

# **MASTER OF BUSINESS ADMINISTRATION ( MBA )**

## **TWO- YEAR ( FULL TIME) PROGRAMME**

### **Course Structure (w.e.f. 2014)**

#### **FIRST YEAR**

##### **FIRST SEMESTER**

<b>S.N.</b>	<b>Name of Paper</b>	<b>Paper Code</b>	<b>EXT</b>	<b>INT</b>	<b>TOTAL MARKS</b>
1	Management concepts & Processes	MBA - 6941	70	30	100
2	Managerial Economics	MBA - 6942	70	30	100
3	Accounting for Managers	MBA – 6943	70	30	100
4	Business Environment	MBA 6944	70	30	100
5	Business Legislations	MBA 6945	70	30	100
6	Computer & Information Technology. Practical -	MBA 6946 -60947	50 20	30	100

##### **SECOND SEMESTER**

<b>S.N.</b>	<b>Name of Paper</b>	<b>Paper Code</b>	<b>EXT</b>	<b>INT</b>	<b>TOTAL MARKS</b>
1	Organizational Behaviour	MBA - 6947	70	30	100
2	Research Methodology	MBA - 6948	70	30	100
3	Human Resource Management	MBA - 6949	70	30	100
4	Operation Management	MBA - 6950	70	30	100
5	Financial Management	MBA - 6951	70	30	100
6	Marketing Management	MBA - 6952	70	30	100

Max. Marks of the first & Second semester would be 600+600= 1200. There would be three compulsory papers in the third semester & four compulsory papers in the fourth semester respectively and a student shall have to choose

four optional papers (from any 2 areas of specialization) in the third semester and three optional papers (from major area of specialization) in the fourth semester. A student would specialize in two areas and would opt for three optional papers in the fourth semester as the major area of specialization.

## **SECOND YEAR**

The compulsory and optional papers in the third and fourth semester are proposed as follows.

### **THIRD SEMESTER**

#### **Compulsory Papers**

S.N.	Name of Paper	Paper Code	EXT	INT	TOTAL MARKS
1	Operation Research	MBA - 7941	70	30	100
2	Management Information System	MBA - 7942	70	30	100
3	Summer Training Report + Viva Voce	MBA - 70951	50	50	100

#### **Optional Papers**

##### **Marketing**

S.N.	Name of Paper	Paper Code	EXT	INT	TOTAL MARKS	NATURE
1	Retail Management	MBA - 7943	70	30	100	Elective
2	Advertising and Media Planning	MBA - 7944	70	30	100	Elective

##### **Human Resource Management**

S.N.	Name of Paper	Paper Code	EXT	INT	TOTAL MARKS	NATURE
1	Legal Framework for governing Human Resource – I	MBA - 7945	70	30	100	Elective
2	Management of Industrial Relations.	MBA - 7946	70	30	100	Elective

## **Finance**

S.N.	Name of Paper	Paper Code	EXT	INT	TOTAL MARKS	NATURE
1	Security Analysis & Portfolio Management.	MBA - 7947	70	30	100	Elective
2	Management of Financial Services	MBA - 7948	70	30	100	Elective

## **Information Technology & System**

S.N.	Name of Paper	Paper Code	EXT	INT	TOTAL MARKS	NATURE
1	Internet Applications in Business	MBA - 7949	70	30	100	Elective
2	Electronic Commerce.	MBA – 7950	70	30	100	Elective

## **FOURTH SEMESTER**

### **Compulsory Papers**

S.N.	Name of Paper	Paper Code	EXT	INT	TOTAL MARKS	NATURE
1	Strategic Management	MBA - 7951	70	30	100	Core
2	Management of Services	MBA - 7952	70	30	100	Core
3	Entrepreneurship & Small Business Management	MBA - 7953	70	30	100	Core
4	Comprehensive Viva – Voce	MBA - 70966	70	30	100	Core

### **Optional Papers**

#### **Marketing**

S.N.	Name of Paper	Paper Code	EXT	INT	TOTAL MARKS	NATURE
1	Rural Industrial Marketing	MBA - 7954	70	30	100	Elective
2	International Marketing Management	MBA - 7955	70	30	100	Elective
3	Sales & Distribution Management	MBA - 7956	70	30	100	Elective

### **Human Resource Management**

<b>S.N.</b>	<b>Name of Paper</b>	<b>Paper Code</b>	<b>EXT</b>	<b>INT</b>	<b>TOTAL MARKS</b>	<b>NATURE</b>
1	Legal Framework governing Human Resource – II	MBA - 7957	70	30	100	Elective
2	Compensation Management	MBA - 7958	70	30	100	Elective
3	Training & Development	MBA - 7959	70	30	100	Elective

### **Finance**

<b>S.N.</b>	<b>Name of Paper</b>	<b>Paper Code</b>	<b>EXT</b>	<b>INT</b>	<b>TOTAL MARKS</b>	<b>NATURE</b>
1	Investment & Project Management	MBA – 7960	70	30	100	Elective
2	Financial Derivatives	MBA – 7961	70	30	100	Elective
3	International Financial Management	MBA - 7962	70	30	100	Elective

### **Information Technology & System**

<b>S.N.</b>	<b>Name of Paper</b>	<b>Paper Code</b>	<b>EXT</b>	<b>INT</b>	<b>TOTAL MARKS</b>	<b>NATURE</b>
1	Decision Support System	MBA - 7963	70	30	100	Elective
2	Knowledge work system & Artificial Intelligence	MBA – 7964	70	30	100	Elective
	System Analysis & Design	MBA – 7965	70	30	100	Elective

## **FIRST SEMESTER**

### **MBA - 6941 MANAGEMENT CONCEPTS & PROCESSES**

#### **Objectives**

The objective of this paper is to familiarize the student with basic management concepts and processes.

#### **Course Contents**

##### **UNIT I**

**Management** – Characteristics of Management. Nature and Tasks of Manager. New look at the tasks of the CEO. Evolution of Management Thought and different approaches to management. Scientific and Operational Management. Behavioural Science Systems and Contingency approaches.

**Planning & Decision Making** – Nature and significance of Planning; the Planning Process; Types of Plans, Limitations of planning, making planning effective. Decision Making Process; Problem Solving techniques. Aids of Planning and Decision Making. Management By Objectives.

##### **UNIT II**

**Organising** - The organizing process, need of an Organization Structure, Basis of organizing; departmentation; Line and Staff relationships; Delegation of Authority; Centralization, Decentralization, Span of Management; Committee System. **Leading** – Mc.Gregor's Theory X and Y, Management Grid, Likert's Four Systems of Management

##### **UNIT III**

**Motivation** – Hierarchy of Needs Theory, Motivation-Hygiene Theory, Immaturity-Maturity Theory, ERG Theory of Needs Expectancy Theory, Equity Theory, Goal Setting Theory, Hackman & Oldham Theory, Porter's Lawler's Theory and Reinforcement Theory. **Communication** – Importance, Process, types and Barriers. Dos and Don'ts of Business Writing, Business Letters, Writing Business Reports. Oral Communication – Business Presentations and Public Speaking.

**Control** – Importance, Process and Types of Control; Limitations of Control; essentials of an effective Control system.

#### **References**

1. Koontz. H. Wehrich H. ,Management, New York, McGraw Hill,1995.
2. Robbins SP Management, New Jersey, Englewood Cliffs, PHI, 1996.

# MBA - 6942 MANAGERIAL ECONOMICS

## Objectives

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

## Course Contents

### UNIT I

**Nature and Scope of Managerial Economics:** Objective of a firm; Economic theory and managerial theory; Managerial economist's role and responsibilities; Fundamental economic concepts —incremental principle, opportunity cost principle, discounting principle, equi- marginal principle. **Demand Analysis:** Individual and market demand functions; Law of demand, determinants of demand; Elasticity of demand - its meaning and importance; Price elasticity, income elasticity and cross elasticity; Using elasticity in managerial decisions.

### UNIT

### II

**Theory of Consumer Choice:** Cardinal utility approach, indifference approach, revealed preference and theory of consumer choice under risk; Demand estimation for major consumer durable and non-durable products; Demand forecasting techniques.

**Production Theory:** Production function - production with one and two variable inputs; Stages of production; Economies of scale; Estimation, of production function; Cost theory and estimation; Economic value analysis; Short and long run cost functions - their nature, shape and inter-relationship; Law of variable proportions; Law of returns to scale.

**Price Determination under Different Market Conditions:** Characteristics of different market structures; Price determination and firm's equilibrium in short-run and long-run under perfect competition, monopolistic competition, oligopoly and monopoly.

### UNIT

### III

**Pricing Practices:** Methods of price determination in practice; Pricing of multiple products; Price discrimination; International price discrimination and dumping; Transfer pricing.

**Business Cycles:** Nature and phases of a business cycle: Theories of business cycles- psychological, profit, monetary, innovation, cobweb, Samuelson and Hicks theories.

**Inflation:** Definition, characteristics and types; Inflation in terms of demand-pull and cost- push factors; Effects of inflation.

## References

1. Dhingra IC, Managerial Economics, Sultan Chand, New Delhi.
2. Mehta PL, Managerial Economics

# **MBA -6943 ACCOUNTING FOR MANAGERS**

## **Objectives**

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

## **Course Contents**

### **UNIT I**

**Financial Accounting** – Nature, scope & importance. Basic Accounting. Principles:- Concepts & conventions – GAAP Accounting Cycle, Books of Accounting, Journal, ledger & Trial Balance.

**Final Accounts** – Trading & Profit & Loss Account and Balance sheet, Elementary Knowledge of final accounts

### **UNIT II**

**Introduction to Management Accounting** - Nature, Importance and tools of Management Account. Distinction between Financial Management Accounting. Responsibility centers and transfer pricing. Standard Costing & Variance Analysis – Kinds of Variances – Material & Labour Variances, Marginal Costing & Break-even Analysis. Cost – volume profit analysis. Decisions regarding sales – mix, Make or Buy Decision & discontinuation of product line. **Budgeting :-** Objectives of budgeting, Types of budgeting, Budgetary Control.

### **UNIT III**

**Statement of Changes in Working Capital** – Basic understanding of Statement of Changes in financial position. Cash Flow & Funds Flow Analysis. **Ratio Analysis** – Types of Ratios – Liquidity, Solvency, Activity Turnover & Profitability ratios.

## **References**

1. Bhattacharya SK and Dearden J., Accounting For Management, Text and Cases, N.D., Vikas Pub.
2. Vij Madhu, Financial Management Accounting, N.D. Anmol Publications.

# **MBA -6944 BUSINESS ENVIRONMENT**

## Objectives

The course is aimed at equipping the students with the necessary knowledge of the business environment, inspire them and enlist their activity and willing cooperation in the performance of their jobs. And also give an overview of values and ethics required by managers.

## Course Contents

### UNIT

I

**Theoretical Framework of Business Environment:** Concept, significance and nature of business environment; Elements of environment —internal and external; Changing dimensions of business environment; Techniques of environmental scanning and monitoring.  
**Economic Environment of Business:** Significance and elements of economic environment; Economic systems and business environment; Economic planning in India; Government policies -industrial policy, fiscal policy, monetary policy, EXIM policy; Public Sector and economic development; Development banks and relevance to Indian business; Economic reforms, liberalization and structural adjustment programmes.

### UNIT

II

**Political and Legal Environment of Business:** Critical elements of political environment; Government and business; Changing dimensions of legal environment in India and licensing policy; **Socio-Cultural Environment:** Critical elements of socio-cultural environment; Social institutions and systems; Social values and attitudes; Social groups; Middle class; Dualism in Indian society and problems of uneven income distribution; Emerging rural sector in India; Indian business system; Social responsibility of business; Consumerism in India.

### UNIT

III

**International and Technological Environment:** Multinational corporations; Foreign collaborations and Indian business; Non-resident Indians and corporate sector; International economic institutions - WTO, World Bank, IMF and their importance to India; Foreign trade policies; Impact of Rupee devaluation; Technological environment in India; Policy on research and development; Patent laws; Technology transfer. Cross National Cooperation & Agreements SAARC etc.

## References

**Cherunillam Francis**, Business Environment,



# **MBA -6945 BUSINESS LEGISLATIONS**

## **Objectives:**

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

## **Course Contents:**

### **UNIT I**

The Indian Contract Act 1872, Essential of a valid contract, Void agreement, Performance of contract, Breach of contract and its remedies, quasi contract. The Sales of goods Act 1930, Formation of a contract, rights of an Unpaid Seller.

### **UNIT II**

The Negotiable Instruments Act 1881, nature and types, negotiation and assignment. The Companies Act 1956, nature and types of Companies, formation, memorandum and article of association, prospectus, allotment of shares, Shares and shares capital, membership, Borrowing power.

### **UNIT III**

Management and meetings, accounts and audit. Compromise, arrangements and reconstruction, prevention of oppression and mismanagement, winding up. Consumer Protection Act 1986. FEMA. Intellectual Property Rights (IPR).

## **References:**

1. N D Kapoor, Elements of Mercantile Law, Sultan Chand & Sons
2. S N Maheshwari, Business Law, Himalaya Publishing House

# **MBA -6946 COMPUTER & INFORMATION TECHNOLOGY**

## **Objectives**

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

## **Course Contents**

### **UNIT I**

Computers: An introduction, Computers in business; elements of computer system setup, Indian computing environment. Computer languages, number systems.

PC Software packages: An introduction to Windows; Introduction to Word Processor; Introduction to Spreadsheet software, Creation of spreadsheet applications; range; formulas, functions, database functions in spreadsheet, Graphics on spreadsheet.

### **UNIT II**

Network fundamentals: Analog and Digital Signals, band Width, Network Topology, Network Applications. Concept of Green PC, Concept of Screen Saver, Ergonomics, Nassi Schiedermann Diagrams, Decision Tees, Decision Tables, HIPO,VTOC, IPO.

### **UNIT III**

Applying Bold, Italic,Underline, Strikethrough,overline,marquee, images, Hyperlinks, Textboxes,Buttons,Checkboxes,Radio Buttons, Ordered and Unordered Lists, tables, Frame rest, Legend

POWERPOINT: Creation of slides, applying animation, running slide shows.  
Relevance of DBMS – Working knowledge of MS-Access and data Dictionary

## **References**

1. Long L., Computers , Englewood Cliffs, N.J., PJI.
2. Summer M., Computer Concepts and Ues, Englewood Cliffs, N.J., PHI

## **SECOND SEMESTER**

### **MBA- 6947 ORGANISATIONAL BEHAVIOUR**

#### **Objectives**

The objective of this paper is to familiarize the student with basic behavioural concepts and processes.

#### **Course Contents:**

##### **UNIT I**

**Organisational Behaviour** – Concept and its Emergence, Importance of OB, HR Movement and Hawthorne Studies. **Perception** – Nature, Process & Application. Social Perception and its Application. **Learning** – Types of Learned Behaviour, Elements & Processes; Theories: Connectionist and Behaviorist Theories.

##### **UNIT II**

**Values** – Definition and Types. **Attitudes** – Concept, Opinion & Beliefs. Function of Attitude. Theories of Attitude Formation, Measurement and change in attitude. **Personality** – Determinants, Development of Personality, Trait Approaches, Type Approaches. Personality Characteristics. **Stress** – Meaning, Causes, Effect and Coping Strategies

##### **UNIT III**

**Group Behavior**- Formal and Informal Groups, Group Cohesiveness and Deviance. **Power and Politics** – Types of Power, Organisational **Change** and its Process. **Organisational Development (OD)** – Features, Objectives and Models: Sensitivity Training, Grid Training, MBO, Team Building, Process Consultation, Survey Feedback, Third Peace Making. Organisational Culture and Climate.

**Management of Organisational Conflict** – Types, Process, Impact, Sources, Resolving Strategies.

#### **References**

1. Luthans F. Organisational Behaviour, New York, Mc Graw Hill
2. Robbins SP, Organisational Behaviour New Delhi, PHI.

# **MBA-6948 RESEARCH METHODOLOGY**

## **Objectives:**

The objective of this course is to provide an overview of how research is done and its application in different situations.

## **Course Contents**

### **UNIT I**

**Research Methodology** - Nature and Scope. Problem Identification, Formulation and statement of Research; Objectives, **Research Process**, types of research- Descriptive, Analytical, Diagnostic, Experimental. Importance and characteristics of Information **Research Design** – Exploratory, Descriptive and Experimental research designs

### **UNIT II**

**Sampling Design** – Sampling Procedure & Methods, types- probability and non- probability sampling. Selecting Appropriate Sampling techniques

**Methods of Data Collection** – Observational and Survey Methods; Tools of data Collection, Interview, Questionnaire, Schedule. Attitude Measurement Techniques, Motivational Research techniques; Administration of Surveys

### **UNIT III**

Field Work and Tabulation of Data, Editing, Coding & Classification of data.

**Analysis of Data** – Use of SPSS and other Software Packages, Advanced techniques of Data analysis – ANOVA, Discriminant Analysis, Factor analysis, Conjoint Analysis, Multidimensional Scaling.

**Report Writing-** Types, structure and elements of the report.

## **References**

1. Kothari, CR, Research Methodology,

# **MBA -6949 HUMAN RESOURCE MANAGEMENT**

## **Objective**

The objective of this course is to develop an understanding of basic concept and components of Human Resource Management so as to impart the students much needed knowledge of the problems and practices related to the area of HRM and getting them updated.

## **Course Contents**

### **UNIT I**

**Human Resource Management** - Concepts and Perspective on HRM; Human Resource Management in the Changing Environment; Corporate Objectives and Human resource Planning; Career and Succession Planning. **Job Analysis** - Job Description and Job Specification.

### **UNIT II**

**Recruitment and Selection** – Methods of Manpower Search; Attracting and Selecting Human Resources. The Selection Process and Methods. **Induction and Socialization** – Concept and Process; Staff Induction Practices and Organisational socialization. **Manpower Training and Development** – Concept and Methods

### **UNIT III**

**Performance Appraisal** – Concept and Methods. Potential Evaluation. **Job Evaluation** – Process and Methods; Job evaluation & Wage and Salary Administration, Promotion and Transfer. **Employee Welfare. Employee Empowerment** – Objectives and Methods.

## **References**

1. Ashwathappa K. Human Resource & Personnel Management, Tata McGraw, N.D.
2. Monappa, A & Saiyadain m., Personnel management, Tata McGraw, N.D.

# **MBA -6950 OPERATIONS MANAGEMENT**

## **Objective**

The objective of this course is to provide the initial exposure of operations/production functional area to the students who have already undergone through the basics of management process and functions.

## **Course Contents**

### **UNIT I**

**Production and Operations Management** - Nature and Scope. Facility Location; Types of manufacturing Systems & Layouts; Layout Planning and Analysis

Material Handling - Principles, Equipments, Line Balancing Problems

### **UNIT II**

**Production Planning and Control** – In Mass Production, In Batch/Order Manufacturing

**Capacity Planning** – Models

**Process Planning** – Aggregate Planning, Scheduling

**Maintenance Management Concepts** – Work Study Method, Work Measurement, Work sampling & Work Environment

### **UNIT III**

**An Overview of Material Management** - Material Planning and Inventory control;

JIT, Materials Planning, Budgeting and Material requirement planning.

Purchase Management, Stores Management, Quality assurance; Total Quality Management ( TQM ), ISO 9000; Safety Management.

## **References**

1. Buffa, ES , Modern Production Management, N.Y. John Wiley.
2. Chary, SN, Production and Operations Management, N.D. Mc Graw Hill

# **MBA -6951 FINANCIAL MANAGEMENT**

## **Objective**

The objective of this course is to provide conceptual knowledge of the tools of financial analysis and management and various long-term and short term sources of finance.

## **Course Contents**

### **UNIT I**

Aims & Objectives of Financial Management. Financial Goal – Profit vs. Wealth Maximization: Financial functions – Investment, Financing and Dividend decisions. Concept & Meaning of Time value Money, Capital Budgeting Decisions – Methods of investment evaluation discounting techniques, Net Present Value (NVP), Internal rate of return(IRR), Profitability Index (PI) techniques & non discounting or traditional techniques – payback period and Accounting Rate of Return (ARR) Capital Rationing.

### **UNIT II**

Investment of Long term and Short term finance, Weighted Average Cost of Capital (WACC) Its Concept and significance, Meaning & determinants of Capital Structure.

Capital Structure Theories, Significance of Leverages, Types of leverages – financial, operating & combined leverage, trading on Equity.

### **UNIT III**

Management of Working Capital – Meaning, significance and types of working capital – net, gross, permanent, temporary. Operating Cycle; Inventory Management – Types of inventory and techniques of inventory Management – Management of Cash and Receivables – Dividend Policy – Meaning of Significance, forms of Dividend, Relevance & irrelevance theory of dividend , Financial Modeling.

## **References:**

1. Bhalla, VK Financial Management and Policy 2<sup>nd</sup> ed., New Delhi, Anmol.1998
2. Hampton John, Financial Decision Making, Englewood Cliffs, New Jersey, PHI,1997

# **MBA -6952                      MARKETING MANAGEMENT**

## **Objective**

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

## **Course Contents**

### **UNIT I**

**Introduction to Marketing:** Nature Scope & Importance of Marketing, Marketer's Orientation Towards the Market place. Measuring and forecasting Market Demand.

**Buying Behaviour** - Factors Influencing Consumer Behavior, Consumer Buying Decision Process, Industrial Buyer Behaviour - Major factors influencing Industrial Buying Behavior, Industrial Buyers' Decision Making Process. **Marketing Information System and Marketing Research Process**- An overview

### **UNIT II**

**Target Marketing:** Market Segmentation, Targeting and Positioning. **Product Decisions** – Product Mix Decisions, Product Life Cycle, New Product Development. **Branding and Packaging Decisions.** **Pricing** - Setting the price, adapting the price. Price discrimination. Product Mix Pricing, Initiating and Responding to Price Changes. Customers' and Competitors' reactions to price changes.

### **UNIT III**

**Promotion Decisions** – Promotion Mix: Advertising, Sales Promotion, Publicity and Personal Selling. **Channel Management** – Types of Marketing Intermediaries, Reasons for using Intermediaries, Marketing Channel functions, Channel Design Decisions, Channel Management Decisions. Channel Dynamics. **New Issues in Marketing** – Globalisation, Consumerism & Green Marketing.

## **References**

1. Kotler Philip, Marketing Management: Analysis, Planning, Implementation and Control, New Delhi, PHI, millennium Ed.
2. Ramaswamy, VS and Namakumari, S. Marketing Management: Planning, Control, New Delhi, Macmillan, 1990.



# **MBA III SEMESTER**

## **MBA – 7941 OPERATIONS RESEARCH & STATISTICAL ANALYSIS**

### **UNIT I**

**Operations Research:** Concept and significance of operations research; Evolution of operations research. Linear Programming and its Applications: Graphic method and simplex method; Duality problem; Transportation problem: Assignment problem.

### **UNIT II**

**Game Theory:** Zero sum game; Pure and mix strategies; Criteria of sharing strategies. Simulation: Application of simulation techniques; Monte-Carlo approach. Net-Work Analysis: Introduction to PERT and CPM; Application areas of PERT and CPM.

### **UNIT III**

Measurement of central tendency, Arithmetic Mean, Geometric Mean, Harmonic Mean, Median and Mode, Relationship between mean, median and mode, Merits and Demerits of Mean, Median and Mode. Partition Values – Quartiles, Deciles and percentiles. Measures of dispersion – Range, Quartile Deviation, Mean Deviation, Standard Deviation, Variance and coefficient of variation.

Matrices – Types, Determinant, Adjoint & inverse of square metrics, System of linear equations. Probability – Problems based on addition and multiplication theorems, Correlations and Regression Analysis

### **References**

Sharma J.K.: Operations Research —Theory and Applications, Macmillan India Ltd.

Business Mathematics by B.M. Agarwal.

Problems & Solution in Business Mathematics by B.M. Agarwal

# **MBA- 7942 MANAGEMENT INFORMATION SYSTEM**

## **UNIT I**

Information systems : Meaning and need of management information systems, Business perspective of information systems, Approaches to information systems, , Management process and information need, Management levels and Decision making, information characteristics.

Introduction of different types of information systems, Different decision making and information systems. Management information system and computers: Meaning, concept and characteristics of MIS, components of MIS, Organization of MIS, Decision making process, Classification of MIS.

## **UNIT II**

Decision support system: Characteristics of DSS, Difference between MIS and DSS, Comparison of manual and computerized information systems, Managerial use of CMIS, Selection of computer systems. Planning of management information systems Meaning, needs and dimension of management information system plan, Strategic planning for management information systems, Steps in planning,

## **UNIT III**

Conceptual System Design : Defining the problems, setting system objectives establishing system constraints, determining information needs, determining information sources, developing alternatives, conceptual designs and selecting one; documenting the system concept and preparing the conceptual design report ,Detailed System Design-aim, project management of MIS, detailed design, documenting the detailed design  
Implementation and Evaluation : Methods and tasks in implementation, Planning for implementation, Behavioral implications in management information system, Approaches and process of evaluation of management information system

### **References:**

Robert G.Murdick & Joel E.Ross; Information System for Modern Management

## **MBA- 70951 TRAINING REPORT AND VIVA- VOCE**

Each student shall undergo a summer training for 6-8 weeks at the end of second semester and shall be required to submit a Training Report and present the same in the form of Viva-Voce, at the end of the third semester for evaluation, each carrying 50 marks.

# **MBA – 7943 RETAIL MANAGEMENT**

## **UNIT I :**

- **An overview of Retail Management.**
- **Building & Sustaining Relationships in Relating:** Value and the Value chain, Retailer Relationships, Technology and Relationships in Retailing. Customer services in Retailing and its classification.
- **Strategic Planning in Retailing:** Process -Situation Analysis: Philosophy of Business.
- **Retail Institutions:** By ownership, By Store Based Strategy Mix, By Non-Store Based Strategy Mix, Goods Vs Services Mix

## **UNIT II :**

### **-Choosing a Store Location:**

- Trading Area Analysis.
- Site Selection

### **Retail Organization and Human Resource:**

- Setting up a Retail organization.
- Organizational Patterns in Retailing

### **Merchandise Management and Pricing:**

- The Buying & Handling Merchandise Process
- Pricing in Retailing

## **UNIT III:**

### **– Communicating with the Customer:**

- Establishing and Maintaining a Retail Image: Components, Exterior, Interior store Layout, POP Displays
- Promotional Strategy: Tools & Application,
- Retail Audit: Process

## **References**

1. Berman, Berry & Evances R. Joel, Retail Management, A Strategic Approach N.D, PHI
2. Nair Suja, Retail Management, Delhi, Himalaya Publishing.

## **MBA- 7944 Advertising and Media Planning**

**Objective:** Designed for students planning to make a career in the field of Marketing. The course objective is to familiarize them with the world of media and advertising which has gradually emerged as an industry with reference to India. Effort has also been made to provide them with practical exposure to the field through illustrations, case studies, and exercises in various aspects of the craft of advertising and media planning.

### **Unit - I: Introduction:**

Promotion mix and a comparative analysis of promotional tools. Career options in media and advertising. Functions of an Ad. Agency. The 5 M framework for advertising management. Designing a promotional/advertising campaign. Advertising Objectives: Objectives of advertising. DAGMAR approach. Functions, advantages and limitations of advertising. Effects of advertising. Social, Ethical and Legal Issues in Advertising.

### **Unit - II: Message Designing:**

Concept and elements of Ad. Copy. Analyzing and evaluating an Ad Copy. Determinants and features of an effective Ad. copy. The art and techniques of copy writing and layout designing.

### **Unit - III: Media Selections and Advertising Budget:**

Media alternatives and their comparative analysis. Media history and present status in India via- vis its global position. Determinants of media choice. Process of media selection. Media scheduling. Advertising Budget.

### **Suggested Readings:**

1. Chunawala, S. A.: Foundation of Advertising – Theory and Practice, HPH
2. Aaker, David A., Batra, Rajiv, Myers, John G.: Advertising Management, New Age International Publishers
3. Mathur, U. C.: Advertising Management, New Age International Publishers
4. Gupta, S. L. and Ratna, V. V.: Advertising and Sales Promotion Management, Sultan Chand and Sons.

# **MBA- 7945      LEGAL FRAMEWORK GOVERNING HUMAN RESOURCES- I**

## **UNIT I**

The Factories Act, 1948

## **UNIT II**

The Industrial Disputes Act, 1947.

The Industrial Employment (Standing Orders) Act, 1946.

## **UNIT III**

The Workmen's Compensation Act, 1923.

The Trade Unions Act, 1926

### **Suggested readings:**

1. Commercial Law by ND Kapoor

2. Mercantile                      Law                      by                      M.C.                      Kuchhal

# **MBA- 7946                      MANAGEMENT OF INDUSTRIAL RELATION**

## **Course Contents**

### **Unit I**

**Industrial Relations:** Concept, Impact of Industrial Revolution. Importance, scope and Aspects of Industrial Relations, Components, Factors and Approaches to Industrial Relations

**Industrial Dispute:** Essentials, Classification, Impact, Causes and Types of Disputes, Strikes: When are the strikes justified or illegal, Prevention of Strikes.

### **Unit II**

**Trade Union :** Concept, Features, Functions, Approaches, Types and Structure

Trade Union Movement in India: Growth and development. Present scenario of the trade movement

**Central trade Unions:** INTUC, AITUC, BMS, UTUC, CITU, HMS – an Overview and objectives. Problems of Trade Unions, recognition of Trade Unions under the Code of discipline Emerging Trends in Union Management relations, Cross Cultural aspect of Union Management relations, Management and Employer Associations.

### **Unit III**

#### **Discipline and Grievance Management:**

Industrial Disputes, Preventive Measures, Labour Welfare, Tripartite and Bipartite bodies, Ethical codes, Workers' Participation in Management, Collective Bargaining.

**Industrial Disputes** – Settlement machinery – Conciliation and Adjudication, employee empowerment and quality management.

### **References**

1. Kochan, T.A& Katz Henry: Collective Bargaining and Industrial Relations 2<sup>nd</sup> ed. Homewood, Illionis
2. Ramaswamy, E.A.The RayonsSpinners- the Strategig Management of Industrial Relations, New Delhi, Oxford University Press.

# **MBA-7947 Security Analysis and Portfolio Management**

## **Unit – I**

**Investment Environment** – Investment alternatives, stock market, SEBI, Market indices; **Security Analysis:** Objectives, Principles, different types of securities. **Fundamental Analysis (EIC)** Economic, Industry and Company Analysis, Top Down V/s Bottom up Approach. Valuation of equity share and fixed income securities.

**Technical Analysis** - Price and Volume Indicators, Indices and Moving Averages, Charting Tools, Bullish & Bearish Indicators. Interpretation of Trends and Indices.

Dow's Theory, Elliot Wave Theory.

**Efficient Market Hypothesis** – Different forms of market:- Weak, Semi Strong and Strong Markets, Random Walk theory.

## **Unit – II**

**Introduction to Portfolio Management** – Meaning, Importance and Objectives. Effects of combining securities; Estimating rate of return and standard deviation of Portfolio return. Types of Risk – Systematic and Unsystematic Risk, Portfolio Total Risk, Beta – Coefficient. Markowitz Portfolio Theory (MPT); Diversification of portfolios. The Mean Variance Criterion (MVC) – Feasible Portfolio, The Efficient Frontier, Opportunity Set, Optimum Portfolio, Global Minimum Variance Portfolio. **Portfolio Selection** – Management of Risk – Standard deviation, Variances, correlation and co-variance of securities, Capital Market Line (CML) and Security Market Line (SML); Capital Asset Pricing Model; CAPM – Model equation; Arbitrage Pricing theory (APT) and factor models.

## **Unit – III**

**Portfolio Performance Evaluation** – Risk- Return adjusted measures of performance evaluation; Methods of evolution – **Sharpe's Ratio, Treynor's Ratio and Jensen's Measures;** Distinction between Leveraged and Unleveraged Portfolio; **Bond Portfolio management Strategies** – Active and Passive strategies.

## **Suggested Readings:**

1. Fischer, Donald E. and Jordan, Ronald J.: Security Analysis and Portfolio Management, PHI, New Delhi
2. Bhall, V. K.: Investment Management – Security Analysis and Portfolio Management, S. Chand, New Delhi
3. Alexander, Gordon J. and Sharpe, William F.: Fundamentals of Investments: Englewood Cliffs, Prentice Hall Inc, New Jersey
4. Elton, Edwin J and Gruber, Martin J. : Modern Portfolio Theory and Investment Analysis, John Wiley, New York.
5. Amling, Frederic: Investment, Englewood Cliffs, Prentice Hall, New Jersey



# **MBA- 7948 MANAGEMENT OF FINANCIAL SERVICES**

## **UNIT-I**

**An overview of Indian Financial system** —formal and informal financial system, components of formal financial system, functions, features, role, financial services and problems **Financial system and financial markets-** role, participants, functions and classification of financial markets, Financial markets in India, globalization of financial markets, classification of global financial markets. **Management of risk in financial services-** types and sources of risk, strategies for managing risk **Regulatory framework in financial services-** types of regulations, regulations on banking services, insurance services, investment services and merchant banking services.

## **UNIT-II**

**Stock exchange –functions and organization**—meaning and nature of stock exchange, economic function of SE, development of Indian stock market, regulations and organizational structure of SE in India, recent developments in Indian stock market structure. **Broking and trading in equity**—rules of transaction, economic characteristics, listing of securities in an exchange, intermediaries in an exchange, execution of trades in an exchange, settlement of trades ,settlement guarantee mechanism, transfer of ownership of securities **Broking and trading in debt**—rules of transaction, types of debt instruments in the market, debt trading in India, listing of debt instruments in an exchange, intermediaries in debt trading , execution and settlement of trades, transfer of ownership of securities, initiatives needed for a vibrant debt market **Mutual funds**—types of mutual fund schemes, mutual fund investors, constitution of mutual funds, operational efficiency of mutual funds, benefits of mutual funds. **Merchant banking services-** services provided, regulations on merchant bankers, code of conduct for merchant bankers, Merchant bankers in India—public and private sector. **Issue management**—types of issues, who can be a issue manager, roles of issue manager, types of project appraisal, capital structure, public issue management, marketing the issue, selecting a public issue proposal, pricing of issues

## **UNIT-III**

**Asset financing services—Leasing and Hire purchase**—elements of leasing, types of leasing , reasons for leasing, main clauses in the lease agreement, financial consideration affecting the buy or lease decision, pros and cons of leasing, features of hire purchase agreement, selection between leasing and hire purchase **debt securitization**—meaning, assets which can be securitized, mechanism of securitization, instruments of securitization, pricing of the securitization instruments, benefits of securitization, criteria for investment **housing finance**—structure of the housing finance industry, role of national housing bank in housing finance, housing finance schemes of National Housing Bank, HDFC, LIC housing finance ltd., GIC housing finance, Canfin homes ltd., SBI home finance **credit rating**—meaning, types, importance, limitations, process of credit rating, factors contributing to success of credit rating. **Allied Financial services—Credit cards**—introduction, types of credit cards, facilities and services provided by credit cards, credit card business cycle, benefits of credit cards, modern trends in the payment business **Venture capital**—features, stages of venture capital financing, instruments of finance, organization of venture capital industry, sources of venture capital funds, exit alternatives. **Factoring, forfaiting and bill discounting**—characteristics, parties to factoring contract, types of factoring, terms and conditions of factoring, advantages /disadvantages of factoring, mechanism of factoring, RBI guidelines for factoring, factoring in India, forfaiting in India its mechanism and advantages/disadvantages, difference between factoring and forfaiting, Bill discounting, bill rediscounting ,revitalizing the bills market in India.

## **References—**

1. Marketing of financial services and markets---V.A. Awadhani.(Himalya Publishers)
2. Indian Financial system—Bharti.V.Pathak(Pearson)
3. Management of financial services—V.K. Bhalla(Anmol)
4. Financial services—Shashi.K.Gupta(Kalyani publishers)
5. Financial services—Nalini Prava Tripathi(PHI)

## FOURTH SEMESTER

### MBA- 7951 STRATEGIC MANAGEMENT

#### **UNIT**

**I**

**Concept of Strategy:** Defining strategy, process of strategic management; Approaches to strategic decision making; Mission and objectives; Strategic management in non business organization.

**Environmental Analysis and Diagnosis:** Concept of environment and its components; Environment scanning and appraisal; Organizational appraisal; SWOT analysis.

#### **UNIT**

**II**

**Generic strategy alternatives:** stability, expansion, retrenchment and combination. Strategy variation: internal expansion, internal retrenchment, major approaches for turnaround strategy, External expansion: acquisition, merger and consolidation, External retrenchment, entry/ exit barriers, endgame strategies, Horizontal expansion, horizontal retrenchment, vertical expansion, Captive company strategy, related expansion, unrelated expansion. Generating strategic alternatives & choice of strategy, Bag's matrix, Hofer's matrix, Shell's matrix and GE's matrix.

#### **UNIT III**

**Functional area policies:** marketing, production, personnel, Purchase and Financial Policies  
**Strategy implementation, evaluation and control:** Strategy implementation process, resource allocation, strategy evaluation and control process.

#### **References**

1. Bhattachary, **S.K.** and N. Venkataramin: Managing Business Enterprises: Strategies, Structures and Systems, Vikas Publishing House, New Delhi.
2. Budhiraja, S.B. and M.B. Athreya: Cases in Strategic Management, Tata McGraw Hill, New Delhi.
3. Glueck William F., Strategic Management and Business Policy, 3<sup>rd</sup> ed. N.Y. McGraw Hill Inc.

# **MBA- 7952 MANAGEMENT OF SERVICES**

## **UNIT I**

**Introduction to Services :** What are services? Why services marketing ?Differences in goods versus services marketing.The services marketing triangle. The services marketing mix. The gaps model of service quality.

**Consumer Behavior in service:** Search versus experience versus credence properties, Services categories in the decision — making process. Information search.Evaluation of service alternatives.Service Purchase and consumption, Post purchase evaluation.

**Customer Expectations of Service:** Meaning and types of service expectations, Factors that influence customer expectations of service, a model of customer service expectations. **Customer Perception of Service:** Customer perception, satisfaction versus service quality, Internal & External customer perception. Customer satisfaction, Service quality, Building Blocks of satisfaction and service quality, Strategies for influencing customer perception.

## **UNIT II**

**Service Development and Design:** New service development. Physical Evidence and the Servicescape : Physical evidence — What is it ? Types of servicescapes.Roles of the servicescape.

**Employee's roles in service delivery:** the critical importance of service employees. Boundary-spanning roles. Strategies for closing gap3.

**Customer roles in service delivery :** The importance of customers in service delivery, customers' role, Strategies for enhancing customer participation, Defining customers' jobs, Recruiting, educating, and rewarding customers. Managing the customer mix.

**Delivering Service through intermediaries and electronicchannels:** Direct or company owned channels, Key problems involving intermediaries; Key intermediaries for service delivery.

**Pricing of Services:** Three key ways service prices are different for consumers? Approaches to pricing service, pricing strategies that link to the four value definitions.

## **UNIT III**

**Relationship marketing:** Meaning, Nature and Scope: Reasons for relationship marketing- firm and customer perspectives.

**Relationship Development process:** Networking — nature, role and mechanism. **Developing and managing relationships:** Customer Selection, Relationship Strategies implementing CRM: Mistakes in CRM: Role of Information Technology in relationship building e-CRM.

### **Reference:**

Zenithal. V.A. & Banter, MJ. : Service Marketing ; Tate McGraw Hill

# **MBA- 7953                      ENTREPRENEURSHIP AND SMALL BUSINESS** **MANAGEMENT**

**Objective:** The Objective of the course is to acquaint students with the principles of entrepreneurship and its role in industrial development of a country and to impart knowledge of the basic problems of management of small business units.

## **UNIT – I**

**Introduction:** Concept of entrepreneurship; Function of an entrepreneur; Entrepreneurial competencies; Emergence of entrepreneurial class; Theories of entrepreneurship; Women Entrepreneurship. **Entrepreneurial Development:** Environmental factors affecting Entrepreneurial Development, Entrepreneurial Development Programmes and their evaluation; Government Policies and their effects; Role of Government and other Institutions.

## **UNIT –II**

**Management of Small and Medium Enterprises:** Role of SMEs in Indian Economy; Problems of SMEs; Institutional support. Various issues related to Production, Marketing, Finance and Human Resource Management of SMEs. Industrial sickness Causes, Prevention and Remedies; Technological up-gradation. **Creativity and Innovation: Creativity** – Nature, Constituents, Types; Techniques of Creative Thinking – Focus Groups, Brainstorming, Attribute Analysis; Synectics; Innovation – Types and Phases.

## **UNIT- III**

**Rural Entrepreneurship** -Definition, Meaning, Need, Approaches, Opportunities and Challenges; Rural Entrepreneurship and Rural Development; Growth of Rural Entrepreneurship in India.**Social Entrepreneurship** –Definition and Meaning, Governance of Social Entrepreneurship; Measuring Social Impact. Netpreneurship

### **Suggested Readings:**

1. Vasant Desai: Dynamics of Entrepreneurial Development and Management, HPH
2. Zimmerver& Scarborough: Essentials of Entrepreneurship and Small Business Management, PHI
3. S. S. Khanka: Entrepreneurship and Small Business Management, S. Chand & Sons
4. Nandon: Fundamentals of Entrepreneurship of Management, PHI
5. Holt: Entrepreneurship- New Venture Creation, PHI
6. M. B. Shukla: Entrepreneurial and Small Business Management, KitabMahal
7. S. B. Srivastava:A Practical Guide to Industrial Entrepreneurs, S. Chand & Sons

## **MBA-7954 RURAL AND INDUSTRIAL MARKETING**

**Objective:** The paper is designed to serve the twin objectives of (i). exposing the students to the rural market environment and the emerging challenges in the globalization of the economies; and (ii). Laying a foundation for an understanding of the complex dimensions of the industrial marketing.

### **UNIT - I**

**Rural and Industrial Marketing** – Nature and Importance, Emerging Scenario and Environmental issues, Consumer Behavioural Issues.

### **UNIT – II**

**Rural Marketing Management:** Rural Market Segmentation, Targeting and Positioning, Rural Marketing Strategy, Defects and Lines of Improvement in Agriculture Marketing.

**Decision Areas** – Rural Product, Pricing Objectives and Techniques, Rural Distributions Channel, Criteria for Channel Selection, Rural Communication, Media Planning Sales-force Management.

### **UNIT – III**

**Industrial Marketing Management:** Meaning and Features of Industrial Marketing, Marketing Environment, Classification of Industrial Products, Buying Behaviour, Segmentation, Targeting and Positioning, Market Planning and Strategy.

Industrial Product Planning and Development, Pricing Policy and Decisions, Advertising and Sales Promotion, Project Marketing, Logistics and Marketing Control Channel, Decision and Alternatives.

### **Suggested Readings:**

1. Corey, E Raymond: Industrial Marketing: Cases and Concepts, 3rd ed. Englewood Cliffs, New Jersey, PHI
2. Gross, A. C. etc.: Business Marketing, Boston, Houghton Mifflin.
3. Hill, Richard etc.: Industrial Marketing, Homewood Illinois, Richard D. Irwin
4. Reeder, Robert E etc.: Industrial Marketing: Analysis, Planning and Control, Englewood Cliffs, PHI, New Jersey
5. Webster, F. E.: Industrial Marketing Strategy, 2nd Ed., John Wiley, New York
6. Arora, EC: Integrated Rural Development, S. Chand, New Delhi
7. Desai, Vasant: Rural Development, Himalaya, Mumbai
8. Mishra, S. N.: Politics and Society in Rural India, Inter India, Delhi
9. Porter, Michael E. : Competitive Strategy, Free Press, New York
10. Rudra, Ashok: Indian Agricultural Economics: Myths and Realities, Allied, New Delhi.
11. Stalk, George: Competing Against Time, Free Press, New York.

# **MBA- 7955 INTERNATIONAL MARKETING MANAGEMENT**

## **UNIT-**

## **I**

Introduction to International Marketing: Nature and significance; Complexities in international marketing; Transition from domestic to transnational marketing; international market orientation - EPRG framework; International market entry strategies. International Marketing Environment: Internal environment; External environment-geographical, demographic; economic, socio-cultural., political and legal environment; Impact of environment on international marketing decisions.

Foreign Market Selection: Global market segmentation: Selection of foreign markets; International positioning.

## **UNIT-**

## **II**

Product Decisions: Product planning for global markets; Standardization vs. product adaptation; New product development; Management of international brands; Packaging and labeling; Provision of sales related services. Pricing Decisions: Environmental influences on pricing decisions; International pricing policies and strategies. Promotion Decisions: Complexities and issues; International advertising, personal selling, sales promotion and public relations.

## **UNIT**

## **-III**

Distribution Channels and Logistics: Functions and types of channels; Channel selection decisions; Selection of foreign distributors/agents and managing relations with them; International logistics decisions. International Marketing Planning; Organizing and Control: Issues in international marketing planning; International marketing information system; Organizing and controlling; international marketing operations.

Emerging Issues and developments in international marketing: Ethical and social issues; International marketing of services; Information technology and international marketing; Impact of globalization; WTO.

### **Suggested Readings:**

1. Cherunilam. Francis, International Marketing, HPH
2. Varshney. R.L. & Bhattacharya. B.: International Marketing Management, Sultan Chand

# **MBA- 7956 SALES AND DISTRIBUTION MANAGEMENT**

## **Objectives**

The basic objective of this course is to acquaint the students with the concepts which are helpful in developing a sound sales and distribution policy and in organizing and managing sales force and marketing channels.

## **Course Contents**

### **UNIT-I**

Sales management- meaning and objective, Roles of sales Executive, sales management in marketing programmed, salesmanship and theories of selling, sales organization- its purpose and structure, sales organization and distribution network.

### **UNIT-II**

Sales force management- sales force- its planning and size, sales job and dualities of salesman, sales force tasks. Recruitment, selection and training, motivating and compensating sales force, sales and administration and control- sales analysis and sales quotas, evaluation of sales efforts, sales and marketing audit.

### **UNIT-III**

Channel design decisions and management- establishing channel objective and constraints, identifying and evaluating major channel alternatives, selecting, motivating evaluating channel members, conflict and cooperation among channel members, physical distribution- nature, order processing, warehousing, inventory and transportation

### **References:**

1. Selling Dynamics by Allen R.Y.
2. Professional Sales Management by Anderson & Hair
3. Selling and Sales Management by Lancaster GL

# **MBA -7957 LEGAL FRAMEWORK GOVERNING HUMAN RESOURCES- II**

## **Objectives:**

The course is designed to promote understanding of the various legislations governing the human resources in organizations.

## **Course Contents**

### **UNIT I**

The Payment of Wages Act, 1936.

The Minimum Wages Act, 1948.

### **UNIT II**

The Payment of Bonus Act, 1966.

The Payment of Gratuity Act, 1972

### **UNIT III**

The Employee's Provident Funds and Miscellaneous Provisions Act, 1952.

The Employee's State Insurance Act, 1948

## **Suggested readings:**

3. Commercial Law by ND Kapoor

4. Mercantile Law by M.C. Kuchhal



## **MBA- 7958    COMPENSATION MANAGEMENT**

### **Objective:**

The course is designed to promote understanding of issues related to the compensation or rewarding human resources in the corporate sector, public services and other forms of organizations and to impart skills in designing, analyzing and restructuring reward management systems, policies and strategies.

### **Unit -I**

Conceptual and Theoretical Understanding of Economic Theory Related to Reward Management; Competitive Imperatives: Productivity, Quality, Service, Speed, Learning; Planning for Improved Competitiveness; Diagnosis and Bench marking, Obtaining Commitment.

### **Unit -II**

Determination of Inter and Intra-industry Compensation Differentials; Internal and External Equity in Compensation Systems; Understanding Tools used in Designing, Improving and Implementing Compensation Packages. Compensation Design for specific types of Human Resources like Compensation of Chief Executives, Senior Managers, R&D Staff, etc.;

### **Unit -III**

Understanding Different Components of Compensation Packages like Fringe Benefits, Incentives and Retirement Plans. Compensation Practices of Multinational Corporations and Strategic Compensation Systems; Statutory Provisions Governing different Components of Reward Systems; Working of different Institutions related to Reward System like Wage Boards, Pay Commissions.

### **Suggested Readings:**

1. Armstrong, Michel and Murlis, Helen, Reward Management: A Handbook of Salary Administration, London, Kegan Paul
2. Bergess, Lenard R. Wage and Salary Administration, London, Charles E-Merril
3. Capeman, George, Employees Share Ownership, New York, Kogan Page
4. Hart, Robert A.: Economics of Non-Wage Labour Costs, London, George Aller and Unwin.
5. Hendorson, Richard I.: Compensation Management: Rewording Performance, 6th ed., Englewood Cliffs, PHI
6. Micton, Rock: Handbook of Wage and Salary Administration.

## **MBA- 7959 TRAINING AND DEVELOPMENT**

### **Objective:**

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

### **UNIT –I**

Nature and Importance of Training in Organisation Development and Individual Development.; Learning through Training; Knowledge and Skill Development Organisational Set-up and Responsibility for Training.

### **UNIT –II**

Making Training Effective, Designing, Budgeting and Organising for Training Programme. Instructional Objectives and Lesson Planning, Learning Process.

### **UNIT –III**

Developing Training Climate, Developing Training Modules; Trainer and Training Styles; Evaluation and Follow-up of Training Programme; Facilities Planning and Training Aids; Training Communication; Training and Development in India

### **Suggested Readings:**

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

# **MBA - 7960 INVESTMENT AND PROJECT MANAGEMENT**

## **Objective:**

The objective of the course is to provide to the students a specialized knowledge of the techniques of evaluating proposed investments and to acquaint them with the problems encountered in the decisional process pertaining to capital investments.

## **Unit – I**

Dynamics of Capital Investment Decisions The concept of Capital Expenditure, Pressures of Capital Expenditure, Capital Expenditure Decisions and the Financial Goal of the Firm, Capital Expenditure Management Programme.

Evaluation of Investment Proposals Relevant informations needed for evaluations, Payback Period, Benefit-Cost Ratios, Internal Rate of Return Method, Present Value Method, Capital Rationing, Mathematical Programming, Comparative Analysis of the Different Measures of Evaluations – (a) NPV Vs IRR (b) Multiple Yield

## **Unit – II**

Uncertainty Analysis in Investment Decisions Probabilistic approach, Conservative Methods, Utility Theory, Sensitivity Analysis, Decision – Tree Analysis. Project Introduction, Project Characteristics, Attribute of a Good Project Manager, Taxonomy of Projects, Project Identification, Formulation and Implementation, Social Cost Benefit Analysis, Post Project Evaluation (Post Audit).

## **Unit –III**

Effect of Inflation on Financial Appraisal of Projects, Effect of Inflation on Rate of Return (Nominal Rate of Return V/s Real Rate of Return), Differential Rate of Inflation, Use of Sensitivity Analysis in Studying the effect of Inflation, Project Interdependencies.

## **Suggested Readings:**

1. Singh, S. P.: Capital Expenditure Decisions, Wisdom Publications, Allahabad
2. K. Nagarajan: Project Management, New Age International Publication, New Delhi
3. Van. Horn C.: Financial Management and Policy, Prentice Hall of India Pvt. Ltd.
4. David Qwein: Capital Expenditure Decision
5. Prasanna Chandra: Financial Management, Prentice Hall of India Pvt. Ltd.
6. Goel B. B.: Project Management
7. Albert Lester: Project Planning and Control, Butterworth & Co. (Publication) Ltd., London
8. Mohsin M.: Project Planning and Control, Vikas, New Delhi

## **MBA- 7961 FINANCIAL DERIVATIVES**

### **Objective:**

To give an in-depth knowledge of the functioning of derivative securities market.

### **Unit – I**

Introduction Meaning and Purpose of Derivatives; Forward Contracts, Future Contracts, Options, Swaps and other Derivatives; Type of Trader; Trading Future Contracts; Specification of the Future Contracts; Operation of Margins, Settlement and Regulations. Sources of Financial Risk Credit Vs Market, Default Risk, Foreign Exchange Risk, Interest Rate Risk, Purchasing Power Risk; Systematic and Non-systematic Risk.

### **Unit - II**

Options Types of Options; Options Trading; Margins; Valuation of Options; Binomial Option; Pricing Model; Black-Scholes Model, Exchange Traded Options, Over – the Counter Options, Quotes Trading, Margins, Clearing, Regulation and Taxations; Warrants and Convertibles. Futures Hedgers and Speculators; Future Contracts; Future Market – Clearing House Margins, Trading Future Positions and Taxation; Future Prices and Spot Prices; Forwards Prices Vs Future Prices; Future Vs Options.

### **Unit - III**

SWAPS: Mechanics of Interest Rate Swaps, Valuation of Interest Rate, Swaps Currency Swaps and its Valuation Credit Risk and Swaps.

Managing Market Risk Hedging Schemes: Delta Hedging, Theta Gamma Relationship in Delta Theta and Gamma; Vega and Rho; Portfolio Insurance. Derivatives Market in India: Present Position in India – Regulation, Working and Trading Activity.

### **Suggested Readings:**

1. Chance, Don M; An Introduction to Derivatives; Dryden Press, International Edition
2. Chew Lillian: Managing Derivative Risk, John Wiley, New Jersey
3. Das, Satyajit: Swap & Derivatives Financing, Probes
4. Hull, J. Robert W: Understanding Futures Markets, Prentice Hall, New Delhi
5. Kolb, Robert W: Understanding Futures Markets, Prentice Hall Inc, New Delhi
6. Kolb, Robert: Financial Derivatives, New York Institute of Finance, New York
7. Marshall, John and V. K. Bansal: Financial Engineering – A Complete Guide to Financial Innovation, Prentice Hall Inc, New Delhi
8. Report of Prof. L. C. Gupta, Committee on Derivatives Trading
9. Report of Prof. J. C. Verma, Committee Report on Derivatives Trading.

# **MBA - 7962 INTERNATIONAL FINANCIAL MANAGEMENT**

## **Objective:**

To give the students an overall view of the international financial system – instruments and markets.

## **Unit – I**

International Monetary and Financial System Importance of International Finance; Bretton Woods Conference and afterwards, IMF and the World Bank; European Monetary System – Meaning and Scope. Balance of Payments and International Linkages Balance of payments and its Components; International Flow of Goods, Services and Capital; Coping with Current Account Deficit. International Financial Market and Instruments: International Capital and Money Markets; Money and Capital Market Instruments; Salient Features of different International Markets; Arbitrage Opportunities; Integration of Markets; Role of Financial Intermediaries.

## **Unit - II**

Foreign Exchange Markets Determining Exchange Rates; Fixed and Flexible Exchange Rate System; Exchange Rate Theories; Participants in the Foreign Exchange Market; Foreign Exchange Markets – Cash and Spot Markets; Exchange Rate Quotes; LERMS; Factors Affecting Exchange Rates – Spot Rates, Forward Exchange Rates, Forward Exchange Contracts; Foreign Exchange Dealings and Currency Possession; Information and Communication; Foreign Exchange Trades.

## **Unit – III**

Foreign Exchange Risk Transaction Exposure, Translation Exposure and Economic Exposure; Management of Exposures – Internal Techniques, Netting, Marketing, Leading and Lagging, Pricing Policy, Assets and Liability Management and Techniques. International Capital and Money market Instruments GDRs, ADRs, IDRs, Euro Bonds, Euro Loans, Repos, CPs, Floating Rate Instruments, Loan Syndication and Euro Deposits. Current Developments: International Indebtedness; Capital Account Convertibility – Pros and Cons; Innovations in International Financial Instruments.

## **Suggested Readings:**

1. Shaprio, Alan. C.: Multinational Financial Management, Prentice Hall, New Delhi
2. Apte, P. G.: International Financial Management, Tata McGraw Hill, New Delhi
3. Buckley, Adrian: Multinational Finance, Prentice Hall, New Delhi
4. Eitman, D. K. and A. I. Stenehill: Multinational Business Cash Finance, Addison Wesley, New York
5. Henning, C. N., W. Pggot and W. H. Scott: International Financial Management, McGraw Hill, International Edition.
6. Levi, Maurice D.: International Finance, McGraw Hill, International Edition
7. Rodrigues, R. M. and E. E. Carter: International Financial Management, Prentice Hall, International Edition