<table>
<thead>
<tr>
<th>Annexure-1</th>
<th>MBA COURSE STRUCTURE (CBCS) UNDER DUAL SPECIALISATION</th>
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<td>Core Paper</td>
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<td>Perspectives of Management</td>
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<td>2</td>
<td>Accounting for Management</td>
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<td>3</td>
<td>Business Environment</td>
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<td>Managerial Communication</td>
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<td>5</td>
<td>Managerial Economics</td>
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<td>6</td>
<td>Organizational Behaviour</td>
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<td>7</td>
<td>Quantitative Techniques for Management</td>
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<td>Core Paper</td>
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<tr>
<td>1</td>
<td>Marketing Management</td>
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<td>Financial Management</td>
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<td>Human Resource Management</td>
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<td>4</td>
<td>Research Methodology for Management</td>
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<td>ELECTIVE:</td>
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<tr>
<td>1</td>
<td>Operations Management</td>
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<td>2</td>
<td>Corporate Legal Frame Work</td>
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<td>3</td>
<td>E-Business</td>
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<td>4</td>
<td>Corporate Governance &amp; Ethics</td>
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<td>5</td>
<td>Digital Governance</td>
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<td>Project Management</td>
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<td>SEMESTER- III</td>
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<td>Core Paper</td>
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<tr>
<td>1</td>
<td>International Business</td>
<td>20</td>
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<tr>
<td>2</td>
<td>Operations Research</td>
<td>20</td>
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<td>3</td>
<td>Business Policy &amp; Strategic Management</td>
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<td>Audit Paper</td>
<td>Ethics &amp; Moral Values</td>
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<td>ELECTIVE:</td>
<td>HUMAN RESOURCE MANAGEMENT (Choose any Two)</td>
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<td>1</td>
<td>Industrial Relations</td>
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<td>2</td>
<td>Compensation &amp; Welfare Management</td>
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<td>3</td>
<td>Labour Economics</td>
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<td>4</td>
<td>Human Resource Development</td>
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<td>ELECTIVE:</td>
<td>FINANCIAL MANAGEMENT (Choose any Two)</td>
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<tr>
<td>1</td>
<td>Financial Markets &amp; Services</td>
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<td>2</td>
<td>Security Analysis &amp; Portfolio Management</td>
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<td>3</td>
<td>Tax Planning &amp; Management</td>
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<td>4</td>
<td>Micro Finance Institutions</td>
<td>20</td>
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<tr>
<td>ELECTIVE:</td>
<td>MARKETING MANAGEMENT (Choose any Two)</td>
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<tr>
<td>1</td>
<td>Consumer Behaviour &amp; Customer Relationship Management</td>
<td>20</td>
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<td>2</td>
<td>Sales &amp; Distribution Management</td>
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<td>Fundamentals in Retail Management</td>
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<td>Semester – IV</td>
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<td>Core paper</td>
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<tr>
<td>1</td>
<td>Entrepreneurship &amp; Small Business Management</td>
<td>20</td>
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**ELECTIVE : HUMAN RESOURCE MANAGEMENT (choose any Three)**

| 1             | Performance Management & Counseling | 20 | 80 | 100 | 4 | 4 |
| 2             | Strategic Human Resources Management | 20 | 80 | 100 | 4 | 4 |
| 3             | International Human Resources Management | 20 | 80 | 100 | 4 | 4 |
| 4             | Group Dynamics & Change Management | 20 | 80 | 100 | 4 | 4 |
| 5             | Industrial Sociology | 20 | 80 | 100 | 4 | 4 |
| 6             | Stress Management | 20 | 80 | 100 | 4 | 4 |

**ELECTIVE : FINANCIAL MANAGEMENT (choose any Three)**

| 1             | Financial Derivatives | 20 | 80 | 100 | 4 | 4 |
| 2             | Strategic Financial Management | 20 | 80 | 100 | 4 | 4 |
| 3             | International Financial Management | 20 | 80 | 100 | 4 | 4 |
| 4             | Monetary Management | 20 | 80 | 100 | 4 | 4 |
| 5             | Financing Foreign Trade | 20 | 80 | 100 | 4 | 4 |
| 6             | Forex Management | 20 | 80 | 100 | 4 | 4 |

**ELECTIVE : MARKETING MANAGEMENT (choose any Three)**

| 1             | Services Marketing | 20 | 80 | 100 | 4 | 4 |
| 2             | Global Marketing | 20 | 80 | 100 | 4 | 4 |
| 3             | Advertising and Brand Management | 20 | 80 | 100 | 4 | 4 |
| 4             | E- Retailing | 20 | 80 | 100 | 4 | 4 |
| 5             | Marketing Research | 20 | 80 | 100 | 4 | 4 |
| 6             | Tourism Marketing | 20 | 80 | 100 | 4 | 4 |

| Project Report | 100 | 6 |
| Comprehensive Viva Voce | 100 | 4 |

**GRAND TOTAL** | 3000 |
(MBA) CBCS DEGREE EXAMINATION
(With effect from 2015-16)

MBA FIRST SEMESTER

CP: 1 PERSPECTIVES OF MANAGEMENT

Objective: to familiarize the students with the theory and practice of management.


Unit II: Planning – Nature, Purpose and Importance of Planning-Types of Plans-Steps in Planning-Planning Premises and Forecasting – process of Decision Making-Decision Tree Analysis.


Unit-V: Control-Importance, Steps, Processes, Techniques-PERT/CPM-Total Quality Management.

(Case Study is compulsory in all Units)

Suggested Books:

3. AS Lather, M Handa, Cases in Management, Wsdom, Delhi
5. JS Chandan, Management: Theory & Practice, Vikas, New Delhi
6. RW Griffin, Management: Principles and Applications, Cengage, New Delhi
7. Prem Vrat, KK Ahuja & PK Jain, Management Cases, Vikas, New Delhi
8. Laura P Hartman, A Chatterjee, Perspectives in Business Ethics, TMH, ND
CP:2 ACCOUNTING FOR MANAGEMENT

Objective: to develop an insight of postulates, principles and techniques of accounting and utilization of financial and accounting information for planning, and decision-making


Unit – II: Financial Accounting System – Generally Accepted Accounting Principles and Accounting Standards Governing Financial Statements – Contents of Profit and Loss Account – Balance Sheet (Theory only)


(Case Study is compulsory in all Units)

Suggested Books:

1. I. M. Pandey : Management Accounting Vikas Publishing House.ND
2. Needles, Financial Accounting, Cengage, New Delhi
3. Jawaharlal, Accounting for Management, Himalaya, Mumbai
4. Hilton,Ramesh & Jayadev, Managerial Accounting, TMH, New Delhi
5. B.Banerjee, Financial Policy & Management Accounting, PHI, New Delhi
6. P Periasamy, A Text Book of Cost & Management Accounting, Himalaya, Mumbai
10. Porwal, LS, Accounting Theory, TMH, New Delhi
CP:3 BUSINESS ENVIRONMENT

**Objective:** to familiarize the students with the business environment conditions prevailing in India and international and understand its implications to business.


Unit-II: Structure of Indian Economy ; Economic systems- Economic planning with special reference to last three plans, public, private joint and cooperative sectors Multinational Corporations, Impact of Multinational Corporations in Indian Economy.

Unit-III Industrial policies of the Govt., Policy resolutions of 1956 and 1991 and subsequent changes, Monetary and Fiscal policies, Export and Import policies with reference to latest policies.

Unit – IV: Public Sector and Small Industry in India, Past, Present and Future of Public Sector, Performance, Problems, Privatisation, disinvestment, SEZs – their role, Role of SSIs, Procedure for establishing SSIs, Role of DICs, Problems of SSIs, Sickness in SSIs..


(Case Study is compulsory in all Units)

Suggested Books:

5. Govt. of India – Latest Economic Survey.
6. latest, Handbook of Industrial policy and Statistics – 2009-2010
7. Competition Act
Objective: To equip the students with the necessary techniques and skills of communication to inform others, inspire them enlist their activity and willing cooperation in the performance of their jobs.


Unit-III: Managing Motivation to Influence Interpersonal Communication – Inter-Personal Perception – Role of Emotion in Inter Personal Communication- Communication Styles – Barriers of Communication – Gateways to Effective Interpersonal Communication


Unit-V: Report Writing – Meaning and Significance; Structure of Reports; Negative, Persuasive and Special Reporting; Informal Report – Proposals; Formal Reports; Organization of Press Report.

(Case Study is compulsory in all Units)

Suggested Books:

1. K Bhardwaj, Professional Communication, IK Int Pub House, New Delhi
2. Krizan, Merrier, Logan and Williams, Effective Business Communications, Cengage, New Delhi
3. HC Gupta, SG Telang, Business Communication, Wisdom, Delhi
4. Penrose, Business Communication for Managers, Cengage, New Delhi
5. McGrath, Basic Managerial Skills for All 5th ed., Prentice Hall of India.
Objective: to enable the students to understand economic concepts and theories and their application in management decision-making.

Unit I- Introduction: Nature and Scope of Managerial Economics; Objectives of the Firm-Traditional Theory, Sales and Revenue Maximizing Theories, Managerial Theories and Behavioral Theories; Profit Maximization. Vs. Wealth Maximization.

Unit II- Demand Analysis: Demand-Meaning, Determinations Of Demand, Demand Function; Law of Demand; Elasticity of Demand –Price, Income, Cross and Promotional or Advertising Elasticity of demand, Managerial Uses of Elasticity of Demand; Demand Forecasting. Demand Forecasting Methods for Existing and New Products, Criteria for Good Forecasting Method.

Unit III- Production Analysis: Production Function –Law of Variable Proportions, Isoquant and Isocost Curves, Least Cost Combination, and Returns to Scale; Economies of Large Scale; Cobb-Douglas Production Function and Constant Elasticity of Substitution - Production Function; Cost concepts and Cost Oriented Pricing Methods.

Unit IV- Market Analysis: Price and Output Determination under Perfect Competition; Profit-Meaning and Profit Theories-Profit Planning-Measurement.

Unit V: Economic Optimization: Economic Problems and Optimization Techniques – Unconstrained and Constrained Optimization; Unbounded Maxim – Optimization of Functions of One Variable and Optimization with Multivariate Function;

(Case Study is compulsory in all Units)

Suggested Books:
1. Dean, Joel: Managerial Economics, PHI., New Delhi
2. DN Dwivedi, Managerial Economics, Vikas, New Delhi
3. Trivedi M.L: Managerial Economics, Theory and Applications, TMH,ND
4. Mark Hirschey, Managerial Economics: An Integrative Approach, Cengage, New Delhi
5. Mehta, P.L: Managerial Economics, Text and Csaes, S.Chand & Co
8. Attmanad; Managerial Economics, Excel publications.
(The objective of this course is to teach the student about the organizational theories, dynamics, conflict, change, culture etc)

Unit-I: Meaning and scope of OB-Challenges and opportunities – Foundations of Individual behaviour, values, attitude, job satisfaction, personality, perception and emotions.

Unit – II: Motivation-Theories, Group dynamics – Leaderships styles..

Unit –III: Organizational conflict-causes and consequences-conflict and Negotiation.

Unit-IV: Organisational change, change process resistance to change and Organisational Development

Unit – V: Organisational Culture-Creating an Ethical Organisation-Managing Stress-Organisational Effectiveness..

(Case Studies are Compulsory)

Suggested Books:

1. Udai Pareek, Organizational Behaviour, Oxford University Press.
2. Karam Pal, Management Process and Organisational Behaviour, IK Int Pub House,ND
3. Moorhead & Griffin, Introduction to Organizational Behaviour, Cengage, New Delhi
4. Arun Kumar and Meenakshi, Organisational Behaviour, Vikas, ND
5. Fred Luthans, Organisational Behaviour, McGraw Hill, New Delhi
6. RK.Suri, Organizational Behaviour, Wisdom Publication
7. Aswathappa K, Organisational Behaviour, Himalaya, Mumbai
8. Neeraj Kumar, Organisational Behaviour, Prentice Hall
Objective: to make the students familiar with the statistical and mathematical techniques and their applications in business decision making.

Unit-I: Functions, Linear, Quadratic, Logarithmic and Exponential Functions- Permutations and Combinations – Matrices - Solving System of Equations with Matrix Methods – Differentiation and Integration of Simple Functions and their Applications.

Unit – II: Measures of Central Tendency – Measures of Dispersion –Simple Correlation and Regression Analysis – Concept and Applications of Multiple Regressions.


Unit-IV: Sampling and Sampling Distributions – Estimation – Point and Interval Estimates of Averages and proportions of small and Large Samples –Concepts of Testing Hypothesis –One Sample Test for Testing Mean and Proportion of Large and Small Samples.

Unit – V: Tests Two Samples –Tests of Difference between Mean and Proportions of Small and Large Samples – Chi-square Test of Independence and Goodness of Fitness- Analysis of Variance.

Suggested Books:
1. K.V.Sivayya and K.Satya Rao Business Mathematics
2. Anderson, Quantitative Methods for Business, Cengage, ND
3. Nagar, Das – Basic Statistics, Oxford University press
4. CR Kothari, Quantitative Techniques, Vikas, ND
5. Shenoy, Sarma and Srivatsava, Quantitative Techniques for Management, New Age,ND
7. S.P.Gupta Statistical Methods for Management
8. Anand Sharma, Quantitative Techniques for Decision Making, Himalaya, Mumbai
MBA SECOND SEMESTER

CP:1 MARKETING MANAGEMENT

Objective: to develop an understanding of the concepts, issues and strategies in marketing and its management.

Unit – I Importance and Scope of Marketing: Concepts of Marketing; Marketing Management Tasks; Marketing Environment; Marketing and Customer Value - Industrial Marketing, Services Marketing, Global Marketing.

Unit –II: Marketing Information System and Marketing Research; Consumer Behaviour and Buying Decision Process – Organization Buyer Behaviour – Market Segmentation and Targeting.


(Case Study is compulsory in all Units)

Suggested Books
1. Kotler,Keller,Koshy & Jha, Marketing Management, Pearson, New Delhi
3. Arun Kumar and Meenakshi, Marketing Management, Vikas, New Delhi
4. Pride and Ferrell, Marketing Management: Planning,Implementation & Control, Cengage, ND
5. Rajan Sexena, Marketing Management: Text cases in Indian Context.
CP:2 FINANCIAL MANAGEMENT

Objective: to equip the students with basic principles of Financial Management and Techniques.


(Case Study is compulsory in all Units)

Suggested Books:

1. Brealey,Myers,Allen and Mohanty, Principles of Fin Management, TataMcGrawhill,ND
2. Pandey IM - Financial Management, Vikas, New Delhi
3. JC Varshney, Financial Management, Wisdom, Delhi
Objective: to equip the students with basic concepts of Human Resource Management and the various functions of HRM including Industrial Relations in the liberalized environment.

Unit-I: Introduction: Definition and Functions of HRM; Principles of HRM; Changing Environment of HRM; Challenges; Ethical Aspects of HRM.

Unit –II: HR Planning; Concepts; Factors Influencing ; HR planning ; HR Planning Process; Job Analysis ; Recruitment and Selection; Tests and Interview Techniques .

Unit –III: Training and Development – Need, Process, Methods and Techniques, Evaluation, Management Development; Evaluating Employee Performance; Career Development and Counselling.

Unit – IV: Compensation – Concepts and Principles; Influencing Factors; Current Trends in Compensation – Methods of Payment – Incentives and Rewards.


(Case Study is compulsory in all Units)

Suggested Books:

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


Suggested Books:

1. Mark Saunders, Philip Lewis, Adrian Thornbill, Research Methods for Business Students, Pearson,ND
2. Churchill, Iacobucci & Israel, Marketing Research: A South Asian Perspective, Cengage, New Delhi
4. Carver & Nash, Data Analysis with SPSS, Cengage, New Delhi
5. Alan Bryman & Emma Bell, Business Research Methods, Oxford University Press.
8. V P Michael, Research Methodology in Management, Himalaya, Mumbai
ELECTIVE (Choose any Three)

ELECTIVE PAPERS: 1 OPERATIONS MANAGEMENT

Objective: to acquaint the students with decision making process and various aspects of Production Management.


(Case Study is compulsory in all Units)

Suggested Books:

2. Panner Selvem, Production and Operation Management, Prentice Hall of India.
3. Chunnawals, Production & Operation Management Himalaya, Mumbai
8. K Aswathappa & Sridhar Bhatt, Production & Operations Management, Himalaya, Mumbai
ELECTIVE PAPERS: 2 CORPORATE LEGAL FRAMEWORK

(Objective: The course is designed to assist students in understanding basic laws affecting a Business Enterprise.)


SUGGESTED BOOKS:
ELECTIVE PAPERS: 3 E–BUSINESSES

OBJECTIVE :
Objective of this course is to provide basic concepts of e-business and equip the student with the skill of integrating business process with electronic technology.

UNIT –I

UNIT - II

UNIT - III
E-Business Models based on Relationship of Transaction Parties and based on Relationship of Transaction Types – E-Business for Service Industry – Travel and Tourism, Employment Placement, Real Estate, Stocks Trading, Publishing - Mobile Commerce through different Apps

UNIT –IV

UNIT –V

SUGGESTED READINGS :
P.T.Joseph, S.J. E-Commerce: An Indian Perspective, Prentice Hall of India
Kenneth C. Laudon, Carol Guercio Traver, E-Commerce: Business, Technology, Society, Pearson Education
Efraim Turban, Jae Lee, David King and H. Michael Chung, Electronic Commerce, Pearson Education
C.S.V. Murthy, e-commerce : concepts, models and strategies, Himalaya Publishing/
Kamalesh Bajaj and Debjani Nag, E-Commerce, Tata McGraw Hill.
Abhjit Choudhary, E-Business and E-Commerce Infrastructure Technologies supporting
ELECTIVE PAPERS: 4 CORPORATE GOVERNANCE & ETHICS

Objectives: This course exposes the students to the various concepts of Corporate Governance and business ethics and provides an in-depth study of various issues there under.

Unit I: Corporate Governance – concept -meaning – scope – need – Corporate Governance mechanism – Corporate Governance and stakeholders – Investors protection – obligation to investors –obligation to employees –obligation to customers – managerial obligation – obligation to government – Corporate governance and value maximization.


Unit III: Corporate Governance and role of Board of directors – Role of Board – governance issues relating to the Board – the role of directors – independent directors – Clause 49 of Listing agreement – Directors” remuneration – Corporate Governance Reporting and Best practices.

Unit IV: Corporate Governance and the role of Audit committees – role , duties and responsibilities of auditors –types of auditors –corporate governance and internal auditors – cost audit methodology – quality audit –Naresh Chandra Committee report on Corporate audit and governance.


Suggested books:


2. Dr. Singh, Corporate Governance: Global concepts and practices.

3. ICSI, Corporate Governance – Modules of Best Practices.

4. Report on Corporate excellence on a sustained basis, Dr. M.R.Rao, Director, IIMB.
ELECTIVE PAPERS: 5 DIGITAL GOVERNANCE

Objective: to make the students familiarised with the concept of digital governance and its application for rural and urban development along with its status in India.

Unit I: Introduction: Governance in Digital Age (Introduction of ICTs in administration, Technological Adaptation, Reorganisation of Administrative Structure & Institutions) – Meaning, scope and importance of e-governance-Evolution of e-governance.

Unit II: Theories of e-governance-Models of e-governance-National e-governance plans.

Unit III: Application & Techniques of e-governance in rural development, urban administration, economic development.


Books for Reference:

1. Patrick Dunbleavy, Helen Margetts, Simon Bastow and Jane Tinkler, Digital Era Governance: IT Corporations, The State and E-Government, Oxford University, UK.


Objective: The objective of this course is to enable the students to gain basic knowledge about the concept of project, project management, project life-cycle, project appraisal; to acquaint the students about various issues of project management


Unit II: Market feasibility - Market survey – Categories of Market survey – steps involved in conducting market survey – Demand forecasting techniques, sales projections.


Unit V: Project Management – project implementation and review - Forms of project organization – project planning – project control – human aspects of project management – prerequisites for successful project implementation – project review – performance evaluation – abandonment analysis – behavioral issues in project abandonment – administrative aspects of project abandonment.

Suggested Books:
5. Singh M.K, “Project Evaluation and Management”.
THIRD SEMESTER

CP:1 INTERNATIONAL BUSINESS

Objective: The objective of this course is to acquaint the students to emerging global trends to business environment.


Unit – II: Balance of Payments: Concept, Disequilibrium in BOP, Structural Cyclical and Monetary Disequilibrium, Methods of Correction; 1990 BOP Crisis.

Unit – III: Foreign Exchange Markets: Foreign Exchange Market Mechanism; Exchange Rate Determination, Convertibility of Rupee and its Implications.

Unit – IV: Globalisation: Role of Multinational Corporations – Impact on India – Role of GDRs, FIIs – Export Promotion Zones – Special Economic Zones.

Unit – V: International Liquidity: Problems of Liquidity; Role of IMF and IBRD in Managing International Liquidity Problems.

Suggested Books:

CP:2 OPERATIONS RESEARCH

Objective: to make the students familiar with principles and techniques of Operations Research and their applications in decision-making.


Unit – II: Transportation Problem – Assignment Problem – queuing Theory – M/M/I and M/M/C Models.


(Case Studies are compulsory in all units)

Suggested Books:

1. Winston, Operations Research, Cengage, ND
2. Anand Sharma, Operations Research, Himalaya Publishing House,
4. Mcleavey & Mojena, Principles of Operations Research for Management, AITBS publishers,
5. V.K.Kapoor, Operation Research Techniques for Management, Sultan Chand & Sons,
CP:3 BUSINESS POLICY AND STRATEGIC MANAGEMENT

Objective: to enlighten the students with the Concepts and Practical applications of Business Policy and the Process of the Strategic Management


(Case Study is compulsory in all Units)

Suggested Books

3. Sukul Lamesh, Business Policy and Strategic Management, Vikas, ND
9. PS Rao, Business Policy & Strategic Management, Himalaya, Mumbai
Elective: Human Resource Management
(Choose any Two)

1. INDUSTRIAL RELATIONS

Objective: to enlighten the students with the Concepts and Practical applications of Industrial Relations.

Unit – I: Industrial Relations: Scope and Significance – Causes and Consequences of Industrial Disputes – Recent Trends in Industrial Relations

Unit—II : Trade Unions: Trade Union Structure and Movement in India – Changing Role in the Context of Liberalisation


Unit-IV: Grievances and Discipline: Grievances Redressal Machinery – Discipline in Industry _ Measures for dealing with Indiscipline.

Unit – V: Collective Bargaining (CB) – CB Practices in India – Participative Management Forms and Levels – Schemes of Workers’ Participation in Management in India.

(Case Studies are Compulsory)

Suggested Books:

2. SC Srivathava, Industrial Relations and Labour Laws, Vikas, ND.
8. Michael Armstrong, Employee Reward, Universities Press (India) Ltd.
2. COMPENSATION AND WELFARE MANAGEMENT

Objective: to enlighten the students with the Concepts and Strategies of Compensation and Welfare Management.


(Case Studies are Compulsory)

Suggested Books:

4. Michael Aqrmstrong, Employee Reward, Universities Press (India) Ltd.
3. LABOUR ECONOMICS

Objective: To facilitate the students in familiarizing with the concepts and issues relating to Labour Economic with special reference to India.


Unit III: Migration & Absenteesim Approaches to Labour Migration, Effects of Migration, Absenteesim of Labour in India, Causes, Effects and Remedies of Absenteeism, Labour Turnover – Causes of Low Labour Turnover in India, Remedies to Improve the Labour Turnover.


Suggested Books:

Text Book:

Reference Books:
4. HUMAN RESOURCE DEVELOPMENT

OBJECTIVE: The objective of the course is to familiarize the students with Human Resource Planning, HRD strategies, HRD experiences and main issues in HRD.


UNIT-V Main Issues in HRD: HRD Culture and Climate - HRD for Workers - HRD/OD Approach to IR - Organizing for HRD - Emerging Trends and Perspectives.

SUGGESTED READINGS:

1. Arun Monappa; Personnel Management;
2. Rudrabasava Raj M.N. : Dynamic Personnel Administration Management of Human Resources;
3. Udai Pareek, Human Resource Development;
6. Bell DJ, Planning Corporate' Manpower, Longman;
Elective: Financial Management  
(Choose any Two)  

1. FINANCIAL MARKETS AND SERVICES

Objective: to enlighten the students with the Concepts and Practical dynamics of Financial Markets and Financial Services


UNIT – V : Mutual Funds – Concept and Objectives, Functions and Portfolio Classification, Organization and Management, Guidelines for Mutual Funds, Working of Public and Private Mutual Funds in India. Debt Securitization – Concept and Application – De-mat Services-need and Operations-role of NSDL and CSDL.

(Case Studies are Compulsory)

Suggested Books:

1. Bhole & Mahakud, Financial Institutions and Market, TMH, New Delhi
2. V.A.Avadhani, Marketing of Financial Services, Himalayas Publishers, Mumbai
3. DK Murthy, and Venugopal, Indian Financial System, IK Int Pub House
4. Anthony Saunders and MM Cornett, Fin Markets & Institutions,TMH, ND
6. Punithavathy Pandian, Financial Markets and Services, Vikas, New Delhi
9. Madura, Financial Markets & Institutions, Cengage, ND
2. SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

**Objective:** to enlighten the students with the Concepts and Practical applications of Security Analysis and Portfolio Management


(Case Studies are Compulsory)

Suggested Books:

1. Fisher DE and Jordon RJ, Security Analysis and Portfolio Management, PHI, New Delhi
5. Bodie, Kane, Marcus and Mohanty, Investments, TataMcGraw Hill, New Delhi
7. Sharpppe W, Alexander, GJ., & Baily JV., Investments, TMH, New Delhi
9. Bhalla, VK Investment Management, S.Chand., New Delhi
11. Timothy Vick, How to Pick Stocks like Warren Buffett, TMH, New Delhi
3. TAX PLANING AND MANAGEMENT


Unit – II: Tax Planning for Salaried Persons.

Unit – III: Tax Planning for Firms and HUF.

Unit – IV: Tax Planning for Companies.

Unit – V: Tax Planning for Small Business.

Suggested Books:


4. MICRO FINANCE INSTITUTIONS

Objective: To enable the students in having a comprehensive understanding about the concepts of micro finance along with its status in India.

Unit I: Micro Finance-Concept and Need-Micro Finance as a development tool.

Unit II: Evolution and character of Micro Finance in India-Micro Finance delivery methodologies.

Unit III: Legal and Regulatory Framework of Micro Finance in India.


Suggested Books:

Text Book:


Reference Books:


ELECTIVE: Marketing Management  
(Choose any Two)

1. CONSUMER BEHAVIOUR AND CUSTOMER RELATIONSHIP MANAGEMENT

**Objective:** to enlighten the students with the Concepts and Practical applications of Consumer Bevaviour and CRM


(Case Study is compulsory in all Units)

Suggested Books:

5. H.Peer Mohammed: Customer Relationship Management, Vikas, ND.
2. SALES AND DISTRIBUTION MANAGEMENT

Objective: to enlighten the students with the Concepts and Practical applications of Sales and Distribution Management.

Unit I: Modern Trends in Sales Management – Inter Departmental Relations – Organization of Sales Department – Different Types of Sales Organizations.


Unit IV: Marketing Channels – Structure and Functions – Channel Design – Selecting Channel Members – Motivating Channel Members.

Unit V: Channel Conflicts – Reasons – Managing Channel Conflicts Evaluating Channel Member Performance – Supply Chain Management – Managing Logistics.

(Case Studies are Compulsory)

Suggested Books:

2. Aftab Alam Sales and Distribution Management, Wisdom Publication
4. Arun Mittal, Advertising & Sales Promotion, Wisdom, Delhi
3. FUNDAMENTALS IN RETAIL MANAGEMENT

The objective of this course is to familiarize the students with retail management concepts and operations.

Unit I Basic concept of retailing – retail development – types of retailers – multi channel retailing – organized retailing in India – services retailing.

Unit II Retail strategy: market strategy – retail format and target market – building sustainable competitive advantage – growth strategies – strategic retail planning process.

Unit III Retail location – types, location opportunities – selection of location and site: financial strategy – strategic profit model – setting and measuring performance objectives.

Unit IV Store layout and design, store operations and inventory management- merchandise planning, buying merchandise – developing assortment plan.

Unit V Retail pricing strategy, category management, customer services – retail branding- international retailing.

Reference books:

5. Chetan banaj, Rajnish Tuli and N.V. Srivaslava, Retail Management, Oxford University Press.
4. MERCHANDISE MANAGEMENT

Objective: To develop an understanding of the concepts, issues and strategies in Merchandise management

Unit-I Merchandising philosophy - Introduction: Developing Merchandising plans - Setting objectives, Buying organization formats and processes, Devising merchandising plans. Category management, Merchandise software.

Unit-II Buying systems - Merchandise budget plans, Branding strategies, International sourcing decisions.


Unit – IV Merchandise Pricing - Pricing strategies, Approaches for setting prices, Price adjustments.

Unit – V Merchandise inventory management - Store layout, Design, and Visual merchandising space planning, Merchandise presentation techniques.

Reference books:

FOURTH SEMESTER

CP:1 ENTREPRENEURSHIP & SMALL BUSINESS MANAGEMENT

Objective: The objective of this course is to expose the students to the subject of entrepreneurship and small business management, so as to prepare them to establish and a new enterprise and effectively manage the same.

Unit – I: Entrepreneurship: Importance, Characteristics and Qualities of Entrepreneurship; Entrepreneurial; Role of Entrepreneurship, Ethics and Social Responsibilities.

Unit – II: Role of Government; Role of IDBI, NIESBUD, SISI, DIC Financial Institutions Commercial Banks, Entrepreneurial Development Institutes, Universities and other Educational Institutions Offering Entrepreneurial Development Programme.


Unit – IV: Women Entrepreneurship – Role & Importance, Profile Women Entrepreneur, Problems of Women Entrepreneurs, Women Entrepreneurship Development in India.

Unit – V: Creativity and Entrepreneurship Sources and Methods of Ideas Planning and Development of Programmes E-Business Ventures; New Venture Management.

(Case Studies are Compulsory)

Suggested Books:

1. NVR Naidu and T.Krishna Rao, Management and Entrepreneurship, IK Int Pub House, New Delhi
2. S Anil Kumar, Small Business and Entrepreneurship, IK Int Pub House, New Delhi
3. Balraj Singh, Entrepreneurship Development, Wisdom, Delhi
4. Timmons and Spinelli, New Venture Creation:Entrepreneurship for 21st Century, TMH, ND
5. Tabarrok – Entrepreneurial Economics, Oxford University Press.
Elective: Human Resource Management
(Choose any Three)

1. PERFORMANCE MANAGEMENT AND COUNSELLING

Objective: to enlighten the students with the Concepts and strategies of Performance Management and Counselling

Unit – I: Introduction: Definition and Dimensions of Performance Management; Clarity of Roles and Functions; Performance Targets;

Unit – II: Performance Analysis; Objectives, Factors Influencing Performance Analysis; Methods of Appraisal Systems.

Unit – III: Performance Review Counselling (PRC); Objectives; Process; Conditions for Effective PRC.

Unit – IV: HRM and Performance Management – Need Identification for Training and Development; Rewards and Recognition; Team Performance.

Unit – V: Performance Management Practices; 360-Degree Appraisal; Assessment Centre; Potential Appraisal.

(Case Studies are Compulsory)

Suggested Books:

3. Michael Armstrong, Employee Reward, Universities Press (India) Ltd.

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2. STRATEGIC HUMAN RESOURCE MANAGEMENT

**Objective:** to enlighten the students with the Concepts and systems of Strategic Human Resource Management.


Unit – V: Strategic Approach to Industrial Relations – Social Dialogue, Negotiation Skills, Dealing with Unions for Working towards Harmonious Relations.

(Case Studies are Compulsory)

**Suggested Books:**

3. Mello, Strategic HR Management, Cengage, ND
3. INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Objective: to enlighten the students with the Concepts and strategies of International Human Resource Management.

Unit – I: Introduction to International HRM – Concept, HRM at International Perspective – Distinction between Domestic and International HRM – HR Challenges at International Level.

Unit – II: Cross Cultural Theories – International Recruitment and Selection Process, Culture and Values.


Unit – V: Industrial Relations at Global Level: IR Scenario in Global Organizations – Trade Unions at International Level – Unions and International Industrial Relations.

(Case Studies are Compulsory)

Suggested Books:

2. Dowling, International HR Management, Cengage, ND
3. SPS Bedi, & M.Kishore, Global HRM, Widom, Delhi
5. Tayeb – International HRM, Oxford University Press
7. PS Rao, International HRM, Himalaya, Mumbai
4. GROUP DYNAMICS & CHANGE MANAGEMENT


UNIT-II Training for Effective Group Membership - T-Group Training or Sensitivity Training - Process of Decision Making in Groups - Problems and Approaches for ‘Consensus’ formation - Effective Meetings.


UNIT-IV Use of Groups in Organisations vs Industrial Performance - Inter group Problems in Organisations - Inter Group Competition - Reducing Competition through Training - Conflict - Management of Conflict - Preventing Interpersonal Conflict and inter group Conflict. Achieving Group - Team work development.

UNIT-V Change at work, Resistance to change, Alternative change management approaches, Learning principles in change management, Change agents : forms of interventions, A model for managing organizational change, Diagnosis of a problem, Selection of appropriate methods, Impediments and limiting conditions, Implementing change successfully, Understanding Organizational development.

Reference Books

1. Organization Psychology - Eder Scheim.
3. Interpersonal Underworld - G. William Shutz
5. INDUSTRIAL SOCIOLOGY

Objective: To provide the students insights into conceptual framework of industrial sociology and the relevant contemporary issues.

Unit I: Nature and Scope of Industrial Sociology-Development of Industrial Sociology.

Unit II: Early Industrialism – Types of Productive Systems – The Manorial or Feudal system – The guild system – The domestic or putting – out system – and the factory system – Characteristics of the factory system – causes and Consequences of industrialization.

Unit III: Industrialization in India – Industrial Policy Resolutions & Statements.

Unit IV: Contemporary Issues: Grievances and Grievance handling Procedure, Industrial Disputes: strikes & lockouts.

Unit V: Industrial Relations Machinery Bi-partite & Tri-partite Agreement, Labour courts & Industrial Tribunals, Code of Discipline, Standing orders.

Suggested Books:

Text Book:

Reference Books:
2. Mamoria C.B. and Mamoria S. Dynamics of Industrial Relations in India.
6. STRESS MANAGEMENT


UNIT II COMMON STRESS FACTORS TIME & CAREER PLATEAUING  Time Management – Techniques – Importance of planning the day – Time management schedule – Developing concentration – Organizing the Work Area – Prioritizing – Beginning at the start – Techniques for conquering procrastination – Sensible delegation – Taking the right breaks – Learning to say ‘No’.


References
1. Cooper, Managing Stress, Sage, 2011
Elective: FINANCIAL MANAGEMENT
(Choose any Three)

1. FINANCIAL DERIVATIVES

Objective: to enlighten the students with the Concepts and Practical applications of derivatives in the Security markets


Unit – III : Options Market – Meaning & Need – Options Vs futures – Types of Options Contracts – Call Options – Put Options – Trading Strategies Involving Options – Basic Option Positions – Margins – Options on stock Indices – Option Markets in India on NSE and BSE.


Unit – V: Swaps – Meaning – Overview – The Structure of Swaps – Interest Rate Swaps – Currency Swaps – Commodity Swaps – Swap Variant – Swap Dealer Role – Equity Swaps – Economic Functions of Swap Transactions – FRAs and Swaps. (Case Studies are Compulsory)

Suggested Books:

1. Rene M Stulz, Risk Management and Derivatives, Cengage, New Delhi
4. Red Head: Financial Derivatives: An Introduction to Futures, Forward, Options” Prentice Hall of India.
7. D.C.Parwari, Financial Futures and Options, Jaico Publishing House
9. NSE manual of Indian Futures & Options & www.Sebi.com
2. STRATEGIC FINANCIAL MANAGEMENT

**Objective:** to enlighten the students with the Concepts and Practical applications of Strategic Financial Management, with particular reference to the financial strategy and value of the enterprise.


(Case Studies are Compulsory)

**Suggested Books:**

2. PG Godbole, Mergers, Acquisitions and Corporate Restructuring, Vikas, New Delhi
3. Weaver, Strategic Corporate Finance, Cengage, ND
5. GP Jakarthiya, Strategic Financial Management, Vikas, New Delhi
3. INTERNATIONAL FINANCIAL MANAGEMENT

Objective: to enlighten the students with the Concepts and Practical applications of International Financial Management.

Unit I: International Monetary and Financial System: Evolution; Breton Woods Conference and Other Exchange Rate Regimes; European Monetary System, South East Asia Crisis and Current Trends.


Unit IV: Foreign Investment Decisions: Corporate Strategy and Foreign Direct Investment; Multinational Capital Budgeting; International Acquisition and Valuation, Adjusting for Risk in Foreign Investment.

Unit V: International Accounting and Reporting; Foreign Currency Transactions, Multinational Transfer Pricing and Performance Measurement; Consolidated Financial Reporting.

(Case Studies are Compulsory)

Suggested Books:

4. MONETARY MANAGEMENT

Objective: To provide insights into the theoretical and practical issues relating to monetary policy in India.

Unit: I Concept of Central Bank – Functions with reference to Reserve Bank of India.

Unit II: Monetary Policy: Objectives – A macro economic view-Central Bank Tools to regulate Money Supply.

Unit III: The impact of Open Market Operations an other tools of Monetary Policy-the Monetary Ratios-Other factors that impact Monetary Base and Bank reserves.

Unit IV: Credit Policy: Objectives, Theory and Practice, Instruments.

Unit V: Fiscal Policy-Importance of Budgets, Union Budget, State Budget, Finances of Union and State Government, Finance Commission – Striking balance between inflation and growth through monetary and fiscal policies.

Suggested Books:

Text Book:


Reference Books:


3. RBI, History and Evolution of Central Banking in India, Mumbai.


5. FINANCING FOREIGN TRADE

Objective: To make the students aware of different concepts and techniques involved in financing foreign trade in India.

Unit I: Foreign Trade-Meaning-Need for Foreign Trade-Balance of Trade-Methods of Foreign Trade-Instruments of Foreign Trade.

Unit II: Exchange controls-Meaning, need for exchange controls-Methods of exchange control measures in India.

Unit III: Import Finance (Documentary credit) – Finance Exports (pre and post shipment)

Unit IV: Project Exports – Meaning and importance – Methods of finance project exports

Unit V: Role of commercial banks and Exim Bank of India in financing India’s foreign trade.

Suggested Books:

Text Book:


Books and Reference:


6. FOREX MANAGEMENT

Objective: To enlighten the students with the concepts and practical aspects of forex management in India.

Unit I: Framework of Foreign Exchange; Sources and Uses of Foreign Exchange – Balance of Payments.

Unit II: Foreign Exchange Market Mechanism-Concept and different types of Exchange Rates – Exchange rate determination.

Unit III: Convertibility of Indian Rupee-Issues and challenges.

Unit IV: Role of Banks in forex market-functions of a Forex Department – Maintenance of Foreign Currency Accounts.

Unit V: FEMA and its philosophy-Role of RBI and FEDAI in regulating foreign exchange business of bank/other authorized dealers-NRI customers and various banking and investment products available to them under FEMA.

Suggested Books:

Text Book:


Reference Books:


1. SERVICES MARKETING

Objective: to enlighten the students with the Concepts and Practical applications of Services Marketing.

Unit – I: Introduction to Services Marketing: Importance and characteristics of Services: Growth of Services Sector; Services in the Indian Economy; Services Strategy.

Unit – II: Consumer Behaviour in Services; Market Segmentation and Services Positioning; Service Demand Management Designing and Managing Service Product.


Unit – IV: Service Distribution – Managing Physical Evidence – Internal Marketing.


(Case Studies are Compulsory)

Suggested Books:

3. Apte – Services Marketing, Oxford University Press.
2. GLOBAL MARKETING

Objective: to enlighten the students with the Concepts and Strategies of Global Marketing.


(Case Studies are Compulsory)

Suggested Books:

1. Wareen J.Keegan : Global Marketing Management
3. Gillispe, International Marketing, Cengage, ND
3. ADVERTISING AND BRAND MANAGEMENT

Objective: to enlighten the students with the Concepts and Practical applications of advertising and brand management.


(Case Studies are Compulsory)

Suggested Books:

1. William Wills, John Burnett and Sandra Mriarty – Advertising Principles and Practice – Pearson, ND
2. YLR Murthy, Brand Management: Indian Cases . Vikas, ND
4. E-RETAILING

Objective: Objective of this course is to introduce basic E-Commerce concepts and its applications in retailing process and explain techniques of E-Commerce.

**Unit-I**


**Unit-II**


**Unit-III**


**Unit-IV**


**Unit-V**

Electronic Payment Systems: Introduction to payment systems, On-line payment systems-Prepaid E - payment systems, Post - paid E-payment systems, E-Cash or Digital Cash, E-Cheques, Credit cards. Smart cards, Debit cards.

**Suggested Books**

2. Kalakota & Winston- Frontier of E-commerce, Pearson Education.
5. MARKETING RESEARCH

UNIT-I Marketing Research – Definition, Scope, Significance, Limitations, Obstacles in acceptance. Ethics in marketing research. Marketing Intelligence system

UNIT-II Research process – Management dilemma (problem) – decision problem – research problem – hypothesis statement – characteristics of a good hypothesis – drafting the research proposal.


UNIT-IV Marketing research techniques: Market development research: Cool hunting – socio cultural trends, Demand Estimation research, Test marketing, Segmentation Research - Cluster analysis, Discriminant analysis. Sales forecasting – objective and subjective methods.

UNIT-V Marketing Mix Research: Concept testing, Brand Equity Research, Brand name testing, Commercial eye tracking – package designs, Conjoint analysis, Multidimensional scaling - positioning research, Pricing Research, Shop and retail audits, Advertising Research – Copy Testing, Readership surveys and viewer ship surveys, Ad tracking, viral marketing research. Marketing effectiveness and analytics research: Customer Satisfaction Measurement, mystery shopping, Market and Sales Analysis

References

1. Marketing Research, Concept & Cases – Cooper Schindler.
2. Research for Marketing Decisions – Paul Green, Donald Tull, Gerald Albaum
4. Marketing Research – Beri
6. Marketing Research –Aakar, Kumar, Day
6. TOURISM MARKETING

**Unit I** Introduction to tourism marketing, Evolution, Definition, nature, process and system services & their marketing nature, characteristics of tourism products, its issues and challenges : Marketing mix

**Unit II** Tourism Markets: Types, world tourism markets, inbound and outbound markets for India & Domestic markets: Tourist behavior. Travel purchase and tourist buying process. Tourist discussion making models

**Unit III** Market segmentation, Targeting and positioning. Definition of market segmentation, discussions in market segmentation, Market targeting process, product positioning – purpose, process; P’s of marketing.

**Unit IV** Marking management information system and demand forecasting Introduction, structure of marketing management, information support system, demand forecasting.

**Unit V** Market Research: Definition, research and survey methodologies, application, technology and trends in tourism marketing, role of government bodies, national, state tourism offices, local bodies, private organizations, NGO’s in tourism marking.

**References**

3. Jha S.M. – Tourism Marketing (Bombay – Himalaya)
4. Gavens: Marketing Management (Delhi – Himalaya)
9. Philip Kotler, John Bowen, James Makens, Marketing for Hospitality and Tourism