi
2. Knoues B Stephen "Human Resource Management Perspective on TQM: Concepts and Practices, Milwaukee Kilsconsin, ASQC Quality Press latest edition, 1996.
3. Robert A. Pato an James Mccalman, "Change Management: A Guide to Effective Implementaton" New Delhi, Response Books, 2000.

IM-808H/FT-412H

Labour Law

COURSE OBJECTIVES: The course is based on various important provisions of labour laws. The aim of the course is to give the students knowledge of various labour laws and its practical aspects, which will make them capable to handle the matters in practical business life.

COURSE CONTENTS

- **Industrial Disputes Act, 1947**

Introduction, meaning and definitions of important terms Authorities under the act and their duties and powers Reference of disputes to the authorities Procedures for disposal of disputes,

award and settlements Provisions regarding strikes, lockout, layoff and retrenchments Provisions relating to closure of undertakings

- **The Factories Act, 1948**

Meaning and definitions of important terms Concepts of manufacturing process and occupier Provisions relating to health, safety and welfare Working hours and employment of women and young person Special provisions relating to hazardous process.

- **The Payment of Wages Act, 1936**

Definitions of important terms Provisions relating to applicability of the act Responsibility for payment of wages Deductions, which may be made from wages.

- **The Minimum Wages Act, 1948**

Objects and applicability of the act Important definitions Concept of minimum wages and relevance of paying capacity Fixation and revision of minimum wages and its procedure Advisory board and misc. provisions.

- **The Trade Union Act, 1926**

Objectives and important definitions, Provisions regarding registration of trade unions Funds, office bearers, membership rights and privileges Alteration and change in name etc. and provisions regarding dissolution of trade unions.

- **The Workmen's Compensation Act, 1923**

Meaning, objectives and important definitions, Concept of "arising out of" and "in course of employment" and liability of employer in such cases, theory of notional extension of time and place, Concept of permanent and temporary disablement and liability of employers, Concept of occupational diseases, personal injury and accident and liability of employers in such cases, Remedies of employer against strangers, Provisions relating to compensation and responsibility of employer

- **An introduction to misc. Labour Laws**

The Payment of Bonus Act, 1965, The Payment of Gratuity Act, 1972, The Contract Labour (Regulation & Abolition) Act, 1970, The Employees State Insurance Act, 1948, The Employees Provident Fund & Misc. Provisions Act, 1952, The Industrial Employment (Standing Orders) Act, 1946,

Readings: A Hand book of Industrial Law: N. D. Kapoor

Industrial Laws: J.K. Bareja

Labour and Industrial Laws by P.K. Padhi

Study Material of The ICSI

References: Labour Laws: P.L. Malik

Bare Acts

IM-803 H/FT-403H

Performance Planning and Appraisal

Objective of the Course

To help the students to comprehend what is meant in an organization by performance and how its planning is important in an organization with respect to attaining and maintaining a contented work force for the larger objective of having a competitive edge in the industry.

Course Content:

1. Overview: Challenges and opportunities
2. Prerequisites for an objective performance appraisal
3. Performance Appraisal basics :PA and expectancy theory, Defining performance Appraisal process, Absolute process, Relative Methods, MBO,
4. New objectives of PA
5. Developing performance appraisals
6. Performance appraisal in a government organization
7. Performance appraisal in a private industry
8. Project on Performance Appraisal
9. Road Ahead

Test books & other references:

- Organization Behavior by Robbins
- Personnel / Human Resource Management by DeCenzo and Robbins
- Handbook on Organizational Performance – Johnson and Redman
- Designing and Managing HR Systems- Pareek and Rao.

IM-804 HA/FT-410H

HUMAN RESOURCE PLANNING AND AUDIT

Course Objectives:

This course will introduce students to different aspects of human resource planning and how it is helpful in giving organizations a competitive edge. The role of HRD audit and its impact on business improvement will also be examined.

Course Contents

1. Human Resource Planning: Definition, HR Planning, Model for HR Planning, forecasting Demand and Supply, Planning for Shortages, Surplus, Planning for New Establishment, Managerial Succession Planning, Career Planning.
2. Downsizing, HR information System: Purposes of HRIS, Uses of HRIS, Establishing an HRIS, Approaches to Evaluate HR Function.
3. HRD Audit: Meaning and Concept, Need, Designing HRD Audit Process, Parameters to be Audited, Audit Results, Preventive and Corrective Actions, Role in Business Improvement, Methodology and Limitations.
4. HRD styles and culture: OCTAPACE Culture, Importance of Top Management Styles in Building Culture, Auditing the HRD Culture, Auditing the Style of Top Management, Current Structures and Structural Alternatives.

5. HRD Competencies: Challenges, Professionalism in HR, Myths and Realities of HRD, Competencies Needed, Auditing HRD Competencies, individual interviews, Group interviews, Observation, HRD Audit instruments.
6. HR Performance and Benchmarking in Policy, Process and Management Styles, Benchmarking Analysis.

Text Reading

1. Donald Currie, “**Personnel in Practice for the New IPD-CPP**”, Blackwell, MA, 1997.
2. R. W. Mondy and R. M. Noe, “**Human Resource Management**”, Prentice Hall, London, 6th Ed., 1996.
3. T. V. Rao, “**HRD Audit**”, Response Books, New Delhi, 1999.

Suggested Reading

1. Satish Pai Ed., “**HRD Skills for Organizational Excellence**”, Bombay, Himalaya Publishing House, 1999.
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Minor HR Specialisation

FT-317 HM

MANAGING PEOPLE (MINOR)

Course Objectives

To provide the basic knowledge of human resource management and develop insight into the managerial skills required to effectively manage people in an organization, in order to achieve corporate goals successfully. The course also develops understanding of job design, recruitment & selection, employee welfare etc. for better management of firm's human resources.

Course Contents:

18. **HUMAN RESOURCE MANAGEMENT:** Overview, what is HRM, objective of HRM, trends enhancing the importance of HRM, challenges before the HR managers, HRD at macro and micro levels, personnel function vs. HRD, HRD subsystems, difference between HRM and personnel and IR, HRD goal and beliefs.
19. **PERSONNEL MANAGEMENT:** Personnel management, personnel management, function, personnel policies, procedures and programs, line and staff relationships, qualification and qualities of personnel manager, role of personnel manager.
20. **HRM TRENDS IN A DYNAMIC ENVIRONMENT:** Introduction, technological changes, TQM, Deming's advice, TQM main ideas, re-engineering process, flexible manufacturing systems, economical challenges, workforce diversity, internal environment, managing diversity.
21. **JOB ANALYSIS & HUMAN RESOURCE PLANNING:** Nature of job analysis information, writing job description/job specification, employment planning, methods of employee demand forecasting.
22. **RECRUITMENT, SELECTION, & ORIENTATION:** What is recruitment, sources of recruitment, recruiting a more diverse work force, what is selection, features and types of selection, interviews, orientation – Meaning, process and importance.
23. **PERFORMANCE APPRAISAL:** Meaning, importance, techniques, biases, meaning and need for potential appraisal.
24. **TRAINING & DEVELOPMENT:** Meaning, challenges, need assessment, process and evaluation of the training effort, various methods of training, development – meaning, importance, management developing, counseling and mentoring.
25. **CAREER DEVELOPMENT:** Meaning of career, concept of career from an individual and organizational view points, implications of work place changes for individuals and organizations, importance of understanding career development, career anchors, paths and ladders, career counseling and problems of dual career couples.
26. **MANAGING PROMOTIONS, TRANSFERS AND SEPARATIONS:** Making promotion decisions, handling transfers, man power flow model and types of separation in an organization, exit interview.
27. **COMPENSATION PLANNING: Job evaluation:** Meaning, methods, internal and external equity, salary and wages; Employee benefits: incentives,

awards, rewards, statutory and non-statutory welfare measures; pay for competence concept.

28. **HUMAN RESOURCE AUDIT AND ACCOUNT:** Meaning and methods of HR accounting, meaning of HR auditing, key areas of HR that should be audited.
29. **MOTIVATION AND PRODUCTIVITY:** Nature of motivation, determinants of motivation, theories of motivation, how to motivate employee, morale and productivity, morale building.
30. **DEVELOPING TEAMS:** Teams vs. groups, types of teams, team building, and team development.

Text Reading:

4. **Venkatratnam and Srivastava** – Personnel Management and Human Resources.
5. **Pattanaik Biswajeet** – Human Resource Management
6. **De Cenzo, Stefan Robbins** – Human Resource Management.

FT- 309 HM

HUMAN RESOURCE SYSTEMS AND PROCESSES

Course Objectives

The objective of the course is to acquaint students with the importance of HR Systems and Processes and to offer insights into design, development and delivery of HR systems and Processes.

Course Contents

1. Basics of HRD: Definition, Characteristics, Elements of World Class HRD Practices and Measuring HRD Effectiveness.
2. Employees' Acquisition and Development: Training and Development Needs, Methods and Measuring its Effectiveness, Career Planning and Development, Basics of Performance Appraisals and its Type.
3. HR Processes: Understanding HRD Practices of manufacturing and service organizations, HRD and its role in Small Sector industries.
4. The Benefits and Cost of HRD: Measuring the Cost and Benefit of Training, Models of Cost- Benefit Analysis of Training and Future Implications.
5. Organization Development: OD interventions, Types, Team interventions, inter-Group interventions, Comprehensive and Structural interventions.
6. Emerging Trends in HRD and OD with emphasis on Globalization, Liberalization and Privatization.

Text Readings

1. Jerry W. Gilley and Steven A. Egglund, "**Principles of Human Resource Development**", U.S.A, Addison-Wesley, 1989.
2. T.V. Rao, "**HRD Audit**", New Delhi, Sage Publications, 1999.
3. Satish Pai, RaviShanker, Upinder Dhar and B. Pattanayak (Eds), "**HRD skills for Organizational Excellence**", Mumbai, Himalaya, 1999.
4. Wendell L. French and Cecil N. Bell Jr., "**Organization Development**", New Delhi, Prentice Hall, 1999.
5. Don Harvey and Donald R. Brown, "**An Experiential Approach to Organizational Development**", New Jersey, Prentice Hall Inc., 1996.
6. Wendell L. French Cecil H Bell, Jr., Robert A. Zawaski (Eds.), "**Organizational Development and Transformation**", Illinois, Irwin Inc., 1994.

IM - 810HM / FT -411 HM HR FOR BUSINESS EXCELLENCE

Course Objectives: The Objective of the course is to acquaint students with the importance of HR role in business excellence and to offer insights into various mode of business excellence.

Course Content

1.Theories Of Innovation, Innovation V/S Kaizem, Team & Its Types, Team Building & Its Process, Resistance To Team Building, Performance Evaluation For Teams, Teams V/S Groups, Small Group Activities (SGA) Like Quality And Kaizem Group

2.Total Quality Management: History & Philosophy Of TQM, Total Quality As A System, Step By Step TQM Implementation Process, ISO 9000 & ISO 14000 Process Implementation & Obtaining Certification, Malcon Bridge Award Criteria, Demings Award, Rajeev Gandhi National Quality Award

3. Problem Solving Tools & Business Process Re-Engineering (BPR): 7 QC Tools, BPR Meaning, Concept, Methodology & Its Implementation Of HR Intervention In BPR

4. TQM in Service & Manufacturing Industries: Understanding the Different Processes & Designing TQM Models For These Industries

5. Turnaround Mgmt. : Meaning, Types, Methodology & Implementation, Barriers To Turnaround & Methods Of Minimizing Them.

6. Change Mgmt.: Theories Of Change, Leading To Change, Resistance To Change, Change Proneness, Visioning, HRM & Culture Of Change

Text Readings:

1. Pradip N. Khandwala, “Turnaround Excellence Theory & Cases”, Response Books, New Delhi,2001
2. Lt. Gen. Ahluwalia J.S (Ed.), “TQM: The Transforming Role Of Quality In A Turbulent World. ”, New Delhi, Tata Mcgraw Hill, 1997
3. Madhukar Shukla, “Competing Through Knowledge”, Response Books, New Delhi,1999
4. Knouse B Stephen & Milwankee Klisconsin, “Human Resource Management Perspectives On TQM: Concepts & Practices ”

Suggested Readings:

1. Anthony R. Montbellow, “Work Teams That Works”, Bestsellers, Usa,1996
2. Charles N Weaver , “Managing The Four Stages Of Tqm: How To Achieve World Class Performance Asqc Quality Process”

IM - 803HM / FT- 403 HM

HR AND PERFORMANCE PLANNING

Course objective:- To make students aware of performance control mechanism in the organization.

Course Content:-

- 1) **HUMAN RESOURCE PLANNING:** - Definition, model for HR planning, forecasting demand and supply, planning for shortages & surplus, planning for new establishment, Managerial succession planning, Career planning.

- 2) **HR INFORMATION SYSTEM:-** Purpose of HRIS, uses of HRIS, Establishing an HRIS, approaches to evaluate an HRIS.
- 3) **HRD AUDIT:** - Meaning, Concept, HRD Audit Process, Parameters to be audited, audit results, preventive and corrective actions.
- 4) **INTRODUCTION TO PERFORMANCE AND POTENTIAL APPRAISAL:-** HRD and Performance Appraisal Systems, Identification of KPA's Self Appraisal.
- 5) **PERFORMANCE ANALYSIS PROCESS:-** Performance Rating, Counseling and Feedback.
- 6) **JOB ENRICHMENT:-** Quality of work life and role efficacy.

Text Readings:-

1. Designing and Managing HRS – Udai Pareek & T.V. Rao
2. HRD Audit – T.V. Rao
3. Performance Planning analysis and review - T.V. Rao
4. Redesigning Performance Appraisal System - T.V. Rao
5. Personnel Management – C.B. Mamoria