UTTARAKHAND TECHNICAL UNIVERSITY, DEHRADUN
MBA PROGRAMME

MBA (SEMESTER I)

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Marks for</th>
<th>Total Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>MB101</td>
<td>Principles and Practices of Management</td>
<td>30</td>
<td>70</td>
</tr>
<tr>
<td>MB102</td>
<td>Financial Accounting</td>
<td>30</td>
<td>70</td>
</tr>
<tr>
<td>MB103</td>
<td>Statistics for Management</td>
<td>30</td>
<td>70</td>
</tr>
<tr>
<td>MB104</td>
<td>Managerial Economics</td>
<td>30</td>
<td>70</td>
</tr>
<tr>
<td>MB105</td>
<td>Business Environment</td>
<td>30</td>
<td>70</td>
</tr>
<tr>
<td>MB106</td>
<td>Business Laws</td>
<td>30</td>
<td>70</td>
</tr>
<tr>
<td>MB107</td>
<td>Business Communication</td>
<td>30</td>
<td>70</td>
</tr>
<tr>
<td>MB108</td>
<td>Computer Applications in Business</td>
<td>30</td>
<td>70</td>
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<td><strong>Total</strong></td>
<td></td>
<td><strong>240</strong></td>
<td><strong>560</strong></td>
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*INTERNAL ASSESSMENT  **EXTERNAL EXAMINATION

MBA (SEMESTER II)

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Marks for</th>
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<tbody>
<tr>
<td>MB201</td>
<td>Organisational Behaviour</td>
<td>30</td>
<td>70</td>
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<tr>
<td>MB202</td>
<td>Management Accounting</td>
<td>30</td>
<td>70</td>
</tr>
<tr>
<td>MB203</td>
<td>Operations Research</td>
<td>30</td>
<td>70</td>
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<tr>
<td>MB204</td>
<td>Marketing Management</td>
<td>30</td>
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<tr>
<td>MB205</td>
<td>Financial Management</td>
<td>30</td>
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<tr>
<td>MB206</td>
<td>Human Resource Management</td>
<td>30</td>
<td>70</td>
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<tr>
<td>MB207</td>
<td>Production and Operations Management</td>
<td>30</td>
<td>70</td>
</tr>
<tr>
<td>MB208</td>
<td>Business Research Methods</td>
<td>30</td>
<td>70</td>
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<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>240</strong></td>
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## MBA (SEMESTER III)

<table>
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<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Marks for</th>
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<tbody>
<tr>
<td>MB301</td>
<td>International Business</td>
<td>30 70</td>
<td>100</td>
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<tr>
<td>MB302</td>
<td>Project Management</td>
<td>30 70</td>
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<tr>
<td>MB303</td>
<td>Total Quality Management</td>
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<td>100</td>
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<tr>
<td>Elective Major 1</td>
<td></td>
<td>30 70</td>
<td>100</td>
</tr>
<tr>
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<td></td>
<td>30 70</td>
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<tr>
<td>Elective Major 3</td>
<td></td>
<td>30 70</td>
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</tr>
<tr>
<td>Elective Minor 1</td>
<td></td>
<td>30 70</td>
<td>100</td>
</tr>
<tr>
<td>MB308</td>
<td>Training Report and Viva-Voce</td>
<td>70 30</td>
<td>100</td>
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<td><strong>Total</strong></td>
<td><strong>280 520</strong></td>
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### SPECIALISATION ELECTIVES OFFERED (Three Major and One Minor)

**GROUP 1: MARKETING**

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Code</th>
<th>Title</th>
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<tbody>
<tr>
<td>1</td>
<td>MB 304 (M1)</td>
<td>Consumer Behaviour</td>
</tr>
<tr>
<td>2</td>
<td>MB 304 (M2)</td>
<td>Advertising Management</td>
</tr>
<tr>
<td>3</td>
<td>MB 304 (M3)</td>
<td>Marketing of Services (Minor)</td>
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<tr>
<td>4</td>
<td>MB 304 (M4)</td>
<td>Marketing Research</td>
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<tr>
<td>5</td>
<td>MB 304 (M5)</td>
<td>Retail Management</td>
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**GROUP 2: FINANCE**

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<thead>
<tr>
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<tbody>
<tr>
<td>1</td>
<td>MB 305 (F1)</td>
<td>Security Analysis and Portfolio Management</td>
</tr>
<tr>
<td>2</td>
<td>MB 305 (F2)</td>
<td>Financial Markets and Institutions (Minor)</td>
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<tr>
<td>3</td>
<td>MB 305 (F3)</td>
<td>International Financial Management</td>
</tr>
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<td>4</td>
<td>MB 305 (F4)</td>
<td>Corporate Tax Planning</td>
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<tr>
<td>5</td>
<td>MB 305 (F5)</td>
<td>Risk Management and Insurance</td>
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**GROUP 3: HUMAN RESOURCE MANAGEMENT**

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Code</th>
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<tbody>
<tr>
<td>1</td>
<td>MB 306 (H1)</td>
<td>Industrial Relations and Labour Laws</td>
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<tr>
<td>2</td>
<td>MB 306 (H2)</td>
<td>Industrial Psychology</td>
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<td>3</td>
<td>MB 306 (H3)</td>
<td>Human Resource Planning &amp; Development (Minor)</td>
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<td>4</td>
<td>MB 306 (H4)</td>
<td>Performance Management</td>
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<tr>
<td>5</td>
<td>MB 306 (H5)</td>
<td>Organisational Structure and Change</td>
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**GROUP 4: INTERNATIONAL BUSINESS**

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<tbody>
<tr>
<td>1</td>
<td>MB 307 (IB1)</td>
<td>International Logistics Management</td>
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<tr>
<td>2</td>
<td>MB 307 (IB2)</td>
<td>Cross-Cultural Business Management (Minor)</td>
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<td>3</td>
<td>MB 307 (IB3)</td>
<td>Management of Multinational Corporations</td>
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<td>4</td>
<td>MB 307 (IB4)</td>
<td>International Business Laws and Treaties</td>
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### MBA SEMESTER IV

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<tr>
<td>MB401</td>
<td>Business Ethics and Corporate Governance</td>
<td>IA 30</td>
<td>EE 70</td>
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<tr>
<td>MB402</td>
<td>Strategic Management</td>
<td>IA 30</td>
<td>EE 70</td>
</tr>
<tr>
<td>MB403</td>
<td>Entrepreneurship Development</td>
<td>IA 30</td>
<td>EE 70</td>
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<td>MB404</td>
<td>Research Project</td>
<td>IA 150</td>
<td>EE 50</td>
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<td>Elective Minor 2</td>
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<td>IA 30</td>
<td>EE 70</td>
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<td>MB409</td>
<td>Viva-Voce</td>
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<td><strong>Total</strong></td>
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<td><strong>IA 330</strong></td>
<td><strong>EE 570</strong></td>
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#### Evaluation for Business Research Project

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<thead>
<tr>
<th>Scheme of Evaluation</th>
<th>Marks</th>
<th>Weightage (%)</th>
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<tbody>
<tr>
<td>Report (Internal)</td>
<td>100</td>
<td>50</td>
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<tr>
<td>Seminar (Internal)</td>
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<tr>
<td>(Guide + Panel) 2 evaluations of 25 marks each</td>
<td>50</td>
<td>25</td>
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<tr>
<td>Viva-Voce (External)</td>
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<td>25</td>
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<td><strong>Total</strong></td>
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#### SPECIALIZATION ELECTIVES (Two Major and One Minor Courses)

<table>
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<tr>
<th>S. No.</th>
<th>Code</th>
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<tbody>
<tr>
<td></td>
<td>MB 405 (M1)</td>
<td>International Marketing</td>
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<tr>
<td></td>
<td>MB 405 (M2)</td>
<td>Sales Management (Minor)</td>
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<td></td>
<td>MB 405 (M3)</td>
<td>Rural Marketing</td>
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<tr>
<td></td>
<td>MB 406 (F1)</td>
<td>Financial Services (Minor)</td>
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<tr>
<td></td>
<td>MB 406 (F2)</td>
<td>Mergers and Acquisitions</td>
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<td>MB 406 (F3)</td>
<td>Financial Derivatives</td>
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<tr>
<td></td>
<td>MB 407 (H1)</td>
<td>International Human Resource Management</td>
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<td>MB 407 (H2)</td>
<td>Compensation Management</td>
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<td>MB 407 (H3)</td>
<td>Corporate leadership (Minor)</td>
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<tr>
<td></td>
<td>MB 408 (IB1)</td>
<td>EXIM Financing and Documentation (Minor)</td>
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<td>MB 408 (IB2)</td>
<td>Global Financial Markets and Instruments</td>
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<tr>
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<td>MB 408 (IB3)</td>
<td>Foreign Exchange Management and Currency Derivatives</td>
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</table>
Unit 1
Introduction

Unit 2
Planning

Unit 3
Organising

Unit 4
Staffing

Unit 5
Leading and Controlling

Suggested Readings
4. Stephen P. Robbins and David A. Decenzo, Management; PHI
5. Newman, Summer, Gilbirt Management; PHI

MBA
Unit 1
Introduction to Financial Accounting
Concepts and Conventions and Postulates of Accounting- Accounting as a Language; Accounting as an Information System, Users of Accounting information, Role of Accounting in Economic Development.

Unit 2
Accounting System and Process
Accounting Equation, Transactions and their effects on Accounting and Equation, Classification of Accounts: Owner’s Equity, Revenues and Expenses.

Unit 3
The Accounting Process

Unit 4
Financial Statement Analysis
The Tools of Analysis, Horizontal Analysis, Vertical Analysis, Trend Analysis, Ratio Analysis, Funds Flow and Cash Flow Analysis, AS-3 (Revised).

Unit 5
(a) Corporate Accounting: Financial Statement of Companies and Adjustment Entries (An overview of Corporate Finance)

Suggested Readings
1. Robert n Anthony, Hawkins and Merchant, Accounting TMH
3. Ashish Bhattacharyya, Essentials of Financial Accounting, PHI
4. Maheshwari, SN and Sunil "Financial Accounting: Sultan Chand and Sons, New Delhi
6. Tulsian PC "Financial Accounting, Pearson Education
Semester I
MB103 - STATISTICS FOR MANAGEMENT

Unit 1
Introduction

Classification and Presentation of Data
Frequency Distribution- Discrete and Continuous Frequency Distribution; Diagrammatic and Graphic Representation- Line, Bar, Rectangle and Pie Diagram, Graphs- Histograms, Frequency Polygon, Cumulative Frequency Curves or Ogives- Advantages and Limitations of Diagrams and Graph, Tabulation- Types of tables.

Unit 2
Measures of Central Tendency and Dispersion

Unit 3
Correlation and Regression
Correlation- Scatter Diagram, Karl Pearson's Coefficient of Correlation, Spearman's Coefficient of Rank Correlation; Concurrent Deviation; Regression- Method of Least Squares, Method of Regression Coefficient, Properties of Regression Coefficient, Partial and Multiple Correlation and Regression Coefficient.

Unit 4
Time Series and Forecasting

Unit 5
Probability and Probability Distribution

Suggested Readings

MBA
Unit 1
Introduction

Unit 2
Market Forces: Demand and Supply
(a) Demand Analysis: Theory of demand; Objectives of demand analysis and determinants of demand; theory of consumer behavior; Elasticity of demand and its measurement methods; importance in decision-making.
(b) Supply Analysis: Objective of supply analysis; Determinants of supply, Elasticity of supply.

Unit 3
Production Function and Cost Analysis

Unit 4
Organization of the Firm
Pricing Decision: Pricing under different Market Structures: Perfect and Imperfect (Monopoly, Duopoly, Monopolistic Competition, Oligopoly Markets), Pricing Policies and Strategies; Collusive and Non-Collusive Oligopoly; Baumol's Marries' and O. Williamsons Model.

Unit 5
Factor Pricing
Determination of Factor Pricing; Marginal Productivity Theory; Richardian and Modern Theories of rent; Modern Theory of Wage rate determination; Classical, Neo-Classical and Keynesian Theory of Interest; Modern Theory of Profit; Welfare Economics; Pareto Optimality Conditions; Social Welfare Function.

Note: Numerical Questions should be set on elasticity, break even analysis, demand forecasting and optimum output determination under law of variable proportions.

Suggested Readings
2. Goel Dean, Managerial Economics
8. H.L. Ahuja, Managerial Economics, S. Chand, 2004

MBA
Unit 1
Introduction

Unit 2
Economic Environment

Unit 3
Politico-Legal Environment

Unit 4
(a) Technological Environment: Factors Influencing Technological Environment, Role and Impact of Technology on Business. Transfer of Technology-Channel, Methods and Limitations.
(b) Demographic and Socio-Cultural Environment: Population Size, Falling Birth Rate, Changing age structure and its impact on business, Business and Society, Business and Culture, Culture and Organisational Behaviour.

Unit 5
Foreign Investment and Trade Regulation
Foreign Direct Investment, Foreign Institutional Investment, WTO and India: an overview, Regulation of Foreign Trade, Disinvestment in Public Sector Units.

Suggested Readings
Unit 1
Laws of Contract (The Indian Contract Act, 1872)
Concept of Contract, Offer and Acceptance; valid contracts and its essential elements; void agreements; classification of contracts; Quasi contract; performance of contract; discharge of contract; remedies for breach of contract. Special Contracts: Indemnity, Guarantee, Bailment, Pledge, and agency.

Unit 2
The Sale of Goods Act, 1930

Unit 3
The Negotiable Instruments Act, 1881
Definition, Features and types of negotiable instruments; Methods of negotiation of Instruments; holder and holder in due Course; Endorement and delivery of a negotiable instrument; Presentation of Negotiable Instrument. Banker and Customer: An introduction; Crossing of a cheque; Types of crossing; Bouncing of cheques; Obligations of Banker and Customer; Dishonour and discharge of negotiable instruments.

Unit 4

Unit 5
The Companies Act
An Overview; Nature and kinds of Companies; Formation of a company; Company Management; Company Meetings.

Suggested Readings
2. Ravindra Kumar, *Legal Aspects of Business*, Cengage learning, New Delhi, 2011
Unit 1
Introduction
Importance of communication skills in Business Management. Types of communication: the media and tools of communication. The Communication Process. Barriers and Gateways to communication.

Unit 2
Verbal and Non-verbal Communication
Personal language and body language. Types of managerial speeches: occasional speech; thematic speech. Group Communication in: group discussions, meetings, seminars and conferences. Art of facing interviews in: selection or placement, appraisal, disciplinary committees and exit interviews.

Unit 3
Written Communication Skills
Formats for business letters and memos: routine type; sales promotion, bill collection, disciplinary action; persuasive messages; negative messages; job applications. Preparing a professional resume and cover letter, follow-up messages and letters. Internal communication through: memos, minutes, notices, circulars. Writing effective Business Reports; Digital Communication. Power point preparation; Using Web as a source of knowledge Sharing.

Unit 4
Recruitment and Employment Correspondence
Drafting the Employment Notice, Job Application Letter; Curriculum Vitae/Resumes; Joining Interview; Offer of Employment; Job Description; Letter of Acceptance, Letter of Resignation and Promotion, Testimonials and References.

Unit 5
Business and Social Etiquette
Professional conduct in a business setting: workplace hierarchy; proper way to make introductions; Use of courteous phrases and language in the workplace. Professional Image: appropriate business attire; Telephone Etiquette; Table etiquette.

Language lab class for practical in business communication.

Suggested Readings
Unit 1
(b) **Types of Computers**: Analog, Digital, Hybrid, General Purpose and Special Purpose Computers, Micro Computers, Mini – Computers, Main-frame Computer, and Super Computers.

Unit 2
(a) **Input- Output Devices**: Storage Units (Disks, CD-ROM, DVD – ROM and tapes), Memory Types (Cache, RAM, ROM)
(b) **Data and Information Concepts**: Definition, Meaning and concept of data and information, methods of data processing, data mining and warehousing.
(c) **Data Communication**: Operating Systems Concepts, Fundamental or Data Communication; Network Concepts and Classification; Introduction to internet and its applications.

Unit 3
**MS Office**
MS Windows, MS Office (MS Word, PowerPoint, Excel, Access and Outlook)

Unit 4
**Information Systemes in Global Business Today**
The Role of Information Systems in Business Today, Concepts of MIS; Components of MIS, Role of Managers, Business and technology Trends; Management and Decision Levels; Foundation of information Technology: Information Systems as a Competitive Advantage, Managerial Challenges of information Technology, overview of DBMS.

Unit 5
(a) **Business Application of MIS**: e-commerce, Electronic Payments Systems, Enterprise Resource Planning (ERP), Advantages of ERP, Challenges of ERP, ERP and Related Technologies: Customer Relationship Management (CRM), Supply Chain Management (SCM), Data Warehousing, Data Mining, Business Information System.

**Suggested Readings**
Unit 1
Introduction
Conceptual Foundation of Organisational Behaviour; Nature and Characteristics; Determinants; Contributing Disciplines; Challenges and Opportunities for Organisational Behaviour, Models and Approaches of Organizational Behaviour, OB and Emotional Intelligence.

Unit 2
(b) Learning: Concept; Theories of Learning: Conditioning, Social Learning, Managerial Implication of Learning Theories.
(c) Motivation: Concept, Major Theories and Process of Motivation: Maslow's Need-Hierarchy Theory; Herzberg's Motivation-Hygiene Theory; Mcgregor's Theory X and Theory Y; Cognitive Evaluation Theory; Goal-Setting Theory; Reinforcement Theory; ERG Theory; Vroom’s Expectancy Theory; Job Design Theory; Equity Theory; Integrating Contemporary Theories of Motivation; Culture-Boundedness of Motivation Theories; Managerial Implications of Various Theories; Linking Recognition Programmes and Reinforcement Theory; Linking Employee Involvement Programmes and Motivation Theories.

Unit 3
(a) Personality: Concept and Determinates; Types and Traits; Major Personality Attributes Influencing Organisational Behaviour; Locus of Control; Machiavellianism; Self-Esteem; Self-Monitoring; Risk-Taking; Personality; Proactive Personality; Personality and National Culture; Holland’s Typology of Personality and Congruent Occupations.
(b) Leadership: Concept and Functions; Style and Theories of Leadership: Traits, Behavioural and Situational/Contingency Groups of Theories; Inspirational approaches to Leadership; Charismatic Leadership, Transformational Leadership, and Transactional Leadership, Contemporary Leadership Roles; Challenges to the Leadership Construct; Substitutes and Neutralizers to Leadership.
(c) Stress: Concept; Consequences and sources; Stress Management: Approaches.

Unit 4
(a) Group Behaviour: Groups: Concept and Classification; Stages of Group Development; Group Structure; Roles and Norms; Premise and Issues; Group Decision-Making: Group vs Individual; Groupthink and Groups Shift; Group Decision Making Techniques and Process.
(b) Interpersonal Relationships: Understanding Self and Others; Developing Interpersonal Relationships; Transactional Analysis; Johari Window.
(c) Conflict Management: Concept; Causes; Types; Stages; Effects; Management of Conflicts.

Unit 5
(a) Organisation Power and Politics: Concept; Sources and Classification; Power Tactics; Coalitions; Organisational Politics: Concept and People’s Response to Organisational Politics, The Concept of Impressing Management.
(b) Organisational Culture: Concept; Dominant Culture; Strong vs Weak Cultures; Creating and Sustaining Culture; Employees Learning of The Culture; Creating a Customer-Responsive Culture.
(c) Organisational Changes: Concept and Forces for Change; Managing Planned Changes; Resistance to Change; Approaches to Manage Organisational Change; Organisational Development; Culture-Boundedness of Managing the Change.

Suggested Readings
Unit 1
Introduction
Nature, Scope and Importance of Management Accounting; Difference between Financial Accounting and Management Accounting; Difference between Cost Accounting and Management Accounting; Cost Control, Cost Reduction, and Cost Management.

Unit 2
Budgeting and Budgetary Control
Concept of Budget and Budgetary Control; Objectives, Merits and Limitations of Budget Administration; Types of Budget: Fixed and Flexible Budgets, Zero-Base Budget, Programme and Performance Budget.

Unit 3
Standard Costing
Concept of Standard Coast and Standard Costing; Advantages, Limitations, and Application; Variance Analysis: Calculation of Material Variances, Labour Variances, and overhead Variances, Disposition of Variances.

Unit 4
Marginal Costing and Decision-Making
Concept of Marginal Costing, Differential Costing and Absorption Costing, Break-Even Analysis, Use of above Costs in Decision-Making; Make or Buy, Change of Product-Mix, Pricing and Determination of Shut-Down Point.

Unit 5
Responsibility Accounting

Suggest Readings

Unit 1
Management Science
Basic Concepts, Models and their role in Decision-Making, Linear Programming—Basic Concepts Formulation, Graphical and Simplex Methods, Duality and Sensitivity Analysis

Unit 2
Assignment Models
Mathematical Formulation of Assignment Fundamental Theorems, Hungarian Method for Assignment Problem, Unbalanced Assignment Problem, Variations in Assignment Problem, Transportation Models: Mathematical Formulation, Forms of Transportation Problem, Feasible Solution, Initial Basic Feasible Solutions by North West Corner, Least Cost and VAM Methods and Moving towards Optimum Solution by Stepping Stone and MODI methods, Degeneracy in Transportation Problem, Maximization in Transportation Problems.

Unit 3
Simulation
Definition, Types, Uses, Limitations and Phases of Simulation, Even Type, Monte-Carlo Simulation, Queuing Theory: Waiting Line Models

Unit 4
Game theory and Replacement Model
Characteristic of Game Theory, Minimax Criterion and Optimal Strategy, Saddle Point, Minimax Theorem, Replacement Models and Systems, Reliability- Replacement of items that Deteriorate.

Unit 5
Job Sequencing and PERT/CPM
Assumptions, Processing and Job sequencing on two and three machines, Project Management by PERT and CPM.

Suggested Readings

Unit 1
Marketing Concept
(a) Marketing Management; Nature and Scope; Evolution of Marketing; Selling vs Marketing; CRM; Emerging role of marketing; Marketing Mix.
(b) Marketing Environment: Concept; Need for Study; Major Elements and their Impact on Marketing Decisions.

Unit 2
(a) Consumer Behaviour: Consumer vs. Organizational/Industrial Buyer; Their Characteristics; Importance of understanding Consumer Behaviour; Determinants of Consumer Behaviour; Theories of Consumer Behaviour; Various Buying Roles in Family; Types of Buying Behaviour; Consumer Decision-Making Process in Buying.
(b) Market Segmentation: Nature and Importance of Segmentation; Pre-requisites for Effective Segmentation; Bases of Segmenting Consumer Markets; Market Selection Strategies; Positioning, Consumer and Industrial Market.

Unit 3
Product Decisions
Concept of Product; Classification of Products; Product Line and Product Mix; Branding, Product Support Packaging and Labeling; Customer Services; Development of New Product; Product Life Cycle; The New Product (Consumer); Adoption Process.

Unit 4
(a) Price Decisions: Pricing as a Marketing Variable-its Role and Importance; Price vs. Non-Price Competition; Factors Influencing Price Determination; Price Setting in Practice; Price Policies and Strategies.
(b) Distribution Channels and Physical Distribution Decisions: Why are Marketing Intermediaries Used? Marketing Channel Functions; Selecting Channels Distribution; Determining The Intensity of Distribution; Channel Management Decisions- Selection, Motivation and Evaluation of Individual Middlemen; Manufacturer-Distribution Relationship; Retailing and Wholesaling; Logistics of Distribution.

Unit 5
(a) Promotion Decisions: Nature; Objectives and Importance of Promotion; Communication Process; Promotion Mix and Methods; Advertising; Personal Selling; Public Relations and Sales Promotion.
(b) Legal, Ethical and Social Aspects of Marketing: Consumerism; Consumer Protection Measure in India; Recent Developments in Consumer Protection in India.

Suggested Readings
3. Ramaswami, V.S and Namakumari, S: Marketing Management Mac Millan India New Delhi
Unit 1
Financial Management

Unit 2
(a) Cost of capital: Concept of Value, Present Value, Basic Valuation Models.

Unit 3
Investment Decisions

Unit 4

Unit 5
Corporate Restructuring
Merger and Acquisitions -Types, Sources of Takeover Gains, Valuation and Financing of Acquisitions, Analysis of some Case Studies. The Empirical Evidences on Theories and the Case Studies relevant for above Topics are required be Discussed.

Suggested Readings
7. V.Saran, Financial Management, PHI.
MBA
Semester II
MB206 - HUMAN RESOURCE MANAGEMENT

Unit 1
Introduction to Human Resource Management
(a) Evolution of HRM (b) Objectives and Function of HRM (c) Role and Responsibilities of HR Manager (d) Relevance of HRM (e) Systems approach to HRM.

Unit 2
Acquisition of Human Resource Management

Unit 3
Developing Human Resources
(a) Training and Development: Training Needs, Training Methods, Application of Computers in Training, Developing Effective Training Programmes (b) Concept of HRD (c) Management Development Programmes.

Unit 4
Performance Appraisal
(a) Concept and Objectives of Performance Appraisal (b) Process of Performance Appraisal (c) Criteria for Performance Appraisal (d) Benefits of Performance Appraisal (e) Limitation and Constraints (f) 360 Degree Performance Appraisal (g) Promotion-Degree, Transfer Air Separation: Promotion, Purpose, Principles and Types; Transfer: Reasons, Principles and Types; Separation: Lay-Off, Resignation, Dismissal, Retrenchment, Voluntary, Retirement Scheme.

Unit 5
Motivating Human Resources
(a) Motivation at Work, Major Motivation Theory: An overview (b) Participative Management (c) Compensation Management, Major Elements of Compensation Management (d) Incentives: Concepts, Types of Incentives; Incentives schemes in Indian Industries; Fring Benefits (e) Discipline and Employees’ Grievance Redressal.

Suggested Readings
Unit 1
Introduction

Unit 2
Production System and Related Concepts

Unit 3
Scheduling and measuring Production Activities

Unit 4
Material and Inventory Management
An overview of Material Management, Material Planning and Inventory Control, Inventory Models, (Classical EOQ, Model with Shortages), JIT, Budgeting and Material Planning, Purchase Management, Store Management, Safety Management.

Unit 5
Quality in Production and Operations Management

Suggested Readings
1. Adam and Ebert, Ronald J, Production and Operation Management-Concepts, Models & Behaviour, PHI New Delhi
2. Charry SN, Production and Operation Management-Concepts Methods and Strategy, PHI New Delhi 2005
4. Garg, Ajay-Production and Operations Management, TMH, Delhi
6. Pannesseluam, R., Production and Operations Management, PHT, Delhi
7. Martinich, J.S., Production and Operations Management, TMH, Delhi
8. Aswathappa, K, Production and Operations Management, TMH, Delhi
9. Madan, Pankaj; Production and Operation Management; New Delhi; Global Vision Publishing 2010
Unit 1
Introduction

Unit 2
Research Design

Unit 3
Questionnaire Design and Schedule
Concept of Questionnaire and Schedule, Principles of Designing Questionnaire and Schedule, Limitations of Questionnaire, Reliability Validity of Questionnaire.

Unit 4
Sampling Theory
Concept, Need and Importance of Sampling, Types of Sampling Methods, Sampling and Non Sampling Errors, Sample Design, Determinants of Sample Size, Steps in Designing the Sample.

Unit 5
Data Analysis
Tabulation and Processing of Data, Basic Aspects of Statistical Inference Theory including Hypothesis Testing, Type I and Type II Errors, Applications of T- Test, Z Test, F-Test, Chi-square Test and ANOVA, Introduction to Computerized Statistical Packages.

Suggested Readings

4. Bryman and Bell : Business Research Methods, Oxford
Unit 1
Introduction

Unit 2
Theories of International Trade: An overview; Commercial Policy Instruments-Tariff and Non-Tariff measures; Balance of payment account and its components.

Unit 3
Regional Economic Co-operation: Forms of regional grouping; Integration efforts among countries in Europe, North America, and Asia.
International Financial Environment: International Financial System and Institutions; Foreign exchange markets and risk Management; Foreign investments-types and flows; Foreign Investment in Indian Perspective.

Unit 4
Developments and Issues in International Business: Outsourcing and its potentials for India; Strategic alliances, Mergers and Acquisitions; Role of IT in International Business; International Business and Ecological Considerations.

Unit 5
Measure for Promoting for International Business in India; Special Economic Zones (SEZs) and 100% exports oriented units (EOUs); Measures for promoting foreign investment into and from India; Indian joint ventures and acquisitions abroad. Financing of International Business and Payments Terms.

Suggested Readings
7. RBI, Report on Currency and Finance, Various issues
10. UNCTAD Reports
11. WTO, Annual Report, Various Issues
Unit 1
Introduction
Definitions, Classification, Project risk, Scope, Concepts and Characteristics of Project, Importance of Project Management, Project management-definitions, overview, Project plan, management principles applied to project management, Tools and techniques of project management, Project management life cycles and uncertainty.

Project Planning

Unit 2
Project Organization

Unit 3
Project Financing
Project Cost Estimation, Sources of Finance, Multiple Project and Constraints.

Unit 4
Project Implementation and Monitoring
Project Resource Requirements, Type of Resources, Men, Materials, Finance, Multi project Resources scheduling, Splitting and Multitasking, Resources Allocation method, Project Monitoring and control, Project network Technique-(PERT and CPM), Planning for Monitoring and evaluation, Project Management Information System, Project Scheduling- Time Constrained and Resource Constrained Scheduling, Project Communication, Project Audits, Post Project Reviews.

Unit 5
Project Direction and Control
Project Direction, Types of Project Termination, Project in Trouble, Termination Strategies, Evaluation of Termination Possibilities, Termination Procedures, Features of Future Indian Projects.

Learning Resources

2. Project Management-Denislok
4. Project management-Gopalakrishnan- McMillian India Ltd.
5. Project Management-Harry-Maylor-Pearson Publication
7. Project Management- Prasanna Chandra- Tata McGraw Hill
Unit 1
Total Quality Management (TQM) Concept and Fundamentals
Approaches to Quality Management, TQM Framework and Features, Principle of TQM, Philosophies of Quality Gurus: Deming’s 14 Points, Crosby’s Four Absolutes, Juran’s Trilogy, Feigenbaum’s Total Quality Control, The Total Quality Triad, Evolution of TQM.

Unit 2
Human Aspect of Total Quality Management (TQM)

Unit 3
Quality Management System
Strategic Quality management, Quality Statement, Culture, Product Quality cycle, TQM Planning Environment, Role of Quality Control Department, Planning for Productivity, Quality and re-engineering, Introduction to Business Process Re-engineering (BPR), The Cost of Quality (Direct and Indirect Cost), Evaluating the cost of TQM, Quality Index, The Total Quality Cost Curve, Standardization.

Unit 4
Total Quality Management (TQM) Practices

Unit 5
Quality Management Standards

Suggested Readings
Unit 1
Introduction
Defining Consumer Behaviour; Reasons for Studying Behaviour, Applying Consumer Behaviour Knowledge; Scope of Consumer Behaviour; Market Segmentation; Bases of Segmentation, Criteria for Effective Targeting of Market Segments.

Unit 2
Consumer as an Individual
Consumer Motivation; Consumer Involvement, Personality and Self-Concept; Perception, Consumer Learning and Memory, Attitudes and Changing Attitudes, information Processing.

Unit 3
Consumer in Social and Cultural Settings
Reference groups and family influences; Social class, cultural; sub cultural and cross cultural influences on consumer behaviour; personal influences and diffusion of innovation; Impact of Media and Globalisation.

Unit 4
Consumer Decision Process
Problem recognition; search and evaluating; purchasing processes; post purchase behaviour; consumer behaviour models; consumerism; organizational buying behaviour.

Unit 5
Consumer Satisfaction
Measurement of consumer satisfaction and dis-satisfaction, repeat buying, brand switching and loyalty, opinion leadership, complaining behaviour.

Suggested Readings
1. Schiffman and Kanuk: Consumer Behaviour, PHI Learning
2. Engle, Blackwell and Minriad: Consumer Behaviour
3. Zaltman and Wallendorf: Consumer Behaviour
4. Mellot, Douglas W. Tr. : Consumer Behaviour
5. Loudon and Della Bitta: Consumer Behaviour
6. Benneton: Consumer Behaviour
Unit 1
Analyzing the Communication Process

Integrated Communication Fundamentals
Strategic Analysis for Marketing Communication, Communication Objective, Market Segmentation, Target Group, Market Positioning.

Unit 2
Advertising and the Marketing Function

Unit 3
Different Types of Advertising

Unit 4
Message and Copy
Message Strategy and Design, Elements of Advertisements, Copy, Developing Effective Advertising Copy, Creativity and Visualization in Advertising, Method of Creative Development.

Media Planning
Comparative Study of Different Advertising Media, media Choice, Media Scheduling, Budgeting for Advertising, Evaluation of Advertising Effectiveness, pre testing and Post testing Techniques.

Unit 5

Suggested Readings
5. Rajeev Batra, John G. Myers & David A. Aaker, Advertising Management, Pearson Publication
Unit 1  
**Introduction to Services Marketing**  
Service as a Marketing Concept; Factors for the growth of Service Sector; Characteristics of Services; Dimensions of Services; Classification of Services; Managing Customer Expectations: Level of Expectations; Zone of Tolerance; Segmentation, Targeting and Positioning of Service.

Unit 2  
**Services Marketing Mix**  
Product: Service Package, Core and Supplementary Services; Product Levels, Service Levels and Delivery; Price: Pricing Concepts and Issues in Pricing, Pricing Policy, Pricing Approaches, Price and Customer Values; Promotion: Internal and External Communication, Issues in Services Promotion; Place: Service Distribution, Channel Options, Service Distribution Strategy.

Unit 3  
**Service Design**  
Essential of a Service System; Components of Services; Designing the Service Package; Front Office Interface; Back Office Interface; Operations System; Service Delivery System; Customer Satisfaction and Conflicts; Service Recovery System; Service Quality; Concept of Service Quality, Measuring Service Quality; SERVQUAL System; Concept of CRM: CRM Objectives, Technology impact on Services, Concept of e-CRM.

Unit 4  
**Globalisation of Services**  
Stages of Globalisation; International Marketing Services; Emerging Trends; Principal Driving Forces in Global Marketing of Services; Key Decisions in Global Marketing; Services Strategy and Organising for Global Marketing.

Unit 5  
**Marketing of Services in India**  
Application of the principles of Marketing Services in the Marketing of Financial Services, IT, Tourism Services, Travel Services, Hospitality Services and Transport Services.

**Suggested Readings**

Unit 1
Introduction
Importance and Role of research in Marketing; the marketing research industry; Approaches to Marketing intelligence. Types of Market research; research approaches; significance of Market research, Market research process, criteria of good marketing research, problems encountered by marketing research in India.

Unit 2
Marketing Research Design
Research design- Pre-test, Post-test, Control group and Solomon four group design, Causal Research; observation techniques, experiments and test markets.

Unit 3
Data Collection
Primary and secondary data; Questionnaire Design and issues; Interviews; Comparative and non-comparative attitude measurement scaling techniques, sampling design: Sampling procedure, types of sampling, sample size determination.

Unit 4
Data Analysis and Interpretation
Analyzing qualitative data collected through interviews and open ended questions – salient features of different methods. Non-parametric tests: One Sample tests (Kolmogorov-Smirnov One Sample Test; Runs test for Randomness; One Sample Sign Test; chi-square test); Two Sample tests (Sign test; Median test; Mann-Whitney U test; Wilcoxon Matched-Pairs Signed Rank test); K Sample tests (Median test; Kruskal-Wallis Test); Multidimensional Scaling, Discriminant analysis.

Unit 5
Reporting the Results and Ethical Issues in Marketing Research
Preparing Marketing research report and presentation: written report, format of report, common problems in preparing report, the critical nature of report, Graphical presentation of reports. Ethical Issues: Ethical issues related clients, respondents, sampling, questionnaire design, reporting.

Suggested Readings

Unit 1
Retailing Environment

Unit 2
Strategic Retail Planning
Strategic Retail Planning Process, Understanding the Retail Customer, Delivery Value through Retail Formats, Role of Customer Services and Relationship Marketing in Retail, Retail Location and Site Decision, Retail Buying, Retail Market Segmentation, Evaluation Areas for Retail Locations, Concept of Product Life Cycle.

Unit 3
Retail In India
Evolution of Retail in India, Drivers of Retail Change in India, The Size of Retail in India, Retail Formats in India, FDI in Retail, Challenges to Retail Development in India.

Unit 4
Retail Mix
Product Merchandizing, Pricing Decisions in retail, Promotion and Communication Mix in Retail, Multi Channel Retailing, Managing Retail Services, Category Management, Merchandise management Process Overview, Considerations in setting up a Retail Prices, Store Design Objectives and Visual Merchandizing.

Unit 5
Retail Operations

Suggested Readings
4. Dairs & Ward: *Managing Retail Consumption*, John Wiley & Sons
5. Levy & Wertz: *Retailing Management*, Irwin
Unit 1  
Introduction of Investment  
Meaning and Objective of Investment, Investment Decision Process, Categories of Investment, Steps of Security Analysis, Investment Avenues, Speculation and Gambling.

Unit 2  
Introduction of Capital Market  

Unit 3  
Fundamental Analysis  

Unit 4  
Portfolio Analysis  
Portfolio Analysis and Selection, Risk and Return Analysis, Beta, Markowitz and Sharpe Model, Capital Asset Pricing Model, Arbitrage Pricing Theory.

Unit 5  
Portfolio Revision and Evaluations  

Suggested Readings

MBA
Semester III
MB305 (F2) - FINANCE MARKETS AND INSTITUTIONS

Unit 1
Financial System
Nature and Role of Financial System; Structure/organization of financial system; Functions of financial sector; Indian Financial System-an overview; Globalisation of Financial Markets.
Regulatory Framework for Non-banking Financial Institutions; Primary markets; Secondary markets; Money Markets.

Unit 2
Management of Commercial Banks
An overview, Management of Banking Institutions; Negotiable Instruments; Working Capital Management; Project Financing, including Infrastructure Projects; Prudential Norms Prescribed by Regulators; Non-Performing Assets; Capital Adequacy Norms; Basel II Framework and Basel-III; Risk-Rating Agencies; Regulatory framework for Banks.

Unit 3
Risk of Financial Inter-Mediation
Introduction; Interest Rate Risk; Re-financing Risk; Re-investment Risk; Market Risk; Credit Risk; Operational Risk; Liquidity Risk.

Unit 4
Risk Management in Financial Institutions
Managing Credit Risk; Liability and Liquidity Management; Managing Interest Risk; Managing Operational Risk; Managing Risk through Sale of Assets and Securitisation, Derivatives.

Unit 5
Management of Non-Banking Financial Institutions and Depositories
Securitisation: Concept, nature, scope, and their implications; DFIs in India: NABARD, State Level Institutions-PCF, IDFC, REC, IFCI, IDBI, SIDBI, Functions and objectives of Depository.

Suggested Readings
9. Economic-Surveys, Govt. of India.
10. RBI Bulletins
Unit 1
**Financial Management in Global Perspective:** Development in the International Monetary System, Gold Standard, Bretton Woods System of Exchange Rate, Exchange Rate Regime, IMF and International Liquidity, System of Exchanging Currencies.

**Exchange Rate Determination:** Determination of Exchange Rate in Spot and Forward Market, PPP Theory, IRP Theory, Monetary Theories of Exchange Rate determination, Overshooting Models.

Unit 2
**Foreign Exchange Market**
Structure; Spot and Forward, Participants in Foreign Exchange Market-Arbitraging, Hedging and Speculation, Covered Interest Rate Arbitrage, Borrowing and Investing Markets. *Fisher’s Effect.*

Unit 3
**Risk Exposures and Their Management**
Translation, Transaction and Operating Exposures: Their Measurement and Management, Political Risk.

Unit 4
**Financial Foreign Operations**

Unit 5


**Suggested Readings**

1. Shapiro AC: *Multinational Financial Management:* PHI
Unit 1
Basic Concepts
Tax Planning; Tax Evasion: and Avoidance; Money Laundering; An overview of Taxation in India: Direct and Indirect Taxes; Customs Act; Central Excise Act; Service Tax; Sales Tax; VAT and Goods and Services Tax (GST); Income Tax; Wealth Tax; Gift Tax; and Central Gain Tax; GAAR.

Unit 2
Corporate Tax in India
Residential status of companies and tax incidence; Tax liability; Taxation of Not-for profit organisations; Tax on distributed profits.

Unit 3
Tax Planning
Tax Planning with Reference to Setting Up of a New Business: Location Aspect, Nature of Business, Form of organization; Tax Planning with Reference to Financial Management Decision-Capital Structure, Divided Including Deemed Dividend and Bonus Shares; Tax Planning with Reference to Specific Management Decisions-Make or Buy, Own or Lease, Repair or Replace; Tax Planning with Reference to Employees’ Remunerations; Tax Planning with Reference to Sale of Scientific Research Assets; Tax Planning with Reference to Receipt of Insurance Compensation; Tax Planning with reference to Distribution of Assets at the time of Liquidation.

Unit 4
Special Provisions Relating to Non-Residents

Unit 5
Tax Planning with Reference to Business Restructuring
Merger, Amalgamation, Acquisition, Demerger, Slump sale, Conversion of sole proprietary concern/partnership firm into company, Transfer of assets between holding and subsidiary companies.

Suggested Readings
1. Ahuja, Grish, and Ravi Gupta, Corporate Tax Planning and Management, Bharat Law House, Delhi.
3. Pagare, Dinkar, Direct Tax Planning and Management, Sultan Chand and Sons, New Delhi.
4. SP Goyal, Direct Tax Planning, Sahitya Bhawan, Agra
5. Bare Acts of relevant enactments
Unit 1
Introduction
Concept of Risk; Objectives and Needs of Risk Management; Types of Risk; Identification and Measurement of Risk; Risk Evaluation and Prediction, Beta, Risk-Premium.

Unit 2
Risk Aversion and Risk Management
Risk Aversion and Demand for Insurance by Individual; Business Risk Management and Demand for Insurance; Expected Utility Application of Statistical Techniques in Risk Avoidance; Disaster Risk Management; Insurability of Risk, Contractual Provisions and Legal Doctrines; Premium Loading; Moral Hazards; Deductibles and Claim Processing Costs; Risk Retention and Transfer; Legal Aspects of Insurance Contract; Principle of Indemnity; Estoppels, Endowment Insurance.

Unit 3
Types of Insurance
Fire and Motor Insurance; Health Insurance; Social Insurance; Home-Owners Insurance; Life Insurance and Annuities; Term Insurance; Endowment Insurance; Whole Life Insurance; Life Insurance Pricing; Employees Benefits Group; Medical Coverage; Retirement Plans; Marine Insurance; Ships and Goods Policy; Marine Risk Institute Cargo Clauses Reinsurance, Insurance Principle.

Unit 4
Assessment and Control
Control of Malpractices; Negligence, Loss Assessment and Loss Control; Exclusion of Perils, Actuaries, Computation of Insurance Premium.

Unit 5
Globalization of Insurance Sector
Globalization of Insurance Sector; Regulation of Risk Reduction by IRDA; Reinsurance; Coinsurance Assignment

Suggested Readings

2. Dorfman, Risk Management and Insurance, PHI
UNIT 1

Introduction

Overview of Industrial Relations: Concept of Industrial Relations; Nature of Industrial Relations; Objectives of IR; Role of State; Trade Unions; Employers’ Organization; ILO in IR; ILO its Role, Functioning and Contributions, Industrial Relations machinery in India

UNIT 2

Trade Unionism: Trade Union: origin and growth, unions after independence, unions in the era of Liberalization; Concept, objectives, functions and role of Trade Unions in collective bargaining; Problems of Trade Unions

UNIT 3

Labour problems: Discipline and misconduct; Grievance handling procedure; Labour turnover; Absenteeism; Workers’ participation in management; Industrial accidents and Industrial Unrest, Strikes and Lock-Out, Settlement of Industrial Dispute, Consultative Bodies (Bipartite, Tripartite) and IR Strategies, Worker Development and Worker participation in management (WPM), Conciliation, Arbitration, Adjudication, Collective Bargaining.

UNIT 4


SUGGESTED READINGS:

2) C.S.Venkata Ratnam- Industrial Relations (Oxford Pub., 2008)
4) Mamoria CB, Mamoria, Gankar- Dynamics of Industrial Relations (Himalayan Publication, 2003)
5) Bare Acts
Unit 1
Industrial Psychology

Unit 2
Individual at Workplace

Unit 3
Industrial Behaviour

Unit 4
Industrial Efficiency

Unit 5
Contemporary Issues

Suggested Readings
4. Gilmer: Industrial Psychology
5. Ghiselli and Brown: Personnel and Industrial Psychology
6. Myer: Industrial Psychology
7. Dunnette, M.D.: Handbook of Industrial and Organisational Psychology
8. Blum and Taylor: Industrial Psychology
Unit 1
Human Resource Planning

Unit 2
Career planning
Concept, objective, Career Stages, Significance of Career Planning, Need and Components of Career Planning, Career planning vs. human resource planning, career planning vs. succession planning, Process of career planning and career development, Human Resources Evaluation: Human Resources Audit and Human Resource Accounting, Succession planning, HR Metrics.

Unit 3
Evolution and Concept of HRD
System concept, Role of HRD, Professionals, HRD climate and its element, HRD Matrix, HRD Function, HRD Process, Role of line Managers and supervisors in HRD.

Unit 4
Assessing and Implementing HRD Programmes
Task analysis, persons Analysis, Organizational analyses, Assessing HRD needs, HRD process models Training Vs HRD, HRD intervention, Quality of Worklife. Empowerment, Creating HRD environment, Evaluation frame work; collecting, data for evaluation, research design, issues concerning evaluation, assessing impact of HRD.

Unit 5
Organizational Culture and HRD
Work force diversity and HRD, Labor Market changes, Equal Employment Opportunity, adapting demographic changes and gender issues, HRD practices in manufacturing and services sector

Suggested Readings
Unit 1
Introduction
Meaning, Objectives and scope of PM systems; Role of PM Systems, Characteristics of an ideal PM system., Performance Management in different types of organizations (manufacturing, sales and service), Issues and Problems in Performance Management, Performance Management and its Organisational implications Legal and Ethical Perspectives in Performance Management.

Unit 2
Measuring Performance

Unit 3
Behavioural Issues and Employee Development
Relationship between performance measurement systems and behavior; Influence of individual and group behavior on performance. Accountability issues arising out of performance measurement systems. Assessment of potential beneficial and adverse consequences of linking reward schemes to performance measurement. Performance management and employee development: Personal Development plans, 360 degree feedback back as a developmental tool; Performance linked remuneration system, performance linked career planning and promotion policy.

Unit 4
Performance Consulting

Unit 5
Current Developments and Emerging Issues in Performance Management

Suggested Readings
Unit 1
Introduction
Concept of Organisational Structure, Organisational Culture, Concept and Importance of Organisational Change; Organisational Environment Specific and General.

Organisational Efficiency and Effectiveness

Unit 2
Structure
Meaning, Types and Designing, Kinds of Organizational Structure, Functional, Divisional (Geographic and Market), Line and Staff Committee Organization, Matrix Structure; Network Structure and Boundary-Less Organizations, Organizational Design and Strategy in Changing Global Framework.

Unit 3
Organisational Change

Unit 4
Concept of Organisational Development, History of Organisation Development, Phases and Foundations of Organisational Development, Values, Assumptions and Beliefs in O.D


Unit 5
Organisational Transformation
Birth, Growth, Decline and Death, Institutional Theory of Organizational Growth, Greiner's model of Organizational Growth.
O.D Techniques to deal with Resistance To Change, O.D Techniques to promote Change;

Suggested Readings
Unit 1
Global Logistics
Concept, Objectives, Functions and Scope; Relevance of Logistics in International Marketing; Evolution of Logistics; Integrated Logistics.

Unit 2
Components of Logistics
Customer Service; Warehousing: Types, Importance, Factors affecting choice of a warehouse facility; Inventory: Types, Functions, Control; Transportation: Modes, Routing and Scheduling, Multi-Modal Transportation; Packaging and Material Handling

Unit 3
General Structure of Shipping and Developments in Ocean Transportation
Characteristics; Liner and Tramp operations; Code of conduct for Liner Conferences; Freight structure and practices; UN convention on shipping; Maritime Frauds; Containerization; CFS and Inland Container Depots; Port Trusts; Role of Intermediaries; CONCOR; Indian Shipping Industry: Problems and Prospects.

Unit 4
Air Transportation
Characteristics; Advantages; Total cost concept; Freight Structure and Operations; Carrier Consignee Liabilities; Indian Air Industry: Problems and Prospects.

Unit 5
Supply Chain Management
Meaning, Objectives, Importance; Value Chain Analysis; 3PL and 4PL; Push and Pull Strategies, Bullwhip Effect; Supplier Selection and Evaluation; Demand Forecasting; Use of IT: Logistics Information System, MRP, DRP, ERP, PDM, and CPFR

Suggested Readings
5. Shipping Documents and Reports, UNCTAD
Unit 1
Globalization and Culture
Globalization in Cross Cultural Context, Factors that promoted Globalization.

Unit 2
Introduction to Culture
Meaning; Levels of culture; Variables of cultures; Culture and Behavior; Dimensions of culture: Hofstede’s, Attitudinal, Trompenaar’s, GLOBE Project; Managing Multiculturalism: Problems and its Management.

Unit 3
Cross Culture Communication
Cross Cultural Communication; Dimension of Cross Cultural Communication; Cross Cultural Negotiation Process and Style; Variables of Cross Cultural Negotiations.

Unit 4
International HRM and Cross Cultural Issues
International HRM: Selection, Training and Development for Global Assignments, Compensation, Reward Practices; Motivation and Leadership; Managing Multi-cultural Teams.

Unit 5
Comparative Management
Methods of Comparative Management; Management Styles and Practices in US, Japan, China, Korea, India, Saudi Arabia. Other contexts like Work Timings, Style of Dressing, National Festivals and Food Habits.

Suggested Readings

4. *Journals- International Journal of Cross Cultural Management*
6. Cullen, John B : *International Management a Strategic Perspective*, Cengage Learning, Delhi
Unit 1
International Management
Internationalization; Trends, Challenges and Opportunities; Different Schools of Thought of International Management; Regional Trade Blocs.

Unit 2
Growth and Development of MNCs
Role and Significance of MNCs; Pattern of Growth; Concept of Country of Origin; Different Management Styles.

Unit 3
Organizational Design and Structure of International Corporations
Global Organization Structure; Locus of Decision Making and Control; Headquarter and Subsidiary Relations in International Firms; Managing the Portfolio Composition.

Unit 4
International Business Strategy
Strategic Alliances: Acquisitions and mergers, Management of Joint-Ventures and other International Strategic Alliances; Assessing the Global Environment: Economical, Political, Legal and Technological Environment; Strategy Formulation and Implementation International Business; Political Risk Assessment and Management.

Unit 5
Indian Perspectives and Policy
Case Studies for Internationalization of Indian Business Firms and their operations abroad; changing government policy on entry of FIs and FII.

Suggested Readings

Unit 1
Legal Framework of International Business

Unit 2
Regulatory Framework of WTO
Basic Principals and Charter of GATT/WTO; GATT/WTO provisions relating to Preferential Treatment of Developing Countries; Regional Groupings, Subsidies, Technical Standards, Antidumping Duties and other Non-Tariff Barriers, Custom Valuation and Dispute Settlement.

Unit 3
Implications of WTO to Important Sectors
GATS, TRIPs and TRIMS, Regulations and Treaties Relating to Licensing; Franchising; Joint Ventures, Patents and Trade Marks; Technology Transfer, Telecommunications. Framework relating to Electronic Commerce.

Unit 4
Regulatory Framework and Taxation

Unit 5
Indian Laws and Regulations Governing International Transactions
FEMA; Taxation of Foreign Income; Foreign investments; Setting up Offices and Branches Abroad; Restrictions on Trade in Endangered Species and other Commodities.

Suggested Readings

Unit 1
Introduction to Business Ethics
An understanding of Ethics, Meaning of Ethics, Def. of Business Ethics, Ethical Performance, Types of Ethics, Sources of Ethics, Ethics and Business, Importance and Scope of Ethics, Factors influencing Business Ethics, Objective of Business Ethics, Morality and Ethics.

Unit 2
Values, Norms, Beliefs and Standards
Ethical Codes, Managing Ethics, Ethical Activities, Ethical Dilemmas, Whistle Blowing

Unit 3
Ethical Decision
Making the role of Moral Philosophies in Decision Making, Ethical Organisation, Ethical Issues that arise for Managers, Kohlenberg’s Model, Carrol Gilligan’s Model.

Unit 4
Ethical Practices in Business Management

Unit 5
Corporate Governance
Introduction, Concept and Need for Corporate Governance, Definitions, Parties to Corporate Governance, Agency Theory, Stewardship Theory, Popular Model for Governance, Anglo-American Model, Japanese Model and Indian Perspective of Corporate Governance.

Unit 6
Corporate Governance framework
India’s Corporate Governance Framework, SEBI, Company Law and Accounting, CII Code on Corporate Governance, National Code on Corporate Governance(1999), Chandra Committee on Auditing and Governance.

Suggested Readings
1. CSV Murthy, Business Ethics (Text and Cases), Pub. By HPH
2. Marianne M. Jennings, Cases in Business Ethics, Pub by Cengage Learning
3. Prof.(Col) P.S. Bajaj, Dr. Raj Agarwal, Business Ethics An Indian perspective, Pub by Biztantra
5. Geeta Rani and R K Mishra, Corporate Governance Theory & Practice, Pub. By Excel Books
Unit 1
Introduction
Meaning, Scope and Importance of Strategic Management

Unit 2
Strategy Formulation

Unit 3
Environmental Appraisal

Unit 4
Strategic Analysis and Choice

Unit 5
Strategy Implementation and Evaluation

Suggested Readings

Unit 1

Foundation of Entrepreneurship Development
Concept and need of entrepreneurship; Characteristics and Types of Entrepreneurship; Entrepreneurship as a career; Entrepreneurship as a style of Management; The changing role of the entrepreneur; Entrepreneurial traits, factors affecting entrepreneur.

Units 2

Theories of Entrepreneurship
Influences on entrepreneurship development; External influences on entrepreneurship development; Socio-cultural, Political, economical, personal entrepreneurial success and failure: reasons and remedies; Women entrepreneurs: Challenges and achievements of women entrepreneurs.

Unit 3

Business Planning Process
The business plan as an entrepreneurial tool; Elements of business planning; Objectives; Market analysis; development of Product/ idea; Marketing, Finance, Organisation and management; Ownership; Critical risk contingencies of The proposal; Scheduling and milestones.

Unit 4

Project Planning for Entrepreneurs
Technical, Financial, Marketing, Personnel, and management feasibility reports; Financial schemes offered by various financial institution, Like Commercial Banks, IDBI, ICICI, SIDBI, SFCs, Foreign currency Financing; Estimation of Financial requirements.

Unit 5

Entrepreneurship Development and Government
Role of Central Government and State Government in promoting entrepreneurship with various incentives, subsidies, grants, programmed, schemes and challenges. Government initiatives and inclusive entrepreneurial Growth.

Suggested Reading

Unit 1
Introduction to International Marketing

Unit 2
International Marketing Environment
Geographic, demographic, economic, politic, legal, Socio-cultural environments; their nature and effect on international marketing operations, tariff and non-tariff barriers; WTO, UNCTAD, Generalized system of preferences (GSP), regional economic groupings European Union(EU), NAFTA, ASEAN, facilities and incentives for exporters.

Unit 3
International Product/ Market Selection and Entry Modes
Selection of Products, Selection of Market, various modes of entry into international markets and their evaluation, export licensing franchising, Contracting, Joint venture, setting up wholly owned subsidiary.

Unit 4
International Product Planning and Pricing
Product in international context, Standardisation vs. adoption decision, other considerations; Packaging, branding after sales services, ISO 9001:2000 quality system standard, factors influencing price, pricing methods and process, price quotations and related considerations.

Unit 5
International Distribution and Promotion
Types and functions of foreign distribution channels, selection of middlemen, distribution logistics-transportation and warehousing decisions, International advertising- standardization vs. adaptation, Selection of media, Selection of agency, Measuring advertising effectiveness.

Suggested Reading
2. Vern Terpestra, International Marketing, Cengage Learning, 2010
3. RC Varshney and B.Bhattacharya, International Marketing- Indian Perspective, Sultan chand & Sons New Delhi, 2006
Unit 1
Introduction
The Nature and Importance of Personal Selling, Nature of Sales Management Situation where Personal Selling is more effective than Advertising, Types of Selling situations, Types of Sales Persons, Application of AIDA Model in Personal Selling.

Unit 2
Process of Personal Selling
Process of Effective Selling; Prospecting, Pre-approach, Approach, Presentation and Demonstration, Handling the objections, Closing the Sales, Post-Sale Activities, Qualities of a Successful Sales person with reference to B-2-C, B-2-B Marketing.

Unit 3
Controlling the Sales Effort
Sales Forecasting; Sales Budget, Sales Quotas, Sales Territories, Sales Controlling and Sales Cost Analysis.

Unit 4
Managing the Sales Force
Recruitment and Selection, Training and Development, Compensation and Innovation, Direction and Suspension, Performance Appraisal of Sales Personnel.

Unit 5
Emerging Issues in Selling Aspects
Ethical and Legal aspects of Selling, Measures for Making Selling as attractive Career, Recent Trends in Selling.

Suggested Readings
4. Charles Fatrell, Sales Management.
Unit 1
Introduction to Rural Markets

Unit 2
Understanding the Rural Consumer
Rural Community in India, Profile of Rural markets: Segmenting the Rural Market, Target and Positioning, Rural Consumer Behavior, Rural Buyer Characteristics, Consumer Buying Decision Process, Factors Affecting Consumer Behavior – Cultural, Social, Technological, Economic and Political.

Unit 3
Marketing Mix in Rural Markets

Unit 4
Innovation in Rural Markets
Significance of innovation in rural markets, Intervention of IT in Rural Markets: Importance and Initiatives, Emergence of Organised retailing in Rural India, Key Drivers of Organised Retail, Cases in organised retail: Operative Models adopted by Indian Companies.

Unit 5
Future of Rural Marketing
Changing Role of Rural Sector in India; Rural Income and Demand, Problems in Marketing of agricultural inputs in Rural India – Chemical fertilizers, Certified seeds and Agricultural Equipments – Tractors, Engines, Pump Sets, Marketing of Agricultural products, improvement Measures taken by the Government – Initiatives by Co-operative and Private Sector, Present Scenario- Rural Female Empowerment, Micro Financing, Mobility in Emerging Markets, Growing Rural Tourism.

Suggested Readings
1. Rama Bijapurkar (2007), We are like That Only, the logic of Consumer India, Penguin Books
2. Prahalad C.K (2008), Fortune at the Bottom of the Pyramid, Pearson Publication
4. U C Mathur, Rural marketing, Text and Cases, 2008, excel books
5. CSG Krishnamacharyulu, Lalitha Ramakrishnan, Cases in Rural marketing, An Integrated Approach, 2006, Pearson Publication
Unit 1
Financial Services
Meaning and Concepts, Need for Financial Services, Various Types of Financial Services, Fund Based and Non Fund based, Characteristics and Role of Financial Intermediaries.

Unit 2
Depositories and Financial Services
Commercial Banks and their Changing Role, Functioning of Banks, Financial Services and Banking System. Non Depository Institutions: Finance Companies and Mutual Funds and Pension Funds-Financial Services and Their Role.

Unit 3
Merchant Banking and Venture Capital
The Concept of Merchant banking Services of Merchant bankers, Merchant Banking in India- Rules Regulation Management of Capital Issues, Fixed Deposits and Debenture Issues, Venture Capital- The Concept and Characteristics, Growth of Venture Capital Services in India.

Unit 4

Unit 5
Credit Rating Services
Concept, Types and significance, Function of Credit Rating Agencies, Credit Rating Agencies in India, Process of Credit-Rating.

Suggested Readings

Unit 1
Introduction
Overview of Mergers; Types And Characteristics; Motives Behind Mergers; Theories of Mergers-operating, Financial and Managerial Synergy of Mergers; Role of Industry Life Cycle-Development Stages; Value Creation through Mergers; Agents Contributing to Mergers and Acquisition Activities, Difference between Merger, Amalgamation, Absorbtion Reconstruction and Takeover.

Unit 2
Corporate Restructuring

Unit 3
Mergers and Acquisition Process
Process of Merger Integration- Process of Merger Integration- Organisational and Human aspects; Managerial challenges of Mergers and Acquisition. Strategic fit and the M & A decision.

Unit 4
Valuation

Unit 5
Defensive Strategies in Restructuring

Suggested Readings

Unit 1
Financial Derivatives

Unit 2
Future

Unit 3
Financial SWAPS

Unit 4
Financial Options
Introduction, Concept, Types, Distinction between option and futures contracts, Option valuation, Determinants of option pricing, option premium, Greeks of option Contracts.
Option Models
Black- Scholes option pricing model, Binomial Option pricing model, Trading and Hedging with options.

Unit 5

Suggested Readings

2. Vohra, N.D. and Bagri, B.R., Future and Options, TMH
3. Kumar, Financial Derivatives, PHI.
Unit 1
Global Business Environment and Human Component

Unit 2
Cross Cultural Management
Cross Cultural Leadership and Decision making, Cross Cultural Communication and Negotiation. Developing International Staff and Multinational Terms.

Unit 3
International Human Resource Management
Approaches; International Recruitment and Selection, Performance Management, Training and Development and Strategic HRM. Managing global, Diverse Workforce. Human Resources in a Comparative Perspective

Unit 4
International HRM
International HRM roles in multinational organizations, Expatriate problem, International Compensation, Repatriation.

Unit 5
Key issues in International Labour Relations

Suggested Readings

Unit 1
Introduction
Conceptual aspects of compensation and reward management; Monetary and non-monetary components of compensation and rewards; Perspectives and trends in compensation and reward management. Compensation Philosophies, Compensation Approaches, Decision about Compensation. Economic and behavioural theories related to wages: subsistence theory, wages fund theory, residual claimant theory, surplus value theory, marginal productivity theory, bargaining theory; supply and demand theory; competitive theory; Employee’s acceptance of wage level; wage and motivators; tournament theory. Concept of total rewards.

Unit 2
Job Evaluation: Processes and Schemes
Salient features of Job Evaluation – Analytical and non-analytical techniques – Point factor rating; factor comparison; job classification; ranking; Urwick Orr Profile Method; Hay Plan method; Decision Band method; job or role matching; market pricing; Computer assisted job evaluation.

Unit 3
Wages and Salary Administration
Concepts of minimum wage, living wage and fair wage; Wage Boards; Pay Commissions; Collective bargaining. Pay surveys; Determinants for formulating wage structures; Pricing Jobs: pay levels; designing pay ranges and bands; Salary structures; graded salary structures; salary progression curves; Pay structure in practice: Basic salary, DA, Allowances, Bonus; Fringe benefits and Incentive schemes. Spot awards. Team incentives; Design of a pay roll system (using Accounting software). Legal Constraints on Pay System.

Unit 4
Compensation Strategies
Job based pay, Skill based pay, competency based pay, market based pay, Pay for position; Pay for person; Pay for performance: variable pay; Rewarding excellence; Creating the strategic reward system. Best practices in ‘pay for performance’. Compensation as a retention strategy.

Unit 5
Rewarding Performance and Executive Compensation

Practical Orientation (Lab. Sessions)

Suggested Readings
Semester IV  
MB407 (H3) - CORPORATE LEADERSHIP

Unit 1  
Organisational Leadership  
Introduction, importance and scope of corporate leadership. Leadership traits, Functions and Theories, Leadership Styles in Indian Organisations, Leadership Effectiveness.

Unit 2  
Communication  
Business communication-Types, Medias, Objectives, Models, Process, Importance Understanding Barriers to communication and ways to handle and improve barriers. Presentation skills-Its Purpose in business world. Reading and writing Skills- Importance of Reading And Writing, Improving Writing Skills through Understanding and Practicing Notice, E-mail, Tenders, Advertisement, Formal Letter. Listening skills-its importance as individual and as a leader or as a worker, its types, Barriers to Listening & Remedies to improve Listening Barriers. Non Verbal Communication.

Unit 3  
Power and Politics  
Meaning of Power and Politics, Distinction between Power and Authority, Bases or Sources of Power, Acquisition and Symbols of Organisational Politics. Reasons of Organisational Politics, Managing Organisational Politics. Influencing: Power, Politics, Networking and Negotiation

Unit 4  
Team Leadership  
Leader / Follower Relations, Team Leadership and Self-Managed Teams, Leadership of Culture and Diversity and Learning Organisation. Enhancing Morale and Motivation. Time Management, Job Frustration, Stress Management,

Unit 5  
Ethics in Leadership, Strategic Leadership and Managing Crises and Change, Emerging Trends in Corporate Leadership.

Suggested Readings

Unit 1
Introduction
Export and Import documentation; Foreign exchange regulations; including FEMA, IS/ISO 9000 and new
ISO 14000 accepted quality certificates; Quality Control and pre-shipment inspection; Export trade
control; Marine insurance; Commercial inspection and practices.

Unit 2
Export Procedures
General excise clearances: Role of Clearing and following agents; shipment of export cargo. Export
credit, Export credit guarantee and policies; Forward exchange cover; Finance for export on deferred
payment terms; Duty drawbacks.

Unit 3
Import Procedures
Import Licensing policy; Actual user Licensing; Replenishment Licensing; Import-export pass book;
Capital goods Licensing; Export houses and trading houses, Import of unrestricted and restricted items,
Customer guarantee, Green channel for import cargo clearance.

Unit 4
Export Incentives
Overview of export Incentives-ECGC, Duty drawbacks, duty exemption schemes, tax incentives;
Procedures and documentation for expert incentives.
Trading Houses, Export and trading houses schemes: Criteria, Procedures and Documentation; Policy
and Procedures for EOU/FTZ/EPZ/SEZ units, Ex-im Bank.

Unit 5
Export and Import Financing
Nature, General Guidelines, Classification Pre-shipment Finance with classifiacion, Packing credit limits
with documents ECGC Formalities, Scrutiny of Packing credit application amount and disbursement.
Repayments and sharing of Packing credits, Substitution of export contracts, Pre-shipment in Foreign
currency, Factoring Services, Post shipment Finance.

Suggested Readings
Unit 1
Global Financial Markets

Unit 2
Euro Currency Market
Creation of Euro Dollar, Global Currency Markets (with Size and Structure); Asian Markets-Transactions, Regulatory Systems and Measure Instruments.

Unit 3
International Money Markets
GDR’s, ADR’s, IDR’s, Euro Bonds, Euro Loans, Euro Issues, Commercial papers, Repos, Derivatives, Floating rate instruments, Euro deposits, Loan Syndication, Money Market Institution(IMF, IBRB, Development Banks).

Unit 4
Global Capital markets
Equity, Euro Equity Markets, debt Market, Emerging Market Assets, world capital market and Financial Sector Reforms in India.

Unit 5
Foreign Portfolio Investment

Suggested Readings

1. Shapiro, A.C: Multinational Financial Management, Prentice Hall of India, New Delhi
7. Apte P.G: Global Financial System; TMH, Delhi
Unit 1
The Foreign Exchange Market
Organisation - Spot Vs Forward Markets- Bid and Ask Rates- Interbank Quotations- International Market Quotations- Cross Rates- Merchant Rates- FEDAI Regulations – Roles of RBI.

Unit 2
Exchange Rates

Unit 3
Foreign Exchange Transactions
Purchase and sales transactions – Spot vs Forward transactions- Forward Margines- Interbank Deals – Cover deals – trading- swap deals- Arbitrage operations – Factors Determining Forward margins.

Unit 4
Exchange Rates

Unit 5
Currency Derivatives as Hedging Mechanism

Suggested Readings