

**UNIVERSITY OF LUCKNOW**  
**BBA Programme**

**FIRST SEMESTER**

**BMS-101 BUSINESS MATHEMATICS**

**COURSE OBJECTIVE**

This course aims to equip students with a broad based knowledge of mathematics with emphasis on management applications.

**COURSE OUTLINE:**

**Unit I** Arithmetical progression and geometrical progression. Permutation and Combination. Binomial theorem for a positive integral index. Matrix Algebra: Matrix operations – Addition, Subtraction and Multiplication. Transpose a matrix, Determinant of a square matrix. The inverse of a matrix. Solution to a system of equations by the adjoint matrix method.

**Unit II:** Differential Calculus :Functions, limits and continuity. Differentiation Derivative of a function of one variable. Derivative of a power function. Derivative a product of two function. Derivative of a quotient of two functions; Derivative of a function of a function; Derivatives of Logarithmic functions. Logarithmic Differentiation. Implicit functions. Local maxima and minima. Optimisation using calculus.

**Unit III** Business applications: Derivative as a rate measure, elasticity of a function. Price elasticity of demand, price elasticity of supply. Marginal cost and marginal revenue.

**Unit IV** :Rules of integration : Integration by substitution, Integration by parts, Integration by partial fractions, Definite integral

**SUGGESTED READINGS**

1. Mongia	• Mathematics for Business and Economics
1. Zamiruddin	• Business Mathematics
1. Sunderasam and Jayseelam	• An Introduction to Business Mathematics
1. Raghavachari	• Mathematics for Management
1. Sancheti & Kapoor	• Business Mathematics

**BMS 102 : PRINCIPLES OF ECONOMICS**

**COURSE OBJECTIVE:**The basic objective of this course is to familiarise the students with the concepts and tools of economics as applicable to decision making in a business environment.

**Unit I : Basic Concepts and Demand Analysis**

Definition, Nature and Scope of Economics, Economics as an Art Science, Relevance of Economics in Management Science. Demand Curve and Nature of Demand, Demand Elasticity, Determinants of Demand, Indifference Curve Technique.

**Unit II : Production Analysis**

Factors of Production, Laws of Production – Law of variable proportion of returns to scale, cost and cost-curves, equal product curves and producers equilibrium.

**Unit III: Market Analysis**

Nature of Market, Types of Markets and their characteristics, price output, determination under various market conditions – perfect competition, monopolistic competitions and monopoly. Price discrimination.

**Unit IV: Theory of Factor Pricing**

Factor pricing :theories of rent. Ricardian and modern theory, quasi-rent, theories of wages, old theories and productivity theory, backward bending supply curve of labour, theories of interest – classical, loanable funds, nature and theories of profit.

**SUGGESTED READINGS**

1. Stonier & Hague	• Test Book of Economics
1. Sundaram & Vaish	• Principles of Economics
1. K.K. Dewett	• Principles of Economics

**BMS – 103: FINANCIAL ACCOUNTING**

**COURSE OBJECTIVE:** The course aims to make a conceptual orientation and equip the students in the maintenance of financial records as well as prepare them for management applications.

**COURSE OUTLINE**

Unit I: Modern concept, objective and functions, accounting concepts and functions, accounting process – System of Accounting Recording and classifying.

**Unit II:** Trial Balance, Accounting errors and their rectification's Preparation of Final Accounts Adjustments in recorded transactions of : Inventories Depreciation Bad and Doubtful Debts Accruals and pre-payments Problems in Financial Statements.

**Unit III:**Preparation of accounting records and financial statements of companies.

**Unit IV:**Analysis and Interpretation of Financial Statements.

**SUGGESTED READINGS**

Grewal, T.S. Double Entry Book-keeping Agarwal, B.B. Higher Accountancy Shukla, M.C. Advanced Accountancy Maheshwari, S.N. Introductions to Advanced Accountancy

## **BMS – 104 : FOREIGN TRADE OF INDIA**

**COURSE OBJECTIVE:** This course aims to equip students with a broad based knowledge of trade practices in India.

### **COURSE OUTLINE**

**Unit –I** Introduction – Trade its meaning and types. Difference between internal and international trade. Theories of International Trade. India's Internal Trade- Characteristics and Problems. Coastal trade and trade of Uttar Pradesh. Terms of Trade. Trade : Terminology and abbreviations.

**Unit-II** Foreign Trade of India – Before independence, During Planning Period, Recent trends in India's Foreign Trade. Major Items of Exports: Composition, Direction and Future Prospects, Major Items of Imports: Composition, Direction and Future Prospects.

**Unit –III** Free Trade and Protective trade policies, India's Major trading partners. Financing of foreign trade, National Level Financing Institutions: EXIM Bank, ECGC and other institutions in financing of foreign trade, STC, MMTC, SEZ and EPZ. Export promotions.

**Unit –IV** Strategy for Trade Policy in India – General Developments during planning period. Recent World trade Scenario, Recent changes in trade policy, Trade agreements – Bilateral and Multilateral Trade Agreements. GATT & UNCTAD, WTO. India's Balance of Trade and Balance of Payments.

### **Books Recommended:**

- 1) Bhagwati J. Srinivasan – Foreign Trade regimes and Economics development
- 2) Jaiswal Bimal & A.K.Singh – Foreign Trade of India
- 3) Plaekar – Trade of India
- 4) Salvi P.G. – New Directions on India's Trade policy.
- 5) Cherrunilam F. – International Trade Export Management
- 6) Singh, M – India's Export trends
- 7) Varshney R.L. – India's Foreign Trade

## **BMS 105 INDIAN SOCIETY AND CULTURE SEMESTER**

### **COURSE OUTLINE**

UNIT 1: Features of Indian social system and social institutions

- Characteristics of Indian social system and important social institutions
- Varna and Caste system
- Purushartha
- Sanskaras

UNIT 2: Evolution of culture and social change in India

- Indian Family system
- Impact of sanskritization,westernisation,modernisation on Indian society
- Indian Education system
- Indian marriage system
- Continuity and change in India

UNIT 3: Social problems in India & National Integration

- National Integration-A historical perspective
- Problems of terrorism and communalism
- Role of Religion in promotion of harmony
- Status of women

UNIT 4: Impact of social and cultural factors on business

- Guilds(Shrenis) and their role in business of promotion in ancient India
- Economic development and social change
- Human values in management
- Indian traditions for decision making and management of stress.

## **BMS – 106: ENGLISH LANGUAGE & BUSINESS COMMUNICATION**

### **COURSE OUTLINE**

**Unit I: English Language** (i) Use of business jargons & colloquialism (ii) Use of idioms and phrases (iii) Grammatical aids to correct writing

**Unit II:** (iv) Report writing (v) Writing effective memos, minutes, notices, agenda (vi) Essentials of effective business letters (vii)Basics of e-mailing

**Unit III: Business Communication** (i) Definition & importance of business communication (ii) Barriers to effective communication (iii) Importance of audio-visual communication (iv) Importance of cross-cultural communication

**Unit IV:**

(v) Listening as an effective communication skill (vi) Strategies of a kinesthetic speaker (vii) Resume writing (viii) Audience analysis

## Second Semester

**BMS – 201 : STATISTICAL METHODS**

**COURSE OBJECTIVE:** The course aims to equip the students with statistical tools and concepts that help in decision making. The emphasis is on their application in business.

**Course outline**

**Unit I** Definition, scope, importance and limitations of statistics, methods of collection and tabulation of data. Measures of Central Tendency – Mean, median, mode, geometric and harmonic mean. Measure of Dispersion – Range, quartile, deviation, mean deviation and standard deviation. Skewness, moments and kurtosis. Simple correlation and regression, partial and multiple correlation and regression.

**Unit II** Probability – Definition - objective and subjective, addition and multiplication theorem of probability, conditional probability, Baye's theorem, probability distribution, binomial, poisson and normal.

**Unit III** Sampling and sampling distribution, methods of sampling, sampling and non-sampling errors, central limit theorem, sampling distribution of the mean, distribution of difference of two means, sampling distribution of the difference of two proportions.

**Unit IV** Tests of Hypothesis, Type I and Type II Errors, one tailed and two tailed tests, testing hypothesis about population mean, testing hypothesis about the difference between the means, testing hypothesis about population, proportion and the difference of two proportions. Small sampling theory – Student's T test distribution – Chi (ki) square test.

**Suggested Readings**

Levin, R.I. Statistics for Management Hoel and Jessen Basic Statistics for Business and Economics Croxton, Crowdon and Bolch Practical Business Statistics Spiegel, M.R. Statistics Freud, J.E. Modern Elementary Statistics Jedumns et. al. Statistical Analysis for Business Decisions Gupta, S.P. & Gupta, M.P. Business Statistics Gupta, S.P. & Gupta, M.P. Statistical Methods Elhance, D.N. Fundamentals of Statistics Elhance, D.N. Practical problems in Statistics Gupta, C.B. Introduction of Statistical Methods Yamase Statistics – An Introductory Analysis Sancheti & Kapoor Business and Economics Statistics

**BMS– 202 : BANKING OPERATIONS MANAGEMENT****Course outline**

**Unit I** Indian financial System, Banking System in India, Financial sector reforms in India, RBI – role, functions, monetary policy and credit control, commercial banking in India, Regulatory Environment for commercial bank in Indian core banking.

**Unit II** Operational Aspect of commercial banks in India, Relationship between Banker and customers, Types of customer a/c, Cheques, Endorsement, Presentment, Dishonour, Rights and liabilities of Paying and collecting Banker, Time Value of money – calculation of interest on loan & deposits, EMIs, Present Value, future value and loan Amortization.

**Unit III** Negotiable Instruments, Bills of Exchange and Promissory notes, Rights and liabilities of parties, Bills discounting and Purchasing, ancillary Services of the Bankers.

**Unit IV** Employment of funds by Commercial Banks Financial statement analysis, Types of securities, mode of creating charge, Bank guarantees, Asset – liability management in commercial Banks. Basel norms.

**SUGGESTED READINGS**

1. Shrelekhhar: Banking
2. Jaiswal Bimal : Banking Operations Management
3. Jhinghan M.L. : Banking Theory & Practice

**BMS – 203 : Fundamentals of Computer Science****COURSE OBJECTIVES**

The objectives of the course are to familiarise the students with the basics of the computers and its uses.

**COURSE OUTLINE**

**Unit I** : Fundamentals of Computers

Introduction to computer types (Analog, Digital and Hybrid); Characteristics of computers; Evolution of computers (History, generation), Basic components of a computer, their functions and interrelation; stores program concepts, RAM, ROM; Computer hardware and software and firmware; Computer languages, types of software, processing of a computer program, batch, time-sharing and multi programming; Computer uses, applications and capabilities; concept of data communication and networking. Types of Computer Systems; Personal, Micro, Mini, mainframe and super computer; differences and capabilities; range of applications.

**Unit II** : Data Representation

Binary, Octal and Hexadecimal Number Systems and their inter-conversions; Binary Arithmetic; Internal data representation; Organization of memories; Fixed point and Floating point number representation; representation of Alphanumeric character codes, ASCII codes. Introduction, types and applications of Text Processor, Word Processor, Spread Sheet.

**Unit III** : Data Storage

Primary storage; addressing and capacity; types of secondary storage – magnetic tapes, disks, organisation methods (sequential and direct); floppy disk optical disk; CD-ROM. Input/Output Devices: Tape/Disks/diskettes, Light-pen, mouse and joysticks, character

readers, VDU, serial, line-printer plotters.

Unit IV : Operating System

Introduction to operating system; types of operating systems with main emphasis on Disk Operating System (DOS); Details of basic system configuration; Important terms like Director, File, Volume, Label, Drive name etc. DOS Components – I/O Systems, BIOS, COM, IBM, DOS-COM, start-up sequence, file name, hard disk; Use of function keys; File commands; Dir, Copy, Delete, Rename, Type-Print Etc. Disk Commands – Format, Diskcopy Backup, Restore, Chkdsk, Batch Files, Editor; Creating and editing files, commands and special editing keys, Setting up MS-DOS; System and autoexec.bat files; use of wild cards, redirecting commands; input/output filters, pipes.

Suggested readings

Govindraj, S. Introduction to Computer Science Jain, V.K. Computer and Beginners Sinha, P.K. Fundamentals of Computers Norton, Peter Dos 5.0/6 Ram, B. Computer Fundamentals

## **BMS – 204 : COST ACCOUNTING**

### **COURSE OBJECTIVES**

The course aims to provide a working knowledge of the basic Cost Accounting principles to students.

### **COURSE OUTLINE**

Unit I Basic framework of costing : Definition, Nature, Scope, limitation and Significance, meaning and elements of cost and its classification, accumulation and ascertainment of cost centres, cost units. Accounting

Unit II Methods of Costing, unit/single/output costing, job & contract costing, operation/service costing.

Unit III Cost Accounting, preparation of costing, profit & Loss A/c and its Process costing, costing methods of Joint products and by-products reconciliation with financial profit & loss A/c.

Unit IV Cost reduction, cost control, budgetary control; standard costing.

### **SUGGESTED READINGS**

Lucey, T. Costing Bigg Cost Accounts Whelden Principles and Methods of Costing Blocker & Weltner Cost Accounting Gillepse Cost Accounting & Control Horngamme, C.T. & Foster Costing Accounting & Managerial Emphasis Bhattacharya, S.K., Deodhar, J. Accounting for Management – Text & Cases Bhar, B.K. Cost Accounting Gupta, R.R. Cost Accounting Sengupta Cost Accounting Saxena & Vashishth Advanced Cost and Management Accounting Prasad, N.K. Cost Accounting Maheshwari, S.N. Cost Accounting

## **BMS - 205 BUSINESS ORGANISATION AN ENTREPRENEURSHIP**

### **COURSE OBJECTIVE:**

The course aims to provide an insight into the forms of business organization and helps in developing entrepreneurial skills in students.

### **COURSE OUTLINE**

UNIT- 1: Meaning and definition of business, business and society, objective and characteristics of business, component of business, business system and economic system, modern business, difference between business and profession, scale of operation and size of a firm, optimum firm.

UNIT-2: Forms of business organization- Sole proprietorship, Partnership, Joint Stock Company and cooperative society. Business combination, meaning, causes and objectives. Types and forms of merger, takeover and acquisition.

UNIT-3: Definition-Nature, role, function and types of entrepreneur, intrapreneur, entrepreneurial development programme, scope of entrepreneurship, motivation theories, factors effecting entrepreneurial growth, identification of business opportunities, market survey.

UNIT-4: Project management- project formulation, selection of project, choice of technology, plant and equipment.

Financial assistance to entrepreneur. Managing men, material and machine. PERT and CPM. SWOT Analysis. Feasibility of the project. Social responsibilities and business ethics.

## **BMS 206 FINANCIAL MATHEMATICS**

### **COURSE OBJECTIVES**

The course aims to provide knowledge of Mathematics useful in managerial decision making and computer methods.

### **COURSE OUTLINE**

**Unit I** Fundamental concepts of financial mathematics, effective rate of interest, nominal rate of interest and force of interest, rate of discount. calculation of accumulated value of a given investment using effective rate of interest, nominal rate of interest and force of interest.

**Unit II** Present value of a given investment using effective rate of interest, nominal rate of interest and force of interest. Equation of payments.

**Unit III** Valuation of Annuities. Present value of an annuity. Present value of an annuity payable time in a given time period. Deferred annuity. Present value of perpetuity- Perpetuity certain and perpetuity due. Accumulated value of perpetuity.

**Unit IV** Analysis of annuity- calculation of principal component, interest component and outstanding liability. Sinking fund policies.

## THIRD SEMESTER

### **BMS 301 OPERATING SYSTEM & APPLICATION SOFTWARE**

#### **COURSE OBJECTIVES**

This paper would make students learn about the latest version MS Windows operating system. The application software covered under this paper would include MS Office.

#### **COURSE OUTLINE**

##### Unit I Operating System-Windows

Concepts of CUI & GUI, MS-Windows as GUI operating system, parts of windows, capabilities – interface, menu driven, ready internet connectivity, easy navigation, simple keep up and management of files, inbuilt product – notepad, paint brush word pad, windows explorer.

##### Unit II Office Automation MS-Word

Concept and need of word processing using word as a product, creating document, apply formatting, moving around in a document, editing document, spell checker, cut, copy paste operations, header and footers, table – rows, columns, mail-merge.

##### Unit III MS-Excel

Concept and need of electronic spreadsheet, using excel as a product, parts of an electronic spreadsheet, screen layout, rows, columns, cells, entering data in a worksheet labels, values, formula, naming cells, protecting worksheets, creating charts, lists and databases, filter and advanced filter.

##### Unit IV MS-Power Point & MS-Access

Concept of graphics and presentations, power point as a product, essentials of a presentation, creating a presentation, slide types, slide layout, adding text & pictures to a slide, running a slide show, creating animation, adding sound to create a multimedia presentation.

Concept of database management and record handling, access as a product components of access, creating a table, adding, editing and deleting records, view data, create queries.

#### Suggested Readings

Leon, A & Leon, M : Introduction to computers with MS-Office

Russell A. Stultz : MS-Access for windows

Aitken : The point & click guide to MS-Office

Hart Davis : The ABC's of word

Hart Davis : The ABC's of office

### **BMS 302 : INDIAN BUSINESS ENVIRONMENT**

#### **COURSE OBJECTIVES**

The aim of this course is to highlight those external factors which can effect the decision making process.

#### **COURSE OUTLINE**

Unit I The concept of Business Environment, its significance and Nature, The Interaction Matrix of Different Environmental Factors. The process of Environmental Scanning, Basic Philosophies of Capitalism and Socialism with their variants.

##### Unit II : The Politico-Legal Environment

The relationship between Business and Government in India. The constitutional provisions affecting Business, an introduction to some important business laws like MRTP, Industries (Development and Regulation) Act, 1951, FERA, SEBI Act, The Changing Dimension of these Laws and their Impact on Business.

##### Unit III : The Economic Environment

The philosophy strategy and planning in India. The concept of mixed economy, The public Sector and the private sector their changing Roles. The Industrial Policy in India in recent years. The new Economic Policy, Liberalisation and Globalisation and their impact on Business. The Monetary Policy, Fiscal Policy and Union Budget as an instrument of growth and their impact on Business. Development Financial Institutions and their Relevance to Business Operations. The Multi-National Corporations.

##### Unit IV : Socio-Cultural Environment in India

Salient features of Indian Cultural and Values and their Implications for Industrialisation and Economic Growth. Emergency of Middle Class, New Demand for Consumer Industries, Consumerism. Development of Business Entrepreneurship India, Social Responsibility of Business. Policy for Research and Development in India. The Problem of Selecting Appropriate Technology. The Multinationals as a source of Technology. World Trade Organisation, New Exim Policy.

#### SUGGESTED READINGS :

Ghos, P. & Kapur, G.K. Business & Society - A Study of Business Environment Adhikari, M. Economic Environment of Business Cherunilavam Business Environemtn Dasgupta A. & Sengupta A. Government and Business

### **BMS – 303 : MANAGERIAL ECONOMICS**

#### **COURSE OBJECTIVES**

The objective of this course is to impart knowledge of the concept and tools of Economic Analysis as relevant for Business Decision-Making

#### **COURSE OUTLINE**

##### Unit I : Basic Concepts and Demand Analysis

Basic Tools - Opportunity Cost principle, Incremental principles, Equi-Marginal principle, Principle of Time perspective. Uses of Managerial Economics, Demand Theory, The concepts of Demand, Determinants of Demand, Demand Function and Demand

Elasticities, Demand Estimation and Demand Forecasting.

Unit II : Production, Cost and Revenue Analysis

Production Function and its managerial use, Cost Concepts and classification, Cost output relationship, Traditional and Modern Theory of Cost, Meaning and Types of Revenue, Break-even analysis.

Unit III : Market Structure and Behaviour of Firms

Pricing and Output Decision under different market structures: Monopoly, Monopolistic, Oligopoly. Mergers and Acquisitions under Oligopoly, Some recent developments in price policy of firms like price penetration, price skimming and Limit pricing.

Unit IV : Macro Economic Issues in Business Decision Making

National Income Accounting, Theory of employment, IS-LM model, Economic Growth and Development.

SUGGESTED READINGS :

Richard & Brackford Business Economics Mote, Paul & Gupta Managerial Economics Joel Dean Economic Theory Baumol W.J. Operational Analysis Peterson William Managerial Economics

## **BMS – 304 : ESSENTIALS OF MANAGEMENT**

### **COURSE OUTLINE**

The objective for this course to provide an understanding of the tasks and functions of management and to acquaint the Participants with the developments in concept. Theories and practices in the overall field of management.

### **COURSE OUTLINE**

Unit I : Planning

Nature and significance of Management, Contributions of Management though, Approaches of management, Contributions of Taylor, Fayol and Barnard to Management Science Functions of a Manager Social responsibility of Managers, Values in management. The Nature of significance of Planning, Objectives, Steps of Planning, Decision making as key step in planning. The process and Techniques of Decision Making. Long Range Planning, Strategies and Policies.

Unit II : Organisation

Nature and significance, Approaches, Departmentation, Line and staff relationships, Delegation and Decentralisation, Committee system, Department of effective organising, Staffing, nature and Significance, Selection, Appraisal and Development of Managers.

Unit III : Directing

Issues in managing human factors, Motivation, nature and Significance's, Theories and Techniques, Communication Definition and Significance, The process of Barriers, Building effective communication system.

Unit IV : Controlling

Definition and Elements Control Techniques, Coordination, Determinants of an Effective Control system, Managerial Effectiveness.

SUGGESTED READINGS:

Koontz Harold & O'Donnel Curil & Weilrich Management, Newman Summer Warren The process of Management Concept, Behaviour Practice; Massie J.L. & Douglas J. Managing a Contemporary Introduction; Prasad, L.M. Principles and Practice of Management; Dwivedi, R.S. Management: An Integrated Approach

## **BMS 305 PERSONNEL MANAGEMENT**

### **COURSE OUTLINE**

The objective of this course is to familiarise the students with theories and techniques of Personnel Management.

### **COURSE OUTLINE**

UNIT I: Introduction to Personnel Management & Manpower Planning

Personnel Management: Conceptual framework, Nature, Scope and Significance. Functions of Personnel management. Job Analysis: Concept, Objectives, Job Description and Job Specification Manpower Planning: Concept, Significance, Process and techniques of HR Demand and Supply Forecast

UNIT II: Employee Acquisition and Development

Recruitment: Concept, Objectives, and Sources of Recruitment Selection: Concept, Process and Selection Tests. Induction and Orientation Training & Development: Concept, Purpose, Methods and Techniques Motivation: Concept, Significance and techniques of Motivation including Job Design, Job Enlargement, Job Enrichment and Employee Empowerment etc.

UNIT- III: Employee Appraisal and Maintenance

Performance Appraisal: Concept, Significance, Methods and Techniques of Appraisal, Compensation & Reward Management: Job Evaluation, Concept of Wages & Salary, Wage Policy, Laws & Rules governing employee benefits, Incentives & Fringe Benefits

UNIT- IV: Industrial Relations

Discipline and Grievance Handling: Concept & Types of Discipline, Grievance Redressal Mechanism. Industrial Relations: Concept of Industrial Relations, Industrial Disputes, Techniques of Dispute Resolution, and Workers' Participation in Management Trade Unionism in India.

## **BMS – 306 : MANAGEMENT ACCOUNTING**

### **COURSE OBJECTIVE**

The objective of this course is to equip the students with skills to evaluate organisation performance, spot inefficiencies, areas for improvement and opportunity and provide them with decision making skills to recommend and use the best possible course of action while taking into account both long-term and short-term implication of decisions.

### **COURSE OUTLINE**

Unit I : Focus on Decision Making

Nature of Management Accounting, The Management Process and Management Accounting, difference between Financial Accounting and Management Accounting, role and responsibilities of Management Accountant. Introduction to cost behaviour and cost volume relationship, variation of cost behaviour, relevant information and decision making.

Unit II : Capital Budgeting

Decision and Techniques, Capital Budgeting under risk and uncertainty.

Unit III : Financial Analysis and Forecasting

Understanding Financial Reports, uses of Financial Analysis, interpreting Financial Ratios, Funds Flow and Cash Flow Analysis, other Financial forecasting tools.

Unit IV : Accounting for Planning and Control & Reporting to Management

Budgetary Control, Flexible Budgets and Standards for Control, Management Control System and Responsibility Accounting, Management Reporting System.

SUGGESTED READINGS :

Anthony Management Accounting Pandey, I.M. Management Accounting Ahmad Nisar Management Accounting Simon Herbert The New Science Management Decisions Radford, K.J. Modern Managerial Decision Making Kassouf, S. Normative Decision Making Shull, F.A. Organisation Decision Making Harold Koontz Essential of Management Srivastava, U.K. Quantitative Techniques for Managerial Decision Making Wisniewski, M.I.K. Quantitative Methods for Decision Makers Richard I Levin Quantitative Approach to Management Helge Drummord Effective Decision Making

### **BBA (MS) 307 Foreign Language (French/German – Non credit) compulsory**

#### **FRENCH LANGUAGE**

**COURSE OBJECTIVES:** French Language as Foreign Language Course to Under Graduate Management Students. Teaching of French as a foreign language to the management students in order to prepare them to communicate in French, to develop the four skills in French i.e. Reading, Writing, Speaking and Comprehension.

Unit-I

Articles Gender and number of nouns and adjectives. Personal and Toique pronouns, Demonstrative and Possessive Adjectives Preposition and adverbs Pronominal verbs.

Unit-II

Conjugation of verbs of all the Groups in Present Tense and Introduction to Past and Future Tense. Intetrogation, Negotion and Imperatives.

Unit-III

Name of days, seasons, months, colours, garments, body parts and numbers. Conversational French between known and unknown people. Telephonic conversation with friends and clients.

Unit-IV

Topical writing, self Introduction, Biodata, Description of person, place or things as family, house, class, city, country etc. Letter writing. Profession and nationality. To reply question in French based on comprehension of a French text.

#### **GERMAN LANGUAGE**

##### **COURSE OUTLINE:**

##### **Unit-1**

Introduction to Germany, Basic grammar structure, Nouns(singular , plural), Numbers, Days, Months, Seasons, Colours.

##### **Unit-2**

Personal Pronouns, Verbs, Conjunctions, Prepositions, Articles, Adjectives, Prepositions.

##### **Unit-3**

Tenses, Sentence construction, Interrogative sentences, Affirmative sentences, Negative sentences.

##### **Unit-4**

Comprehension Texts, Paragraph writing

### **FOURTH SEMESTER**

#### **BMS 401 MARKETING MANAGEMENT**

**COURSE OBJECTIVE:** The purpose of this course is to develop an understanding of the underlying concepts, strategies and the issues involved in the exchange of products and services.

##### **COURSE OUTLINE**

Unit I : Introductory

Concept of marketing, difference between marketing and selling, marketing function, marketing mix, market segmentation, marketing planning, strategy and approaches.

Consumer Behaviour

Concept of consumer behaviour, buying motives, study of consumer behaviour and motivational research – its types, nature, scope and role. Method of conducting marketing research, sales promotion and advertising.

Unit II : Product Management

Nature and scope of product policy decisions, product-mix, product-line and product-life cycle, product planning and development, product diversification, product improvement, product branding. Branding and Trade Marks, packaging.

Unit III : Product Pricing

Concept, nature and scope of product pricing decisions; price policy considerations, objectives and strategies of pricing, selling below cost, price dumping, price discrimination, resale-price maintenance, government regulation of pricing.

Unit IV : Distribution Management

Decisions relating to channels of distribution, Functions of distribution channel, sales promotion, sales planning and forecasting, management of sales force, analysis of sales performance and marketing of services, Integrated marketing communication (IMC).

### **BMS 402 Business laws**

**COURSE OBJECTIVE:** The objective of the course is to familiarize the participants with legal perspective of the business legal perspectives of the business administration in an enterprise.

#### **COURSE OUTLINE**

**Unit-1 (Law of Contracts –I) :** Definition, kinds and Essential Elements of a Valid contract, offer and acceptance, consideration, capacity of contract, free consent, legality of objects, Performance and discharge of contract.

**Unit-2 (Law of Contracts- II) :** Contract of indemnity and guarantee: meaning and its distinction, rights and duties of indemnifier, indemnified and surety, discharge of surety's liability. Bailment and pledge : meaning and distinction, Rights and duties of bailor and bailee, pawnor and pawnee.

**Unit-3 (Law Relating to Sale of Goods) :** The sale of Goods Act, 1930: formation of contract of sale, conditions and warranties, Caveat emptor, Ownership of goods and transfer, unpaid seller and his rights.

**Unit-IV (Law relating to partnership and negotiable instrument) :** definition and nature of partnership, rights and duties of partners, types of partners, dissolution of partnership, definition and elements of Negotiable Instruments, Holder and holder in due course.

Suggested Readings:

Gulsan & Kapoor : Business Law including Company Law.

Singh, Avtar : Principles of Mercantile Law

Pandya, R.S. : Principles of Mercantile Law

Shukla M.C. : A Manual of Mercantile Law

Bare Acts. : Indian Contract Act, 1872. Sale of Goods Act, 1930 Partnership Act, 1932. The Negotiable Instruments Act, 1881 .

### **BMS 403: INSURANCE AND PUBLIC FINANCE**

**COURSE OBJECTIVE:** The objective of this paper is to generate awareness among student about monetary and fiscal policies and the effects they can cause on firms decision making as well as the economy in general.

#### **COURSE OUTLINE**

Unit I : Concept of Insurance – Definition and classification, History of insurance in general and in India in particular, principles of insurance, types of insurance – life, fire, marine and others – characteristics and policy conditions, institutions – L.I.C. and G.I.C., IRDA Act 1999.

#### **Unit II**

Principles of Life insurance and its impact on insurability. Morality tables and its kind. Basic elements in computation of premium. Peculiarities of life insurance product and the classification Nature of group insurance and types of group Insurance covers Policy claims and its procedures for settlement of various type of claims. Policy document and its various components including conditions and privileges under the policy.

#### **Unit III**

Nature and scope of public finance, principles of maximum social advantage, public expenditures, principles of taxation – canons incidence and effects etc.

#### **Unit IV**

Public debt, public expenditures, Indian public finance, budgets, fiscal policy, expenditures and revenues of the union government, finance commissions and centre state finances.

SUGGESTED Readings

Dalton, H. : Public Finance

H.L.Bhatia : Public Finance

B.P.Tyagi : Public Finance

Musgrave & Musgrave : Public Finance

Mohd. Arif Khan : Insurance

O.P.Agarwal : Insurance & Risk Management

### **BMS 404 : COMPANY LAW AND SECRETARIAL PRACTICE**

#### **COURSE OBJECTIVE**



The objective of the course is to familiarize the students with the various laws and procedures pertaining to a company.

### **COURSE OUTLINE**

Unit I : Company – Definition, OBJECTIVES AND SCOPE OF THE COMPANY LAW 2013, classification, incorporation and commencement of business, memorandum of association, articles of association, effects of registration, doctrine of constructive notice and doctrine of indoor management. Prospectus – Law and procedures relating to issue and allotment of shares, calls, forfeiture, surrender, transfer and transmission of shares, shares certificate and share warrant.

Unit II Company Management – Directors, Managers and Secretary – Appointment, rights and obligations.

Unit III Meetings and Proceedings – Law relating to board meetings and company meetings.

Winding up – Compulsory, Voluntary and under Supervision of Court.

Unit IV Secretarial Practice – Duties and Responsibilities of company secretary, secretarial duties relating to allotment of shares, calls forfeiture and transfer of shares, specimen of certificate of incorporation, certificate of commencement of business, share certificates and share warrants. Company meeting and board meetings – Secretarial duties relating to meetings, types of meetings, notice, agenda, proxy motion, resolution, minutes and reports.

### **SUGGESTED READINGS :**

Sherlerkar Company Law and Secretarial Practice Avtar Singh Company Law .

### **BMS 405 – Research Methodology**

**COURSE OBJECTIVE:** The course aims to make students understand the technicalities involved in a research work.

### **COURSE OUTLINE**

**Unit I:** Introduction to Research Methodology; Meaning, Objectives, Categories of Research, Features of good research studies, Types of Research Studies, Scientific & Non-Scientific Methods, Research Methods & Research Methodology, Importance of Research in Management Decisions, research process and its various steps.

**Unit II :** Research Design: Types of Research Design, Research Design in case of different research studies

Sampling and sampling distribution: Importance of sampling, methods of sampling, sampling errors Types of Data, Methods and Techniques of data collection, Attitude measurement and scales: various methods to measure attitude.

**Unit III :** Data preparation and presentation: Editing, coding and organizing the data. Techniques of data presentation, Data analysis and Interpretation: preliminary analysis using statistical tools, measures of central tendency, dispersion, correlation and regression.

**Unit IV :** Parametric and non parametric tests: z-test, t-test and chi- square test

Report writing & presentation: writing & formatting of reports, presenting your research reports & talks, graphical presentation.

### **SUGGESTED READINGS:**

C R Kothari – Research Methodology

Prashant Sharangi-Research Methodology

Dr. Priti R. Majhi-Research Methodology

### **BMS 406 FINANCIAL MANAGEMENT**

**COURSE OBJECTIVE:** To introduce the participants with the basic fundamentals and tools and techniques of Corporate Financial Management in a changing, challenging and competitive global economic environment.

### **COURSE OUTLINE**

Unit I : Introduction

Nature, scope and significance of Financial function for the organisation's success. Objectives of Corporate Financial Management, Organisation structure to carryout finance function in Corporate enterprises. Financial Planning and Financial Forecasting.

Unit II : Capital Structure Planning - Financing Decision

Capitalisation and capital structure, Financial Planning - long and short term sources of corporate funds, objectives of an optimal Capital structure, Financial and operating leverage analysis, cost of capital and capital structure decision.

Unit III : Investment Decisions - Time Value of Money

Nature of Investment Decisions, Investment Evaluation criteria, process of capital budgeting decisions, risk analysis and investment decisions, capital budgeting practices of Indian companies.

Unit IV : , Working Capital Management and Dividend Decision

Concepts of working capital. The needs of working capital and Its determinants. Dimensions and trends In working capital management. A brief analysis of the management of components of working capital. Sources of working capital finance and their relative utility. Dividend Policy Models.

### **SUGGESTED READINGS**

Horne, James Van Financial Management & Policy

Soloman Ezre The Theory of Financial Management

Hunt William and Donaldson BasIc Business Finance ,

Kuchal, S.C. Financial Management

Bradley Fundamentals of Corporation Finance

Pandey, I.M. Financial Management

Fred, Weston J. The Scope & Methodology of Finance

Weston & Brigham Essentials of Management Finance

## **FIFTH SEMESTER**

## **BMS 501 : ORGANISATIONAL BEHAVIOUR**

**COURSE OBJECTIVE:** The course aims at to sharpen human skills and also decision making skills of the students.

### **COURSE OUTLINE**

Unit I : Introduction to Organisational Behaviour

1. An overview of organisational behaviour
2. Managing people and organisations.
3. Main types of organisation
4. OB in global context.

Unit II : Individual Process in Organisations

5. Personality
6. Learning, perception and attribution
7. Individual Differences
8. Basic concepts of motivation
9. Advanced concepts of motivation
10. Goal setting and rewards
11. Career dynamics

Unit III : Interpersonal Process in Organisations

12. Group dynamics
13. Intergroup dynamics
14. Leadership in organisations
15. Power, politics and conflict
16. Interpersonal communication
17. Decision making and creativity

Unit IV : Enhancing Individual and Interpersonal Process

18. Managing stress
19. Managing innovation and technology in changing environments
20. Organisation culture.
21. Organisation change and development

## **BMS 502 MANAGEMENT INFORMATION MANAGEMENT**

**Course Objective:** The course aims to develop the basis understanding of the information systems and their role in business organizations.

### **Course outline:**

**UNIT – I:** Meaning and Role of Information Systems. Types of Information Systems: Operations Support Systems, Management Support Systems, Expert Systems, and Knowledge Management Systems. Information Systems for Strategic Management: Competitive Strategy Concepts, Strategic Role of Information Systems. Integrating Information Systems with Business Strategy, Value Chain

Analysis, and Strategic Information Systems Framework.

**UNIT – II:** Planning for Information Systems: Identification of Applications, Business Planning Systems and Critical Success Factors, Method of Identifying Applications, Risks in Information Systems. Resource Requirements for Information Systems: Hardware and Capacity Planning, Software Needs, Procurement Options – Make or Buy decisions, Outsourcing as an Option.

**UNIT – III:** Emerging Concepts and Issues in Information Systems: Supply Chain Management, Customer Relationship Management, Enterprise Resource Planning.

**UNIT – IV:** Data Base Management Systems: Concept, Components, Classification and application. Introduction to Data Warehousing, Data Mining and its Applications, Emerging Concepts in Information System Design and Application.

### **Text Books:**

1. Kenneth, Laudon and Jane Laudon (2005). MIS: Managing the Digital Firm. Pearson Education.
2. James, A. O'Brien (2005). Introduction to Information Systems. Tata McGraw Hill.
3. Turban, E., McLean, E. and Wetherbe, J. (2001). Information Technology for Management: Making Connections for Strategic Advantage. John Wiley and Sons.
4. Jawadekar, W. S. (2004). Management Information Systems. Tata McGraw Hill.

## **BMS – 503 : PRODUCTION & MATERIALS MANAGEMENT**

### **COURSE OBJECTIVES**

The course aims to equip the students with basic management decisions to production function and designing decisions relating to production, function and designing of a production system.

### **COURSE OUTLINE**

Unit I

Nature and scope of production management, production analysis and planning, production functions, objective and functions of production management, responsibilities of the production manager, types of manufacturing processes and plant layout, plant location,

routing, scheduling, plant location and plant layout, assembly line balancing. Production Planning and Control (PPC).

#### Unit II

Manufacturing processes, routing, scheduling and assembly line balancing, Materials managements – its scope and importance. Purchasing function and procedure, store-keeping, material planning function, Inventory control, relevant costs, economic lot size, reordering point, ABC analysis.

#### Unit III

Productivity – definition and concept, factors affecting productivity, productivity measurement, productivity improvements, Product development and design, stages of product development, techniques of product development (standardization, simplification and specialization, automation).

#### Unit IV

Development of efficient work methods, material flow process chart, manflow process chart, principles of motion economy, comparison of alternate work methods, maintenance of production facilities, quality control and inspection, sampling inspection, control charts for attributes and variables charts.

#### SUGGESTED READINGS

Mayers Production Management Buffa Modern Production Management Buffa Operations Management Starr Operations Management Cook and Russel Contemporary Operations Management Goel & Gupta Production Management Hedge Production Management

### **BMS-504: ADVERTISING AND SALES PROMOTION**

**COURSE OBJECTIVE:** To provide and exposure to the innovations in advertising as an effective technique of sales promotion.

#### **COURSE OUTLINE**

Unit I Concept and nature of advertising – importance, evolution, advertising and marketing, effectiveness of advertising an production, market consumers, industrial growth and the society as a whole.

#### Unit II : Advertising Planning

Determining objectives environment and analysis of consumer behaviour, selection of strategy, advertising budget – media selection and advertising agency, advertising process – communication, persuasion personal influence, ethics in advertising – measuring advertising effectiveness, advertising research – advertising messages.

#### Unit III : Sales Promotion & Personal Setting

Concept, significance of sales promotional, objectives strength and limitations, forms of sales promotion, sales promotion programmes and strategies. The Modern concept of salesmanship, features and types of salesmanship, qualities of a good salesman – physical social, mental and moral qualities. The sales process – collaborative selling, Personal selling process – Types of personal selling.

#### Unit IV

Measuring effectiveness of advertising and sales promotion measures, Sales promotion measures in a globally competitive environment.

#### SUGGESTED READINGS

1. Mishra, M.N. : Sales Promotion and Advertising Management
2. Kazmi & Badra : Advertising management
3. Ayker & Mayer : Advertising management
4. Ayker & Batra : Advertising management

### **BMS-505: ESSENTIALS OF E-COMMERCE**

**COURSE OBJECTIVE:** This paper would provide adequate exposure to the students with practice and usage of internet as well as make them learn various tools and techniques of E-Commerce.

#### **COURSE OUTLINE**

Unit I E-Commerce concept: Meaning, definition, concept, features, function of E-Commerce, E-Commerce practice v/s traditional practices, scope and basic models of E-Commerce, limitations or E-Commerce, precaution for secure E-Commerce, proxy services.

Unit II Electronic Data Interchange: Concept of EDI, difference between paper based business and EDI based business, advantages of EDI, application areas for EDI, action plan for implementing EDI factors influencing the choice of EDI, software concept of electronic signature, access control.

Unit III Types of E-Commerce: Meaning of B2C, B2B, C2C and P2P. Applications in B2C, E-Banking, E-Trading, E-Auction – Introduction and overview of these concepts. Application of B2B, E-distributor, R2B service provider, benefits of B2B on procurement, just in time delivery. Consumer to consumer and peer to peer business model introduction and basic concepts.

Unit IV Internet: Concept of internet, use of internet, requirements of internet, internet domain, internet server, establishing connectivity on the internet, types of internet provides, constituents of internet protocol, browsing the internet, tools and service on internet, procedure of opening e-mail account on internet.

#### Suggested Readings

- E-Commerce : Bharat Bhaskar  
E-Commerce: The cutting edge of business : K. Bajaj & D. Nag  
E-Commerce : Ritendra Goel

### **BMS – 506: OPERATIONS RESEARCH**

**COURSE OBJECTIVES:** The basic objectives of this course is to impart knowledge of different quantitative methods & operations

research techniques used in business decisions and management.

## **COURSE OUTLINE**

### **Unit I**

Introduction, advent & scope of operations research techniques their fields of specialized applications along with an overview of different techniques. Decision theory – introduction, structure of decision making problems, decision under uncertainty & decision under risk. Game theory – introduction, basic terminology, difference between pure strategy games & mixed strategy games, principle of dominance, solution of mixed strategy games.

### **Unit II : Replacement decisions**

Introduction, methodology of replacement decisions, replacement of items that deteriorate with time (with & without change in money value). Group replacement problems.

### **Unit III : Queuing (Waiting Line) Theory & Simulation**

Introduction characteristics of elementary queuing systems, management aspects of queuing theory, patterns of arrivals & departures. Single channel service system with Poisson Arrivals & Poisson departure. Introduction, advantages & simple applications of statistical simulation techniques.

### **Unit IV : Network Analysis**

Introduction, objectives & advantages of network analysis & time estimates. Critical Path Method (CPM), Programme Evaluation & Review Technique (PERT), Time Cost tradeoff in network analysis & crashing.

## **SUGGESTED READINGS**

Kapoor, V.K.: Operations Research

Sharma, J.K. :Operations Research

Taha, Hamdy A.: Operations Research, An Introduction

Kothary, C.R.: An Introduction to Operational Research

Gupta & Sharma: Operations Research

## **SIXTH SEMESTER**

### **BMS 601 Income Tax Laws and accounts**

**Course Objective:** The objective of the course is to acquaint students will the provisions of tax act 1961 and their effects on personal as well as business finance.

#### **Course Outline**

**Unit I :** Income Tax Law an overview, Definition of important terms likes Agricultural Incomes. The Concept of Income, Assessee, Previous year, Assessments year, Company, Resident & Tax Liability, Charge of Income, Head of income, Exemptions Income Under the head Salaries Scope, perquisites their valuation, profits in lieu of Salary, provident funds and their tax implication & deductions.

**Unit II :** Income From House Property, Annual Value, Its Computations and deduction, profits & Gains from business or profession- scope- basis of charge, deduction, expenses expressly disallowed, Computation of Income , Clubbing of Income Under the head profit and gains of business.

**Unit III:** Capital Gains, Basis of charge, Long Terms & Short Term Capital assets, Exemptions and deductions, Income from other sources- basis of charge, scope , deductions and computation of income aggregation of Income, clubbing of Income, set-off & carry forward & set-off losses. Deduction from total income.

**Unit IV:** Assessment of Individual , Hindu undivided family and partnership, firms and association of persons. Procedure of a assessments, Income Tax Authorities and their powers, appeals and penalties.

#### **SUGGESTED READINGS**

1.H.C. Mehrotra - Income Tax Laws & Accounts

2.Singhania- Law & Practice of Income Tax.

3. Income Tax Act- 1961

4. Income Tax Rule-1962

### **BMS 602 RELATIONAL DATA BASE MANAGEMENT**

#### **COURSE OBJECTIVE**

Objective of including 'SQL' and 'PL/SQL' as a structured query language in this course is to make students ware of the terms and concepts used in Relational Database. Most companies are deciding to move away from flat-file data and are now using a relational database.

#### **COURSE OUTLINE**

Unit I: Introduction to SQL & Manipulating Data

Introduction to SQL, Select Statement, Expression, Conditions and operators, Functions – Molding data retrieved, Clauses in SQL – where, order by, Creating tables, Inserting records, Altering tables, Table constraints, Creating views and indexes

Unit II : Joins and Sub-queries

Multiple tables in single select, Equi-joins, non-equi joins, Outer and inner joins, Self join, Building a Subquery, Nested subquery

Unit III : PL/SQL – An Introduction

Structure of PL/SQL block, Data types in PL/SQL, Conditional statements, Loops, Break and continue command

Unit IV : Advance PL/SQL

Creating procedures, Creating functions, Creating triggers, Exception raising and handling

#### SUGGESTED READINGS

Ryan K. Stephens, Ronald R. Plew : Teach Yourself SQL in 21 days  
Brayan Morgan, Jeff Perkins.

### **BMS-603 International Business**

**Objective:** To expose the students to the challenges faced and strategies adopted when conducting international business.

#### **Course Outline**

UNIT I Introduction to International Business: Nature, scope and challenges in International business. Need for international business. Market entry strategies, difference between domestic and international business. Theories of international trade by Adam Smith, Ricardo and Ohlin & Heckler.

UNIT II Important institutions: WTO, UNCTAD, IMF, European Union, NAFTA SAFTA etc., regional economic integration. MNCs

UNIT III International business environment factors affecting business. International Product Decisions, International Pricing, International channels of distribution and Promotion

UNIT IV India's Foreign trade, Recent trends in India's foreign trade, India as an emerging global market, Export houses, Government Institutional set up for exports, Export promotion council and agencies, Export procedures and documentation.

#### Recommended Books

Justin Paul, International business, Prentice hall of India

Jaiswal B, International Business, Himalaya publication

Alan M. Rugman and Richard M. Hodgetts, International Business by Pearson Education.

Subbha Rao. P- International Business.

Varshney & Bhattacharya- International Marketing Management.

### **BMS – 604 : PROJECT MANAGEMENT**

#### **COURSE OBJECTIVE**

The basic objectives of this course is to equip the students with entrepreneurial skills like project formulation, evaluation, monitoring and control etc.

#### **COURSE OUTLINE**

Unit I : Basic Concept

Concept of a Project, categories of projects, project development cycle. The concept of project management, tools & techniques of project management. Forms of Project organisations.

Unit II : Project Formulation

Project identification, Project formulation and preparation : Market and Demand estimation, market survey, demand forecasting. Cost of project, means of financing, estimates of cost, financial projections.

Project Appraisal Criteria

Payback period, ARR, NPVI, IRR and risk analysis.

Unit III : Process of Project Appraisal

Technical, economic, financial, legal and social appraisal of the industrial projects.

Unit IV : Implementation, Monitoring and Control of Projects

Project scheduling, network techniques for resource, project management teams and coordination. Monitoring and post implementation, evaluation of the projects.

#### SUGGESTED READINGS

Prasanna Chandra Project : Preparation, Appraisal, Budgeting and Implementation P.K. Matto Project Formulation in Developing Countries Chitale Project Viability in Inflationary Condition Dass Gupta & Sen Guidelines for Project Evaluation Cleland and Kind System Analysis and Project Management Nagendra P. Singh Emerging Trends in Entrepreneurship Development D.K. Jain Project Planning and Appraisal in Planned Economy M. Mohsin Project Planning and Control

### **BMS-605 Mathematical Modeling**

**COURSE OBJECTIVES:** The basic objective of this course is to impart knowledge of mathematical modeling techniques to be used for business decisions & management.

**Unit I** Need, basic outlines & techniques of mathematical modeling. Mathematical modeling through geometry, algebra, trigonometry & calculus. Limitations of mathematical modelling techniques.

**Unit II** Linear Programming : Introduction, formulation & solution of simple linear programming problem through graphical & simplex method. Concept of duality in linear programming.

**Unit III** Transportation Problem : Introduction & mathematical modelling of transportation problems & its solution through North-west corner rule, Least cost method, Vogel's method & Stepping stone method.

**Unit IV** Assignment Problem : Introduction & mathematical models for assignment. Hungarian method of assignment problem, special cases in assignment problems : maximisation case in assignment problem and prohibited assignment, unbalanced assignment

problem.

### **SUGGESTED READINGS**

1. Kapoor, V.K. : Operations Research
2. Sharma, J.K. : Operations Research
3. Taha, Hamdy A. : Operations Research, An Introduction
4. Kothary, C.R. : An Introduction to Operational Research
5. Gupta & Sharma : Operations Research

### **BMS-606 Strategic Management**

**COURSE OBJECTIVE:** The main objective of this course is to develop students' understanding of the increasing competition and the practice of strategies in organizations to stay in the hunt.

#### **Unit I : Introduction & Concept of Strategy**

Corporate Policy as a field of study, Nature, Importance, purpose and objective of business policy, Chief Executive job, roles and responsibilities of board of Directors, An overview of strategic management – its nature and process, Formulation of strategy, Environment, Nature of company's environment, environment appraisal, identifying corporate competence & resource.

#### **Unit II : Relating Corporate Strategy, Personal & an Ethical Values**

Industry structure, Reconciling divergent values, Modification of values, moral components of corporate strategy, review of management's concern for responsibility, choice of strategic alternatives for social action.

#### **Unit III : Strategic Choice**

Corporate portfolio analysis, competitor & SWOT analysis, strategic choice, strategic plan, routes to competitive advantage.

#### **Unit IV : Implementation of Strategy**

Structural implementation, organisational design and change, behavioural implementation, leadership, corporate culture, business ethics, corporate politics and use of power, functional implementation – financial, marketing, operations, personnel policies and their integration, strategic evaluation and control.

### **SUGGESTED READINGS**

1. Kazmi, Azhar : Business Policy
2. Shirley, Perters, Ansary : Strategy and Policy Formulation Multi Functional Orientation
3. Keneth, A. Andrews : Concept of Corporate Strategy
4. Igor, M. Ansoff : Corporate Strategy
5. Igor, M. Ansoff : Business Strategy
6. Christensen : Business Policy Text and Cases
7. Gluhck, William F. : Business Policy \_ Strategy
8. Anoft, Russel, L. : A Concept of Corporate Planning
9. Prasad, L.M. : Business Policy and Strategy
10. Alfred, D. Chandler : Strategy and Structure
11. R.M. Srivastava : Corporate Strategy and Planning

### **LU 601 Viva Voce**

## UNIVERSITY OF LUCKNOW

### BBA Programme

### BBA Semester I (Syllabus)

#### **BBA 101 BUSINESS MATHEMATICS**

*The course aims to develop basic skills for quantitative application in business situations.*

**Unit I:** Summation of sets, Arithmetical Progression- Sum of a series in A. P. Arithmetic Mean, Geometric Progression , Sum of a series in G.P, Geometrical Mean, Sum of an infinite geometric series, Permutation and combination, Fundamental rules of counting, Permutation of n different things, Permutation of thing not all different., Circular permutation, Combination of n different things r at a time, Simple problems.

**Unit II:** Matrix Algebra- Definition, Matrix Operations- Addition, Subtraction, and Multiplication of matrices, Types of matrices- Square, Diagonal, null, Transpose of a matrix, Determinant of a Square matrix. Singular and non-singular matrix, Co-factor matrix, ad-joint of a matrix , Inverse of a matrix. Solution of simultaneous equation by using matrices.

**Unit III :** Differential Calculus : Differentiation, Differentiation of a product of two function, Differentiation of a quotient of two functions, Differentiation of a function of a function, Differentiation of a logarithmic and exponential function, Differentiation of implicit function, Maxima and Minima, Simple problems. (Trigonometrical function are excluded)

**Unit IV:** Integral Calculus, Fundamental rules of integration, Integration by substitution, integration by parts. Integration by decomposition into a sum using partial fractions (Simple Problems), Simple business applications (Trigonometrical functions are excluded)

#### **SUGGESTED READINGS**

Mongia -Mathematics for Business and Economics

Zamiruddin- Business Mathematics

Sunderasam and Jayseelam - An Introduction to Business Mathematics

Raghavachari - Mathematics for Management

Sancheti & Kapoor - Business Mathematics

#### **BBA 102 COMPUTER FUNDAMENTALS**

*The course aims to familiarize the students with computers & its applications in the field of business.*

**UNIT I:** Basics of computers and their evolution- Characteristics of Computer, Application of Computer, Various fields of Computer, Classification of Computer, Generation of Computer, Types of Software, Compiler & Interpreter, Generation of Language, Data representation - Different Number Systems, Inter Conversion between Number Systems, Binary Arithmetic. **UNIT II:** Input devices: Keyboard, Point & draw devices, Data Scanning Devices, Digitizer, etc, Output Devices: Monitors, Printers, Plotters, Voice Response System, etc., Main Memory / Primary Memory: RAM, ROM, PROM, EPROM: Cache Memory, Secondary Memory, SASD, DASD Concept, Magnetic Tape, Magnetic Disk, Optical Disk, etc. Business Data Processing: File Management System, Database Management System

**UNIT III:** Operating System Concept: Introduction to Operating System, Functions of Operating System, Types of Operating System, Details of Basic System configuration. Introduction to GUI-Windows Operating System, All Directory Manipulations, File Manipulation. Introduction to Word Processor, Spread Sheets, PowerPoint.

**UNIT IV:** Concept Of Data Communication & Networking: Network Concepts, Types of Network, Communication Media, Modes of Transmission, Analog & Digital Transmission, Synchronous & Asynchronous Transmission, Different Topologies, Introduction to Internet

#### **SUGGESTED READINGS**

1. Govindraju, S. - Introduction to Computer Science

2. Jain, V.K. - Computer and Beginners

3. Sinha, P.K. - Fundamentals of Computers

4. Norton, Peter - Dos 5.0/6

5. Ram, B. - Computer Fundamentals

#### **BBA 103 FINANCIAL ACCOUNTING**

*The course aims to build the competency for preparing, analyzing and interpreting financial statements.*

**Unit I :** Nature and function of financial Reporting. Accounting and accounting system, Information perception of different uses, Measures of return, Ethical issues in accounting, Basic Accounting concepts and conventions, GAAP.

**Unit II :** Source Documents, classification of accounts , Recording, posting of transactions , Preparation of trial balance for service and merchandise business, adjustment of accounts, closing of accounts, completing the accounting cycle measuring business income , Financial statements of manufacturing businesses.

**Unit III :** Meaning and reporting of assets / liabilities, Internal control systems for cash , bank reconciliation, accounting for receivables and inventories , capital and revenue expenditure, Depreciation accounting, Accounting for liabilities, Accounting for Share capital, preference share and buy back of shares.

**Unit IV:** Analysis of Accounting Information: Financial statement analysis and application, Statement of cash flow, preparation and interpretation.

## SUGGESTED READINGS

Grewal, T.S. - Double Entry Book-keeping  
Agarwal, B.B. - Higher Accountancy  
Shukla, M.C. - Advanced Accountancy  
Maheshwari, S.N. - Introductions to Advanced Accountancy

## BBA 104 MANAGERIAL ECONOMICS

*The course aims to acquaint the students with micro and macro economic fundamentals required for business analysis.*

**Unit I:** Introduction - Meaning, nature and scope of Managerial Economics, Significance in decision making. Fundamental principles, Demand Analysis- Introduction to Law of demand, types of demand, individual and market demand, curves & schedule, Demand determinants, Importance in decision making. Demand Forecasting - meaning and methods. Elasticity of Demand - Meaning, types, measurement and significance.

**Unit II:** Production Function - Meaning, Law of variable Proportions, Returns to scale. Iso-Product Curves- meaning and features, Cost Concepts - Meaning and types of Costs, Cost – output relationship in short and long run. Break Even Point-Meaning , features and significance.

**Unit III:** Market Structure and Pricing Theory - Pricing under different market conditions - perfect competition, imperfect competition and monopoly. Price discrimination under monopoly and necessary condition and degrees of price discrimination.

**Unit IV:** National Income- Meaning, concepts, various methods of measurement, Difficulties in measuring National Income, Trade Cycle- Introduction, various phases of trade cycle, Hicks Theory of trade cycle, Keynes Theory of Trade cycle.

## SUGGESTED READINGS

1. Stonier & Hague -Test Book of Economics
2. Sundaram & Vaish - Principles of Economics
3. K.K. Dewett - Principles of Economics

## BBA 105 MARKETING FUNDAMENTALS

*The course aims to build foundation of marketing concepts.*

**Unit I :** Meaning and concepts of Marketing, Sales Concept, Marketing concept, Social Marketing concepts, Societal Marketing concept, Marketing Mix, 4 Ps of Marketing , Marketing Environment in India.

**Unit II:** Market Segmentation , bases for segmentation , Selection of Target Market and Positioning , Product , Product line, Personality , Product mix and Product Life Cycle.

**Unit III:** Pricing - Factors affecting pricing , methods of pricing, distribution channels, types of intermediaries.

**Unit IV:** Promotion, elements of promotion mix, advertising, Functions, criticism, types : sales promotion techniques, difference between advertising and personal selling, direct marketing.

## SUGGESTED READINGS

Marketing Management -Ramaswamy & Namakumari, Macmillan  
Marketing Management - Arun Kumar & Meenakshi, Vikas  
Principles of Marketing - Philip Kotler, Armstrong, Pearson Education

## BBA 106 PRINCIPLES OF MANAGEMENT

*The course aims to provide fundamental exposure and understanding of the concepts, theories and practices of management.*

**Unit I:** Introduction, Nature of Management, Development of Management Thought, Schools of Management Thought, Management Process & Co-ordination, Managers need for understanding Internal and external environment

**Unit II :** Planning, Fundamentals of planning, Objectives, Policy & Strategy, Forecasting, Decision Making, Organizing, Organization Theory, Design of organization structure, Authority & Responsibility, Line and Staff Relationships, Pattern of organizational design, Groups in organization, Dysfunctional Aspects of Organization, Organizational Change. .

**Unit III:** Staffing, Fundamentals of staffing, Recruitment & Selection, Training & Development, Performance Appraisal, Directing, Fundamentals of Directing, Motivation, Concept and techniques, Leadership Approaches and Communication. **Unit IV :** Controlling, Nature and Scope of Control, Types of Control, Control Process, Management by Exception (MBE), Effective Control System, Control Techniques - Traditional and Modern.

## SUGGESTED READINGS:

Essentials of Management : Harold Koontz, Heiriz, Weihrich.  
Management, Tasks Responsibility and Practices : Peter F Druckers.  
Principles and Practice of Management: L.M Prasad



## BBA Semester II (Syllabus)

### **BBA 201 BUSINESS COMMUNICATION**

*The course aims to develop written and verbal communication skills for effective business communication.*

**Unit I :** Introduction to Business Communication, Characteristics of Effective Organizational Communication, Basic Forms of Communication, Process of Communication, Principles of Effective Business Communication, 7 C's.

**Unit II :** Barriers to Communication, Facilitators to Communication, Effective Listening, Perception & Reality, Role of Opinion, Attitudes & Beliefs, Mal-functions of communication, Business Etiquettes,

**Unit III :** Forms of Business Communication, Written Communication, Oral Communication, Non verbal Communication, Technology of Business Communication, Peculiarities of Communication in Indian Organizations, Conflict Management. **Unit IV:** Conduct of Meeting- Agenda, Notice, Notes, Minutes, Office Memorandum, Office Orders, Press Release, Business Letter Writing-Need, functions & Kinds, Layout of letter writing, Types of letter writing, Report writing- Problems, Organization and techniques of writing.

### **BBA 202 BUSINESS STATISTICS**

*The course aims to build skills for statistical inference of business data*

**Unit I:** Definition of statistics: Primary and secondary data, classification and tabulation of data. Measures of central tendency- Arithmetic mean, geometric mean and harmonic mean, mode, median.

Measures of dispersion- Range, quartile deviation, mean deviation, standard deviation, absolute and relative measures of dispersion, Coefficient of variation.

**Unit II:** Correlation Analysis-Introduction, Importance of correlation, Analysis, Types of correlation- Positive and Negative correlation, linear and non-linear correlation, Measures of correlation-scatter diagram method, Karl Pearson's co-efficient of correlation (Grouped data also), Spearman's Co-efficient of Rank Correlation.

Regression Analysis: Difference between correlation and regression, Lines of regression. Methods of least squares, Fitting straight lines, Properties of regression line, Regression Co-efficient and their properties.

**Unit III:** Probability-Definition of probability, Classical and empirical probability, Addition and Multiplication rule of probability. Conditional probability, Simple problems.

**Unit IV :** Time series analysis: Utility of time series, Components of time series, Time series models- Addition and Multiplication model, Measurement of trend- Graphic method, Moving average methods, Method of least squares, fitting a straight line trend, seasonal variations- Estimation of seasonal variations, Method of simple average, ratio to trend method, ratio to moving average method, cyclical variations.

#### **SUGGESTED READINGS :**

Gupta S.P. and Gupta M.P. : Business Statistics.

Elhans, D.N. : Fundamental of Statistics.

Gupta C.B. : Institutional of Statistical Methods.

Sanheti & Kapoor : Statistics- Theory methods & Applications.

### **BBA 203 FOREIGN TRADE OF INDIA**

**COURSE OBJECTIVE:** This course aims to equip students with a broad based knowledge of trade practices in India.

**Unit –I:** Introduction – Trade its meaning and types. Difference between internal and international trade. Theories of International Trade. India's Internal Trade- Characteristics and Problems. Coastal trade and trade of Uttar Pradesh. Terms of Trade. Trade : Terminology and abbreviations.

**Unit-II:** Foreign Trade of India – Before independence, During Planning Period, Recent trends in India's Foreign Trade. Major Items of Exports: Composition, Direction and Future Prospects, Major Items of Imports: Composition, Direction and Future Prospects.

**Unit –III:** Free Trade and Protective trade policies, India's Major trading partners. Financing of foreign trade, National Level Financing Institutions: EXIM Bank, ECGC and other institutions in financing of foreign trade, STC, MMTC, SEZ and EPZ. Export promotions.

**Unit –IV:** Strategy for Trade Policy in India – General Developments during planning period. Recent World trade Scenario, Recent changes in trade policy, Trade agreements – Bilateral and Multilateral Trade Agreements. GATT & UNCTAD, WTO. India's Balance of Trade and Balance of Payments.

#### **Books Recommended:**

- 1) Bhagwati J. Srinivasan – Foreign Trade regimes and Economics development
- 2) Jaiswal Bimal & A.K.Singh – Foreign Trade of India
- 3) Plaekar – Trade of India
- 4) Salvi P.G. – New Directions on India's Trade policy.
- 5) Cherrunilam F. – International Trade Export Management
- 6) Singh, M – India's Export trends
- 7) Varshney R.L. – India's Foreign Trade

### **BBA 204 ENVIRONMENTAL STUDIES**

*The course aims to make students conscious of environmental concerns and understand the consequences and impact of*

*environmental trends on human life and business.*

**Unit I:** Introduction to Environmental studies, Sustainable development, Realm of Ecology, Environmental Management System (EMS), Biodiversity, Business and Environment, Environmental Ethics

**Unit II:** International Efforts for Environmental protection, India's efforts for Environmental protection, Public Policy, Role of NGOs, Environmental clearance for establishing and operating Industries in India

**Unit III:** Global Environmental Problems, Global Warming, Ozone depletion, Air & Noise Pollution, Water Resources, Land Management & Soil Pollution, Waste Management, Forest & Wild life Management,

**Unit IV:** Indian Environmental Laws, Wild Life (Protection) Act, 1972, Water (Prevention & Control of Pollution) Act, 1974, Environment (Protection) Act, 1986, Air (Prevention & Control of Pollution) Act, 1981. Functions of CPCB and SPCB, ISO-14000.

### **BBA 205 FINANCIAL MATHEMATICS**

*This course aims to develop the competency of understanding the impact of time value of money on valuation of financial assets and liabilities.*

**Unit I** Basic Concepts, Simple and Compound Interest, Kinds of interest rates- effective rate of interest , Nominal rate of interest and force of interest, Relationship between effective and nominal rate of interest.

**Unit II** Present value and discount rate, Effective and nominal rate of discount, Relationship between interest and discount, Equation of payment.

**Unit III** Valuation of annuities- Certain, Present value of an annuity, Present value of an annuity payable  $p$  times a year, Present value of deferred annuities, perpetuities. Accumulated value of an annuity, Accumulated value of annuities payable  $p$  times a year.

**Unit IV** Valuation of securities, Present value of bonds, Present value of preference shares, Present value of equity shares, growth in dividends - Normal growth and super normal growth , Relationship between price, earnings and dividends .

### **BBA 206 INDIAN VALUE SYSTEM**

*This course aims to provide familiarity with aspects of Indian Values emanating from our social and cultural background impacting the quality of decision making.*

**Unit I:** Features of Indian Social System and Social Institution affecting values: Cultural History of India, Characteristics of Indian Social System and Important Social Institutions, Indian Education systems (In Ancient, Medieval and Modern India) **Unit II:** Indian Value System: Indian Values in management, Four ashrams, Purushartha, Varna and Caste system

**Unit III:** Indian Ethical Theories: Nature and Scope of Ethics, Psychological Basis of Ethics, Indian Ethical Theories (a) Kautilya (b) Manu, An outline of Ancient Legal System and its utility in present, in India

**Unit IV:** Impact of Social and Cultural Factors on Business: Guilds (Shreni) and their role in business promotion in Ancient India, Role of Indian Culture in Business Promotion, Indian traditions for decision-making and management of stress, Philosophy of Yoga and its modern relevance.

#### **SUGGESTED READINGS**

Indian Ethos and Modern Management, by B L Bajpai

The Present Crises of Faith, by S. Radha Krishnan

Ethics and the Conduct of Business, by Boatright (Pearson Education)

Human Values and Professional Ethics, by R R Gaur and G P Bagaria

Break-free, by Debashish Chatterjee (Penguin)

Teach Yourself Philosophy of Religion, by Mel Thompson

## BBA Semester III (Syllabus)

### **BBA-301: ADVERTISING MANAGEMENT**

This course aims to familiarize the student with the basic principles of advertising and introduction to media involved.

**Unit I:** Definition, Nature and evolution of advertising, its functions and role, criticism, social, economic and legal aspects of advertising.

**Unit II:** Place of advertising in Marketing Mix, Indian advertising industry, copy writing: different elements of a copy and layout

**Unit III:** Advertising budget: Objectives, preparation and methods of advertising budget; advertising agency: function, selection and compensation.

**Unit IV:** Advertising media: different types of media, function, merits and demerits of media, selection of media and its vehicles.

#### SUGGESTED READINGS

D.OGILVY, ADVERTISING

Chunawala, Advertising

Sontakki, Advertising

Manvendra Mohan, Advertising

Kazmi and Batra, Advertising and Sales Management, Excel

### **BBA 302 Banking Operations Management**

**Unit I** Indian financial System, Banking System in India, Financial sector reforms in India, RBI – role, functions, monetary policy and credit control, commercial banking in India, Regulatory Environment for commercial bank in Indian core banking.

**Unit II** Operational Aspect of commercial banks in India, Relationship between Banker and customers, Types of customer a/c, Cheques, Endorsement, Presentment, Dishonour, Rights and liabilities of Paying and collecting Banker, Time Value of money – calculation of interest on loan & deposits, EMIs, Present Value, future value and loan Amortization.

**Unit III** Negotiable Instruments, Bills of Exchange and Promissory notes, Rights and liabilities of parties, Bills discounting and Purchasing, ancillary Services of the Bankers.

**Unit IV** Employment of funds by Commercial Banks Financial statement analysis, Types of securities, mode of creating charge, Bank guarantees, Asset – liability management in commercial Banks. Basel norms.

#### SUGGESTED READINGS

1. Shrelekhhar: Banking
2. Jaiswal Bimal : Banking Operations Management
3. Jhinghan M.L. : Banking Theory & Practice

### **BBA 303 Business Environment**

This course aims to familiarize the student with the Indian business environment and provide him / her an insight into the control mechanisms adopted by government.

**Unit I :** Various types of economic systems being followed in the world, Comparison between the capitalist and socialist economies, The Indian economic system pre and post independence, The industrial policy 1951 and 1991 (statement, functions, implication and comparison) Private, Public and Co-operative sectors: meaning, role and importance.

**Unit II ;** Macro and Micro factors that affect the environment, Controllable and uncontrollable factors as regards the organization, macro and micro environment and their respective components , Environment scanning techniques: SWOT,ETOP with practical examples, Monetary, Fiscal, Exim Policies, Budget – roles and functions affecting the business environment.

**Unit III ;** Globalization and Liberalization and their effect on the Indian business environment, SEZs ,EPZs, Privatization: implications and effects with examples, MNCs as a source of technology, merits and demerits , Indian MNCs, Social responsibilities of business – definition , examples and affects on the business environment.

**Unit IV:** Regulatory and control mechanism such as fiscal policy ,MRTP,FEMA,IRDA,SEBI and their changing dimensions, Delicensing , Price control mechanism, functioning of bureaucratic decision making and its effect on business environment, SSI – types, role in the economy, merits and demerits, Financial institutions – structure , functions ,roles and working

#### SUGGESTED READINGS

Cherunilum, Francis, Business Environment, Himalaya Publishing House

Dutta and Sundaram, Indian Economy, S. Chand and Co.

Mamoria, C.B., Social Problems and Social Disorganization in India, Kitab Mahal

Mathew, M.J., Business Environment, RBSA Publishers, Jaipur, 1996.

### **BBA 304 MANAGEMENT ACCOUNTING**

*This course aims to develop the competency for making correct analysis of relevant information required for managerial decision making.*

**Unit I:** Management accounting: Definition, Differences with financial accounting, Management process & accounting, The value chain of business function, Introduction to CVP relationships, Measurement of Cost Behaviour

**Unit II:** Introduction to manufacturing costs, job costing , process costing , activity based costing,.

**Unit III:** Relevant information & decision making, Special order & addition, deletion of product and services, Optimal uses of limited

resources, Pricing decisions, Make or buy decision, Joint product cost.

**Unit IV:** Preparing the master budget and functions budgets, Flexible budgets, Variance analysis, Introduction to Management Control Systems.

**SUGGESTED READINGS :**

1. Anthony - Management Accounting
2. Pandey, I.M. - Management Accounting
3. Ahmad Nisar - Management Accounting

### **BBA 305 ORGANIZATIONAL BEHAVIOUR**

*The course aims to provide an understanding of the basic concepts, theories and techniques in the field of human behaviour at the individual, group and organizational levels.*

**Unit I:** Meaning and development of Organizational Behaviour, Need for Organizational Behaviour, Challenges and opportunities for Organizational Behaviour, Organizational Behaviour Model.

**Unit II:** Perception: Components, factors influencing perception process; Personality: Determinants, theories, measurement; Motivation: Meaning, types and theories; Learning: Meaning, models of learning.

**Unit III:** Group formation and development, inter-group conflict, Nature, process and resolution techniques; Communication process, meaning, barriers and methods to overcome barriers; Leadership: meaning, style, models of leadership

**Unit IV:** Group Dynamics, Group Cohesiveness. Stress: Causes, Stages and effects; Organizational Culture; Organizational Change and development.

**SUGGESTED READINGS**

1. Robins, Stephen P. - Organisational Behaviour
2. Schen - Organisational Psychology
3. Davis, K & Newstorm - Human Behaviour at Work
4. Prasad, L.M. - Organisational Behaviour

### **BBA 306 RESEARCH METHODOLOGY**

*The course aims to make students understand the technicalities involved in a research work.*

**Unit I:** Introduction to Research Methodology: Meaning, Objectives, Categories of Research, Features of good research studies, Types of Research Studies, Scientific & non scientific methods, Research Methods & Research, Methodology. Importance of Research in Management Decisions: Defining Research Problems, Formation of Hypothesis, Research design: Types of Research design, Research design in case of different research studies.

**Unit II :** Methods and Techniques of data collection: Types of data collection, Methods used for collection of different data types. Sampling and sampling distribution: Importance of Sampling, Methods of Sampling, Sampling errors, Test of Hypothesis. Attitude Measurement and Scales: Introduction to attitude - Various Methods to measure attitude.

**Unit III:** Data presentation and analysis: Data preparation & preliminary analysis, Statistical Analysis & Interpretation of data: Non parametric tests. Multivariate Analysis of Data. Model Building & Decision Making, Additional Statistical Methods. **Unit IV:** Report writing & presentation: Writing & formatting of Reports, Presenting your research reports & talks, Graphical Presentation.

**SUGGESTED READINGS**

- Research Methodology, by C R Kothari, Vishwa Prakashan  
Business Research Methods, by William G Zikmund, Thomson.  
Research Methods, by William M C Trochim, Biztantra.  
Marketing Research, by A Parasuraman, Dhruv Grewal, Biztantra  
Methodology of Research in Social Sciences, by O R Krishnaswami, M Ranganatham, HPH.

**BBA 307 Foreign Language (French/German – Non Credit) Compulsory**

## BBA Semester IV (Syllabus)

### **BBA 401 BUSINESS LAWS**

*This course aims to familiarize the students with the Indian Contract Act, Law of Partnership, Sale of Goods Act and Negotiable Instruments Act.*

**Unit I:** The Indian Contract Act: Nature of contract, Elements of valid contract, Offer & Acceptance, Communication of offer, acceptance & revocation, Capacity of contract, Coercion, Free consent, Duress & undue influence, Fraud, Misrepresentation, Mistake, Legality of object, Contingent Contract, Quasi Contract, Performance of Contract, Breach of Contract.

**Unit II:** Law of Partnership: Partnership distinguished from similar organization, Types of partner, Duties of partner, Liability of partner, Dissolution of partnership

**Unit III:** Sale of Goods Act: Goods & Their classification, Price, Conditions & Warranties, Passing of properties & goods, Performance of a contract of sales, Buyers right.

**Unit IV:** Negotiable Instruments Act: Definition, Features, Assumptions, Promissory Notes, Bill of Exchange, Cheque, Material alterations, Payments in new courts, Conditions when bankers must refuse payments, Negotiations, Endorsements, indorsement, Kinds of bills, their expectancies, Presentment, Dishonour, Compensation, Hundies & their Kinds.

#### **SUGGESTED READINGS**

Gulsan & Kapoor : Business Law including Company Law.

Singh, Avtar : Principles of Mercantile Law

Pandya , R.S. : Principles of Mercantile Law

Shukla M.C. : A Manual of Mercantile Law

Bare Acts. : Indian Contract Act, 1872. Sale of Goods Act, 1930 Partnership Act, 1932. The Negotiable Instruments Act, 1881 .

### **BBA 402 FINANCIAL MANAGEMENT**

*This course aims to equip the students with the fundamental principles & techniques of financial management concern with acquisition & use of funds by a business firm.*

**Unit I:** Financial Management goals & objectives, Functions of financial managers, Concepts of risk and return, Environment of finance in organization of finance function, Introduction to time value of money, Capital Budgeting techniques.

**Unit II:** Cost of Capital, Capital Structure - Theory & Practice, EBIT, EPS Analysis, Dividend decisions & policy. **Unit**

**III:** Long term financing, Working capital management - Cash, credit, Inventory Management & Financing,

**Unit IV:** Financial Statement Analysis, Financial planning & budgeting, Introduction to international financial management .

#### **SUGGESTED READINGS**

Horne, James Van- Financial Management & Policy

Rustagi R.P.- Introduction to Financial Management

Kuchal, S.C.- Financial Management

Pandey, I.M.- Financial Management

### **BBA 403 HUMAN RESOURCE MANAGEMENT**

*The course aims to familiarize the students with the importance of human resource in the present day organizations and its subsequent management as a 'resource'.*

**Unit I:** Nature and Concept of HRM: Human Resource Management: History. Concepts- Personnel Management, Human Resource Development and Human Resource Management, Importance of HRM and present day challenges, Understanding the present day scenario, Evolution of HRM into strategic HRM, Human Resource Planning: The process of Human Resource Planning, Limitations.

**Unit II:** Job Analysis: Process of Job-analysis and Design: Outcomes of Job-analysis- Job Description, Job Specification and job Evaluation. Job Design. Recruitment, Selection and Placement: Factors affecting Recruitment, Process of Recruitment, Sources of Recruitment. Process of Selection- Stages; Socialization and Induction; Promotions, Demotions, Transfers and Separations.

**Unit III:** Training & Development: Difference between training and development, Training Methods, Executive Development. Performance Appraisal: Methods of Performance Appraisal, Possible Errors in Appraisal Process, Planning for Performance Improvement.

**Unit IV:** Compensation Planning: Objective of Compensation Planning, Theories underlying Motivation and Remuneration, Developing Pay Structures, Principles of Wage and Salary Administration, Current Trends in Salary Administration. Industrial Relations & Workers Participation in Management: Theories of Industrial Relations, HRM Practices – Change in perspective, Strategic management of Industrial Relations, Collective Bargaining– Policies and Practices, Workers' Participation in Management, Quality Circles.

#### **SUGGESTED READINGS**

Human Resource Management – Text & Cases, by VSP Rao, Excel Books

Human Resource Management – Text & Cases, by K. Ashwatappa – Tata McGraw Hill

Human Resource Management, by Cynthia Fisher, Shaw – Wiley / Biztantra

Human Resource Management, by Gary Dessler, Person Publications

### **BBA 404 INFORMATION MANAGEMENT**

*The course aims to develop the basis understanding of the information systems and their role in business organizations.*

**Unit I:** Core Concepts in Information Systems, Information Systems in Business: Framework and resources. **Unit II:** Functional and Cross-functional Information Systems.

**Unit III:** Decision Support Systems; Executive Information Systems; Executive Support Systems; Knowledge Base Systems; Expert Systems, Trends in Information Systems.

**Unit IV:** Data Base Management Systems: Concept, Components, Centralized and Distributed Database Systems.

#### SUGGESTED READINGS

Brein James, O., Computers in Business Management : An Introduction

Bentley Trevoi, Management Information Systems and Data Process

### **BBA 405 OPERATION MANAGEMENT**

*The course aims to familiarize the students with the basic concepts of Operations and Production Management.*

**Unit I:** Introduction: Meaning, Nature and Scope of Production and Operation Management. Objectives of Operations Management. Duties and Responsibilities of Operations Management. Production Function. Systems approach to Operations Management. Manufacturing system: Mass, Batch, Job-Shop and Project.

**Unit II:** Plant Location: Nature, Factors considered in location, Methods and Type of areas. Plant Layout: Objective of good layout, Factors influencing layout and Types of layout. Material Handling Equipment: Importance, Objective, Principles, Factors affecting selection equipment and types of handling equipment.

**Unit III:** Work Study: Method study and work measurement- Importance, Objectives, Application areas, Steps in method study and Techniques of work measurement. Production Planning and Control: Role and Scope of PPC in Operations Management, Factors influencing production planning and benefits of production control.

**Unit IV:** Inventory Management: Factors influencing and Objectives of inventory management. Techniques of inventory management. Quality Control and Materials Management.

#### SUGGESTED READINGS

Production & Operations Management, by Upendra Kachru, Excel Books.

Operations Now, by Byron J Finch, Tata Mc Grawhill

Operations Management, by Gaither & Fraizer, Thomson South Western.

### **BBA 406 CONSUMER BEHAVIOUR**

*The course aims to provide insights into consumer behavior required for marketing decisions*

**Unit I:** Meaning and nature of Consumer Behaviour, Factors affecting Consumer Behaviour, Consumer Involvement and decision making, Models of decision making.

**Unit II:** Consumer Perception, attitudes, changes in attitudes, Consumer motivation.

**Unit III:** Models of Consumer Behaviour , Consumer Behaviour in India, difference between consumer buying and industrial buying, nature and factors affecting industrial buying.

**Unit IV:** Factors influencing purchase decision of a consumer, Personality, Self-concept, Life-style, Psychographics, Reference group.

#### SUGGESTED READINGS

Kanuk & Shiffman, Consumer Behaviour.

Peter & Olson, Consumer Behaviour and Marketing Strategy.

Peter and Donnelly, A Preface of Marketing Management.

Wilkie, William, Consumer Behaviour.

## BBA Semester V (Syllabus)

### **BBA 501 E- COMMERCE**

*The subject aims to familiarize the student with the basic concept of e-commerce and to provide him/her with the knowledge of planning, scheduling and controlling a successful e- business.*

**Unit I:** Framework for understanding e- business: Introduction to e- commerce, Environmental forces affecting planning and practice, Ethical, legal and social concerns.

**Unit II:** Developing e- Business Frame work: Developing e- Business Models, Introduction to Internet, www. Concepts, Building of e- commerce websites, software hardware and tools.

**Unit III:** Planning, Implementing and Controlling of e-Business: Creating the Marketing Mix, Organizational and Managerial issues, Financial Planning and Working with Investors, Implementation and Control of the e-Business Plan.

**Unit IV:** Understanding of Key terms of E- Commerce: Electronic Commerce & Banking, Electronic Payment Systems, Electronic Payment Technology, On-line credit card, E- Commerce Security.

#### **SUGGESTED READINGS**

E-Commerce : Bharat Bhaskar

E-Commerce: The cutting edge of business : K. Bajaj & D. Nag

E-Commerce : Ritendra Goel

### **BBA 502 FINANCIAL SERVICES**

The subject aims to provide the basic insights into the different types of financial services and the regulatory prescriptions for the same..

**Unit I:** Introduction to financial services. Fund and fee based services, Utility and significance; NBFCs.

**Unit II:** Leasing and Hire Purchase

**Unit III:** Factoring, Bill Discounting, Credit card services

**Unit IV:** Merchant Banking and advisory services; IPOs.

#### **SUGGESTED READINGS**

P. Chandra, Financial Management

J. Vanhorne, Financial Management & Policy

### **BBA 503 Insurance and Risk Management**

It will help the students to learn the basics and fundamentals of insurance principles and practices being practiced in the insurance industry. The knowledge in this field of insurance may help the students to adopt this as a career.

**Unit I** Introduction: History of insurance in general and in India in particular. Basic nature of insurance. Definition of insurance. Comparison of Life Insurance with other forms of insurance. Principles of contract and its applicability to the valid insurance contract.

**Unit II** Principles of Life insurance and its impact on insurability. Morality tables and its kind. Basic elements in computation of premium. Peculiarities of life insurance product and the classification Nature of group insurance and types of group Insurance covers Policy claims and its procedures for settlement of various type of claims. Policy document and its various components including conditions and privileges under the policy.

**Unit III** Study of various proposal and policy forms used in general Insurance Scope of coverage of fire insurance and Marine insurance, Motor insurance Various kinds of miscellaneous insurances Describe classes of insurances requiring specialized knowledge i.e industrial all risk insurance, aviation insurance, oil and gas insurance Regulatory provisions under Insurance Act 1938, and IRDA Act 1999. Underwriting practice and procedures, types and classification of hazards

**Unit IV** Basic concept of risk, classification of risks, and process of risk management. Identification and evaluation of risk – risk analysis. Risk control – loss prevention and its importance. Risk financing and transfer of risks, Risk retention and its importance/basis of reinsurance.

#### **REFERENCES:**

Books published by Insurance Institute of India.

“Life Insurance”, - By Kenneth Black (Jr.) and Harold Skipper (Jr.),

“Fundamentals of Risk and Insurance”, by Emmett J. Vaughan, Therase Vaughan

“Principles of Risk management and Insurance”, by George E. Rejda

### **BBA 504 RETAIL & RURAL MARKETING**

*The course aims to familiarize the students with the basic concepts of Rural Marketing, the nature of the Rural Consumer, and marketing of agricultural inputs and produce.*

**Unit I:** Retailing: Role, Relevance & Trends, characteristics of Retailing, The changing face of Retail Industry in India, Retail Market Segment: Market Segmentation, Targeting & Positioning, Kinds of Market and Dimensions of Segmentation.

**Unit II:** Retailing Strategy: Location- Types, Importance and determining factors, Product and Merchandise Strategies, Retail Space and Ambience Management Strategies, Retail Pricing & Promotion Strategies

**Unit III:** Definition of Rural Marketing, Indian Rural Market, Environment: Population and its locations, occupation pattern, expenditure pattern, infrastructure facilities. The Rural Consumer: Characteristics, factors influencing his purchase decision, Rural demand: Nature, types of requirements, hierarchy of markets and rural market index, Problems in rural marketing.

**Unit IV:** Marketing of Consumable inputs and durable inputs: Marketing of Consumables and Durables: Composition of Products, Price, distribution, promotion, product redesign or modification needs. Rural Marketing Strategies: Rural Market Segmentation, Strategies on product, price, promotion and distribution.

#### SUGGESTED READINGS

Diamond Allen, Fashion Retailing, Delmar Pub.  
Levy, M. and Barton A. Weitz Retailing Management, Irwin, London  
Morgenstein, M. and Harriat Strongin, Modern Retailing, Prentice Hall  
Gopaldaswamy, T.P. – Rural Marketing, Wheeler.  
Sukhpal Singh, Rural Marketing Management, Vikas.  
Samiuddin et.al. (Ed.), Rural Marketing, National.  
Sanal Kumar, Rural Marketing, Response Books.  
Raja Gopal, Rural Marketing, Rawat.

#### BBA 505 TAXATION LAWS

*The objective of this course is to acquaint the students with the legal framework of taxation affecting business plans, profits and liabilities of business.*

**Unit I:** Important Definitions, Concepts of Income, Exempted incomes, Residential Status and Tax Liability.

**Unit II:** Heads of Income - Income from Salaries, Income from House & Property, Profits and gains of a business or profession, Capital Gains, Income from other sources.

**Unit III:** Individual Assessment, Assessment procedure, Set off and Carry Forward of losses, Clubbing of Income, Income – Tax authorities and their powers.

**Unit IV:** Wealth Tax- exemptions, Deemed wealth, Calculation of wealth tax liability, Assessment procedure.

#### SUGGESTED READINGS

Income Tax Law & Practice, by Mehrotra, H.C.  
Direct Taxes, by Prasad, Bhagwati  
Income Tax Guide, by Singhania, V.K.  
Simplified Approach to Income Tax, by Girish Ahuja & Ravi Gupta

#### BBA 506 MANAGING PERSONAL FINANCE

**Objective:** The course aims to prepare students for planning and managing their finances ensuring economic independence and growth of wealth.

##### Unit- 1

Personal Financial Basics, Time Value of Money, Financial Aspects of Career Planning, Money Management Strategy: Statements and Budgeting, Planning Your Tax Strategy

##### Unit-2

MANAGING YOUR PERSONAL FINANCES: Savings Plans and Payment Accounts, Introduction to Consumer Credit, Choosing a Source of Credit: The Cost of Credit Alternatives, Consumer Purchasing Strategies and Legal Protection

##### Unit-3

INVESTING YOUR FINANCIAL RESOURCES :Investing Fundamentals, Investing in Stocks, Investing in Bonds, Investing in Mutual Funds, Investing in Real Estate and Other Investment Alternatives ,The Housing Decision: Factors and Finances.

##### Unit-4

INSURING YOUR RESOURCES: Property and Motor Vehicle Insurance, Health, Disability, and Long-Term Care Insurance, Life Insurance, CONTROLLING YOUR FINANCIAL FUTURE: starting Early: Retirement Planning, Estate Planning

#### Suggested Readings:

Jack Kapoor, Les Dalbay, Robert J. Hughes Personal Finance  
Jack Kapoor-personal Finance, TMH  
Shaikh M W- Personal Finance  
Lokatia RN- Tax smart personal investment A-Z



## BBA Semester VI (Syllabus)

### **BBA 601 BUSINESS POLICY**

*This subject aims to provide conceptual and analytical skills to the students for accessing the environmental & competitive opportunities along with fulfilling the objectives of concepts in knowledge, situations, and relevant attitudes.*

**Unit I:** Strategic Management. Concept of Strategy, Dimension of strategic decision, Levels of strategy, Strategy making modes, Overview of process of strategic planning & management.

**Unit II:** Mission, vision, objective setting, Business definitions, Summary statement of strategy, Deducing strategy from action & endeavours.

**Unit III:** Formulation of strategy, Components of environment & Environmental analysis, Analysis of internal capabilities using different approaches, Strengths, Weakness, Opportunities, Threats (SWOT Analysis).

**Unit IV:** Strategic alternatives for growth, stable, combinations & international strategies. Choice of Strategy, Generic Business Strategies, Portfolio Analysis, Overview of Implementation Aspects,

#### **SUGGESTED READINGS**

1. Kazmi, Azhar - Business Policy
2. Keneth, A. Andrews - Concept of Corporate Strategy
3. Igor, M. Ansoff - Business Strategy
4. Christensen - Business Policy Text and Cases
5. Gluhck, William F. - Business Policy Strategy
6. R.M. Srivastava - Corporate Strategy and Planning

### **BBA 602 COMPANY LAW**

*The subject aims to familiarize the students with the regularity frame work for formation, incorporation issue of capital and management of a company as per the Indian Companies Act.*

**Unit I:** Definition & nature of Company, types of Companies, formation of Companies, Liability of promoters, Incorporation of Companies, Commencement of business

**Unit II:** Memorandum of Association (MOA), Contents, Doctrine of Ultravires, Articles of Association (AOA), Doctrine of Indoor Management & exceptions to it

**Unit III:** Prospectus, Statements in view of prospectus, Mis-statement & their remedies, Share capital, Allotment of shares - definition of share, Share warrant, Share certificate, Difference between share & stock, Calls on shares, Types of shares, Voting rights, Right issues.

**Unit IV:** Management of Company, Appointment of directors, Legal Position, Duties & liabilities & Powers, Company Meetings- Statutory, Annual general meeting, extraordinary meeting, meeting of BOD, Guidelines for managerial remuneration, Quorum for different meetings, Kinds of resolutions, Provisions regarding borrowing, & issue of debentures, dividend and bonus shares, Notes on binding up.

#### **SUGGESTED READINGS :**

Sherlerkar - Company Law and Secretarial Practice  
Avtar Singh - Company Law

### **BBA 603 ENTREPRENEURSHIP**

*The subject aims to familiarize the students with the concept of Entrepreneurship and with the establishment and management of a new enterprise.*

**Unit I:** Entrepreneurship: Definitions and core elements, Process of Entrepreneurship, Entrepreneurial Competencies, Barriers to Entrepreneurship, Identification of business opportunities.

**Unit II: Establishment** of a new enterprise, Choice of product, Market Assessment, Selection of Technology, Selection of Site, Organizational and Ownership Structure.

**Unit III:** Preparation of Business Plan, Financing the new enterprise, Financial Management for new ventures, Source of Finance.

**Unit IV:** Marketing Management in a new enterprise, Human Resource Management in a new enterprise, Operations Management in a new enterprise.

### **BBA 604 INTERNATIONAL BUSINESS**

*The subject aims to familiarize the students with the concept of international business, the organizations engaged in global business, Indian export documentation and implications of global trade on India.*

**Unit I:** Historic view point of international business, Introduction and concepts of the modern international business, Domestic and international business comparison and contrast with advantages and disadvantages of both, Regional blocks: NAFTA, SAFTA, ASEAN, SAARC types, roles, functions and their effect on emerging global business environment.

**Unit II:** GAAT and WTO - structure, functions and roles in the current international business scenario, the modern world reasons for venturing into international business, Factors and variables involved in international business. International business strategies and entry modes and techniques. Indian and world MNCs with their merits and demerits.

**Unit III:** Comparison and contrast between domestic and international marketing, Advantages of international marketing, various

types of international market intermediaries. Comparison and contrast between domestic and international Human Resource Management, cross-cultural issues, implications on the host and guest countries, Various types of global organizations.

**Unit IV:** International financial intuitions – structure, roles, functions, World Bank, IMF, UNTCAD, NABARD, ADB etc, Export documentation and financial support available in India –APEDA, EPZs, SEZs, Future trends in international business, concepts of BPO, FDI etc and their effects on the future of international business. India’s attractiveness for FDI vis-à-vis other countries like China, Brazil, Malaysia etc.

#### SUGGESTED READINGS

Justin Paul, International Business, Prentice Hall of India

Jaiswal Bimal – International Business, Himalaya Publications

Alan M. Rugman and Richard M.Hodgetts, International Business by Pearson Education.

Subbha Rao.P- International Business.

Varshney & Bhattacharya- International Marketing Management.

### **BBA 605 MARKETING OF SERVICE**

*The subject aims to provide the basic insights into the marketing of services and develops the understanding of various types of services and current scenario of service sector in India.*

**Unit I:** Meaning and nature of services marketing, goods and services - a comparative study, significance, marketing mix for services, Classification of services.

**Unit II:** MIS in Service Marketing, Market Segmentation and positioning, Behaviour of consumer, Service Management. **Unit**

**III:** Marketing of Services in India: bank, insurance, tourism, hospital and consultancy.

**Unit IV:** Promotion mix strategy for services, Relationship marketing, Services under WTO .

#### SUGGESTED READINGS

Helen Woodruffe, Services Marketing.

Zieithaml Valerie, Parasuraman A. and Leonard L. Berry, Delivering Quality Services.

Shetty Y.K. and J.E. Ross, Quality and its Management in Services.

Lovelock Christopher H., Service Marketing.

### **BBA 606 PROJECT MANAGEMENT**

*This subject provides an opportunity to the students to conceive, formulate and prepare a project with practical orientation with regard to its implementation.*

**Unit I:** Generation & Screening of project idea, Preliminary Screening, Project Rating Index, Entrepreneurial Skills, Market & demand analysis, Collection of Primary & Secondary information, Demand forecasting, Market planning.

**Unit II:** Technical Analysis, Manufacturing process / technology, Material inputs & utilities, Product Mix, Plant Capacity, Location & site, Machinery & Equipment, Structures & Civil work, Environmental aspects, Project Charts & Layouts, Project Time Lines.

**Unit III:** Cost of projects, Means of financing, Estimates of Sales & Production, Cost of Production, Working Capital Requirement & Financing, Projected income statement, Balance sheet and cash flow with multiyear projections, Consideration of alternative sources of finance.

**Unit IV:** Project Implementation: Forms of project organization, Project control & control charts, Human aspects of project management, Prerequisites for a successful project implementation, Introduction to project network & determination of critical path, Preparation of comprehensive project report.

#### SUGGESTED READINGS

Prasanna Chandra Project : Preparation, Appraisal, Budgeting and Implementation

Nagendra P. Singh Emerging Trends in Entrepreneurship Development

D.K. Jain Project Planning and Appraisal in Planned Economy

M. Mohsin Project Planning and Control

### **BBA 607**

### **Viva Voce**

## UNIVERSITY OF LUCKNOW

### BBA(I.B.) Semester –1

#### Syllabus

#### **BBA(IB)-101 FOREIGN TRADE OF INDIA**

**COURSE OBJECTIVE:** This course aims to equip students with a broad based knowledge of trade practices in India.

##### **Unit –I**

Introduction – Trade its meaning and types. Difference between internal and international trade. Theories of International Trade. India's Internal Trade- Characteristics and Problems. Coastal trade and trade of Uttar Pradesh. Terms of Trade. Trade : Terminology and abbreviations.

##### **Unit-II**

Foreign Trade of India – Before independence, During Planning Period, Recent trends in India's Foreign Trade. Major Items of Exports: Composition, Direction and Future Prospects, Major Items of Imports: Composition, Direction and Future Prospects.

##### **Unit –III**

Free Trade and Protective trade policies, India's Major trading partners. Financing of foreign trade, National Level Financing Institutions: EXIM Bank, ECGC and other institutions in financing of foreign trade, STC, MMTC, SEZ and EPZ. Export promotions.

##### **Unit –IV**

Strategy for Trade Policy in India – General Developments during planning period. Recent World trade Scenario, Recent changes in trade policy, Trade agreements – Bilateral and Multilateral Trade Agreements. GATT & UNCTAD, WTO. India's Balance of Trade and Balance of Payments.

##### **Books Recommended:**

- 1) Bhagwati J. Srinivasan – Foreign Trade regimes and Economics development
- 2) Jaiswal Bimal & A.K.Singh – Foreign Trade of India
- 3) Plaekar – Trade of India
- 4) Salvi P.G. – New Directions on India's Trade policy.
- 5) Cherrunilam F. – International Trade Export Management
- 6) Singh, M – India's Export trends
- 7) Varshney R.L. – India's Foreign Trade

#### **BBA(IB)-102 BUSINESS MATHEMATICS**

**COURSE OBJECTIVE:** This course aims to equip students with a broad based knowledge of mathematics with emphasis on management applications.

**Unit I:** Arithmetical progression and geometrical progression. Permutation and Combination. Binomial theorem for a positive integral index. Matrix Algebra: Matrix operations – Addition, Subtraction and Multiplication. Transpose a matrix, Determinant of a square matrix. The inverse of a matrix. Solution to a system of equations by the adjoint matrix method.

**Unit II:** Differential Calculus :Functions, limits and continuity. Differentiation Derivative of a function of one variable. Derivative of a power function. Derivative a product of two functions. Derivative of a quotient of two functions; Derivative of a function of a function; Derivatives of Logarithmic functions. Logarithmic Differentiation. Implicit functions. Local maxima and minima. Optimisation using calculus.

**Unit III:** Business applications: Derivative as a rate measure, elasticity of a function. Price elasticity of demand, price elasticity of supply. Marginal cost and marginal revenue.

**Unit IV:** Rules of integration: Integration by substitution, Integration by parts, Integration by partial fractions, Definite integral

##### **SUGGESTED READINGS**

Mongia	•	Mathematics for Business and Economics
Zamiruddin	•	Business Mathematics
Sunderasam and Jayseelam	•	An Introduction to Business Mathematics
Raghavachari	•	Mathematics for Management
Sancheti & Kapoor	•	Business Mathematics

#### **BBA(IB)-103 BUSINESS ECONOMICS**

##### **COURSE OBJECTIVES**

The objective of this course is to impart a knowledge of the concept and tools of Economic Analysis as relevant for Business Decision-Making

##### **Unit- I**

Definition of Economics – Adam Smith, Marshal, Robbins and Sannelson's view. Nature and scope of Economics; Economics as a science, as an art, positive and normative science. Inductive and deductive methods of economics. Micro Vs. Macro Methods of Economics study. International Economics.

##### **Unit- II**

Theory of Consumption: Utility analysis–law of diminishing marginal utility, law of equi- marginal utility, law of demand, elasticity of demand. Indifference curve, analysis consumer's equilibrium, price, income and substitution effect, consumer's surplus.

##### **Unit - III**

Theory of production: Production function, Isoquant Curves, producer's equilibrium, laws of returns. Cost curves—short period and long—run cost curves. Product pricing and firms equilibrium under perfect, Imperfect competition and monopoly. Discriminating monopoly.

#### **Unit - IV**

Theory of Distribution: Concept of Marginal productivity. Theories of rent, interest, wages and profit.

#### **SUGGESTED READINGS:**

1. Modern Microeconomics – A. Koutsoyiannis
2. Micro Economic Analysis – R.R. Barthwal
3. Modern Economic Theory – K.K. Dewett
4. Principle of Economics – M.L. Seth
5. Business Economics – S.K. Singh
6. Micro Economics Theory – J.V. Vaishampayan
7. Principles of Economics – D.N. Dwivedi.

### **BBA(IB)-104 ESSENTIALS OF MANAGEMENT**

#### **COURSE OUTLINE**

The objective for this course to provide an understanding of the tasks and functions of management and to acquaint the Participants with the developments in concept. Theories and practices in the overall field of management.

**Unit I : Planning:** Nature and significance of Management, Contributions of Management though, Approaches of management, Contributions of Taylor, Fayol and Barnard to Management Science Functions of a Manager Social responsibility of Managers, Values in management. The Nature of significance of Planning, Objectives, Steps of Planning, Decision making as key step in planning. The process and Techniques of Decision Making. Long Range Planning, Strategies and Policies.

**Unit II : Organisation:** Nature and significance, Approaches, Departmentation, Line and staff relationships, Delegation and Decentralisation, Committee system, Department of effective organising, Staffing, nature and Significance, Selection, Appraisal and Development of Managers.

**Unit III:** Directing: Issues in managing human factors, Motivation, nature and Significance's, Theories and Techniques, Communication Definition and Significance, The process of Barriers, Building effective communication system.

**Unit IV:** Controlling: Definition and Elements Control Techniques, Coordination, Determinants of an Effective Control system, Managerial Effectiveness.

#### **SUGGESTED READINGS:**

- Essentials of Management : Harold Koontz, Heiriz, Weihrich.  
Essentials of Management : R.k.Maheshwari & Bimal Jaiswal  
Management, Tasks Responsibility and Practices : Peter F Druckers.  
Principles and Practice of Management: L.M Prasad

### **BBA(IB)-105 FINANCIAL ACCOUNTING**

#### **COURSE OBJECTIVE**

The course aims to make a conceptual orientation and equip the students in the maintenance of financial records as well as prepare them for management applications.

#### **Unit I**

Modern concept, objective and functions, accounting concepts and functions, accounting process –

- a) System of Accounting
- b) Recording and classifying.

#### **Unit II**

Trial Balance, Accounting errors and their rectification's

- i) Preparation of Final Accounts
- ii) Adjustments in recorded transactions of :
  - a) Inventories
  - b) Depreciation
  - c) Bad and Doubtful Debts
  - d) Accruals and pre-payments
- iii) Problems in Financial Statements.

#### **Unit III**

Preparation of accounting records and financial statements of companies.

#### **Unit IV**

Analysis and Interpretation of Financial Statements.

#### **SUGGESTED READINGS**

- Grewal, T.S. - Double Entry Book-keeping  
Agarwal, B.B. - Higher Accountancy  
Shukla, M.C. - Advanced Accountancy  
Maheshwari, S.N. - Introductions to Advanced Accountancy

## **BBA(IB)-106 BUSINESS COMMUNICATION**

**COURSE OBJECTIVE:** This course aims to develop communication skills in equip students with a broad based knowledge business communication.

### **Unit I**

Introduction to business communication, characters ties of effective organizational communication, basic forms of communication, process of communication, principles of effective business communication.

### **Unit II**

Barriers to communication, facilitators to communication, effective listening, perception & reality, role of opinion, attitudes & beliefs, mal-functions of communication, business etiquettes.

### **Unit III**

Forms of business communication, written communication, oral communication, non verbal communication. Technology of business communication, peculiarities of communication in Indian organizations, conflict management.

### **Unit IV**

Conduct of meeting – agenda, notice, notes, minutes, office memorandum, office orders, press release, business letter, writing – need. Functions and kinds, layout of letter writing, types of letter writing report writing – problems, organization and techniques of writing.

## **BBA (IB) Sem-II**

### **BBA(IB)-201 ECONOMICS FOR MANAGEMENT**

#### **COURSE OBJECTIVE**

The basic objective of this course is to familiarise the students with the concepts and tools of economics as applicable to decision making in a business environment.

**Unit -1:** Concept of Macroeconomics, Meaning & Measurement of National Income, Classicqal and Keynesian theories of employment.

**Unit-2:** Consumption function theories of consumption, investment function multiplier, accelerator.

**Unit-3:** Business Cycles, IS-LM model of equilibrium, inflation, classical theory of Economic growth.

#### **Unit-IV:**

National Income and pattern of economics growth in India, economic inequalities in India, saving & Capital formation in India five year plans.

#### **SUGGESTED READINGS**

1. Stonier & Hague -Test Book of Economics
2. Sundaram & Vaish - Principles of Economics
3. K.K. Dewett - Principles of Economics

### **BBA(IB)-202 STATISTICS FOR BUSINESS DECISIONS**

Course Objective: The course aims to equip the students with statistical concepts, methods and tools that help in decision making in different spheres. The emphasis is on their applications in business.

#### **Unit-I**

Definition, meaning, scope, significance and limitations of statistics. Methods of collection and tabulation of data. Census and Sampling - Concept and methods of sampling, statistical laws, sampling and Non-Sampling errors, Measures of Central Tendency- Arithmetic mean, Geometric Mean and Harmonic Mean, Median and Mode.

#### **Unit-II**

Measures of Dispersion- Range, quartile deviation, mean deviation and standard deviation,

Skewness: Concept, tests and measurements

Correlation- Meaning, types, methods of measuring correlation coefficient

#### **Unit III**

Regression Analysis- Simple Regression equations, regression coefficient

Time series analysis- Trend value and seasonal

#### **Unit-IV**

Probability –Concept and measurement, Permutations and Combinations, addition and multiplication theorem, Conditional probability, Bay's theorem

Probability Distribution- Binomial, Poisson and Normal Distribution

Suggested Readings :

1. Gupta S.P. and Gupta M.P. : Business Statistics.
2. Elhans, D.N. : Fundamental of Statistics.
3. Sancheti & Kapoor : Statistics- Theory methods & Applications.
4. Singh,A.K. and Masood Khalid: Statistical Methods
5. Roy,Ramendu: Statistics

## **BBA(IB)-203 BUSINESS LAWS**

**COURSE OBJECTIVE:** The objective of the course is to familiarize the participants with legal perspective of the business legal perspectives of the business administration in an enterprise.

**Unit-I** (Law of Contracts –I) :Definition, kinds and Essential Elements of a Valid contract, offer and acceptance ,consideration, capacity of contract, free consent, legality of objects, Performance and discharge of contract.

**Unit-II** (Law of Contracts- II): Contract of indemnity and guarantee: meaning and its distinction, rights and duties of indemnifier, indemnified and surety, discharge of surety's liability. Bailment and pledge :meaning and distinction ,Rights and duties of bailor and bailee, pawnor and pawnee.

**Unit-III** (Law Relating to Sale of Goods) :The sale of Goods Act.1930:formation of contract of sale, conditions and warranties, Caveat emptor, Ownership of goods and transfer, unpaid seller and his rights.

**Unit-IV** (Law relating to partnership and negotiable instrument) : definition and nature of partnership, rights and duties of partners, types of partners, dissolution of partnership, definition and elements of Negotiable Instruments, Holder and holder in due course.

### **SUGGESTED READINGS:**

Gulsan & Kapoor : Business Law including Company Law.

Singh, Avtar : Principles of Mercantile Law

Pandya , R.S. : Principles of Mercantile Law

Shukla M.C. : A Manual of Mercantile Law

Bare Acts. : Indian Contract Act, 1872. Sale of Goods Act, 1930 Partnership Act, 1932. The Negotiable Instruments Act, 1881 .

## **BBA(IB)-204 COST ACCOUNTING**

### **COURSE OBJECTIVES**

The course aims to provide a working knowledge of the basic Cost Accounting principles to students.

#### **Unit I**

Basic framework of costing: Definition, Nature, Scope and Significance, meaning of cost and its classification, accumulation and ascertainment of cost centres, cost units. Accounting

#### **Unit II**

Methods of Costing, unit/single/output costing, job & contract costing, operation/service costing. Process costing, costing methods of Joint products and by-products.

#### **Unit III**

Cost Accounting, preparation of costing, profit & Loss A/c and its reconciliation with financial profit & loss A/c.

#### **Unit IV**

Cost reduction, cost control, budgetary control; standard costing.

### **SUGGESTED READINGS**

1. Arora M.N. – Cost Accounting
2. Lal Jawahar – Cost Accounting
3. Saxena & Vashishth - Advanced Cost and Management Accounting
4. Prasad, N.K. - Cost Accounting
5. Maheshwari, S.N. - Cost Accounting

## **BBA(IB)-205 INTRODUCTION TO COMPUTERS**

### **COURSE OBJECTIVES**

The objective of the course is to familiarise the students with the basics of the computers and its uses.

**Unit I** : Fundamentals of Computers, Introduction to computer types (Analog, Digital and Hybrid); Characteristics of computers; Evolution of computers (History, generation), Basic components of a computer, their functions and interrelation; stores program concepts, RAM, ROM; Computer hardware and software and firmware; Computer languages, types of software, processing of a computer program, batch, time-sharing and multi programming; Computer uses, applications and capabilities; concept of data communication and networking. Types of Computer Systems; Personal, Micro, Mini, mainframe and super computer; differences and capabilities; range of applications.

**Unit II** : Data Representation Binary, Octal and Hexadecimal Number Systems and their inter-conversions; Binary Arithmetic; Internal data representation; Organization of memories; Fixed point and Floating point number representation; representation of Alphanumeric character codes, ASCII codes. Introduction, types and applications of Text Processor, Word Processor, Spread Sheet.

**Unit III** : Data Storage: Primary storage; addressing and capacity; types of secondary storage – magnetic tapes, disks, organisation methods (sequential and direct); floppy disk optical disk; CD-ROM. Input/Output Devices: Tape/Disks/diskettes, Light-pen, mouse and joysticks, character readers, VDU, serial, line-printer plotters.

**Unit IV** : Operating System: Introduction to operating system; types of operating systems with main emphasis on Disk Operating System (DOS); Details of basic system configuration; Important terms like Director, File, Volume, Label, Drive name etc. DOS Components – I/O Systems, BIOS, COM, IBM, DOSCOM, start-up sequence, file name, hard disk; Use of function keys; File commands; Dir, Copy, Delete, Rename, Type-Print Etc. Disk Commands – Format, Diskcopy Backup, Restore, Chkdsk, Batch Files, Editor; Creating and editing files, commands and special editing keys, Setting up MSDOS; System and autoexec.bat files; use of wild cards, redirecting commands; input/output filters, pipes.

### **SUGGESTED READINGS**

1. Govindraju, S. - Introduction to Computer Science
2. Jain, V.K. - Computer and Beginners
3. Sinha, P.K. - Fundamentals of Computers
4. Norton, Peter - Dos 5.0/6
5. Ram, B. - Computer Fundamentals

## **BBA(IB)-206 Business Environment**

### **COURSE OBJECTIVES**

The course is designed to provide an insight into the impact of business environment on the performance and profitability of the firm. The course emphasizes the theme that the business prospects may be enhanced by a strong grasp of business including socio-economic-political factors. Changing nature of government policies and their influence on business prospects will also be emphasized upon.

### **COURSE OUTLINE**

#### **UNIT I**

Concept of business environment, its nature and significance, Environmental Matrix, basic philosophies of capitalism, socialism and mixed economy, evolution of economic policy in India and India's slow conversion to market economy.

#### **UNIT II**

Relationship between business and government, introduction to important laws affecting business – like industries (development & regulation) act 1951, monopolies and restrictive trade practices act 1969, changing dimensions of these laws and their impact on business.

#### **UNIT III**

Philosophy and strategy of planning in India, objectives, achievements and distortions of planning, An Introduction to NITI Ayog, India's development strategy and economic performance, industrial policy in India, changing roles of public and private sectors, new economic policy and its impact on business, monetary policy, fiscal policy.

#### **UNIT IV**

Salient features of Indian socio-cultural values and their implications for business environment and growth, corporate social responsibility, multinational corporations, consumerism, foreign direct investment, NTO and its impact on business environment

#### **Recommended book(s)**

Cherunilum, Francis, Business Environment, Himalaya Publishing House

Business Environment by Sheikh Salim, Pearson

Mamoria, C.B., Social Problems and Social Disorganization in India, Kitab Mahal

Mathew, M.J., Business Environment, RBSA Publishers, Jaipur, 1996.

## **BBA (IB)-III**

### **BBA (IB)-301 MANAGEMENT ACCOUNTING**

#### **COURSE OBJECTIVE**

The objective of this course is to equip the students with skills to evaluate organization performance, spot inefficiencies, areas for improvement and opportunity and provide them with decision making skills to recommend and use the best possible course of action while taking into account both long term and short-term implication of decisions.

**Unit I:** Focus on Decision Making: Nature of Management Accounting, The Management Process and Management Accounting, difference between Financial Accounting and Management Accounting, role and responsibilities of Management Accountant. Introduction to cost behaviour and cost volume relationship, variation of cost behaviour, relevant information and decision making.

**Unit II:** Analysis & Interpretation of Financial Statements: Meaning, Definition, importance, steps, procedure of analysis and Interpretation, trend analysis & Ratio Analysis.

**Unit III :** Financial Analysis and Forecasting Funds Flow and Cash Flow Analysis other Financial forecasting tools.

**Unit IV:** Accounting for Planning and Control & Reporting to Management

Budgetary Control, Flexible Budgets and Standards for Control, Management Control System and Responsibility Accounting, Management Reporting System.

#### **SUGGESTED READINGS :**

1. Arora M.N. – Management Accounting
2. Pandey, I.M. - Management Accounting
3. Atkinson, Management Accounting
4. Sudhindra Bhat, Management Accounting

### **BBA(IB)-302 ORGANISATIONAL BEHAVIOUR**

#### **COURSE OBJECTIVE**

The course aims at to sharpen human skills and also decision making skills of the students.

**UNIT-I:** Understanding HUMAN BEHAVIOUR:- The concept Nature and Significance of human Behaviour Factors effecting human Behaviour.

**INDIVIDUAL BEHAVIOUR:-** Individual difference, Personality and theories of Personality, Perception, Learning and Behaviour re-enforcement

**UNIT-II: MOTIVATION:-** Concept, Significance and theories of motivation, Motivation and Behaviour, Motivation at work, Modification, Attitudes, Meaning and nature.

**INTERPERSONAL BEHAVIOUR:-** Interpersonal dimensions of Behaviour, Transactional Analysis, Barriers in communication Making communication effective. Types of communication.

**UNIT- III: GROUP BEHAVIOUR AND LEADERSHIP:-** Group Behaviour, types, Functions, Determinants of Group Behaviour, Inter Group Problems, Group dynamics: Group Cohesiveness, Difference between Group and Team

**LEADERERSHIP:-**

Nature and Significance of leadership, Leadership Styles, Theories of Leadership, Trait Theory, Behavioural Theory, managerial Grid.

**UNIT- IV : CHANGE AND CONFLICT:-** Organization Structure: Mechanistic and Organic, Organizational Conflict, Nature and types of conflict, management of organizational conflict, Organizational Culture, Learning and Maintaining organizational Culture, Organizational change, Planed change, organizational development.

### **SUGGESTED READINGS**

1. Robins, Stephen P. - Organizational Behaviour
2. Schen - Organizational Psychology
3. Hicks & Gullet - Organisations : Theory and Behaviour
4. Davis, K & Newstorm - Human Behaviour at Work
5. Luthans - Organizational Behaviour
6. Prasad, L.M. - Organizational Behaviour
7. Pathak, R.D. - Organizational Behaviour

### **BBA(IB)-303 COMPUTER APPLICATION-1**

#### **COURSE OBJECTIVES**

This paper would make students learn about the latest version MS Windows operating system. The application software covered under this paper would include MS Office.

**Unit I:** Operating System-Windows, Concepts of CUI & GUI, MS-Windows as GUI operating system, parts of windows, capabilities – interface, menu driven, ready internet connectivity, easy navigation, simple keep up and management of files, inbuilt product – notepad, paint brush word pad, windows explorer.

**Unit II:** Office Automation MS-Word Concept and need of word processing using word as a product, creating document, apply formatting, moving around in a document, editing document, spell checker, cut, copy paste operations, header and footers, table – rows, columns, mail-merge.

**Unit III:** MS-Excel Concept and need of electronic spreadsheet, using excel as a product, parts of an electronic spreadsheet, screen layout, rows, columns, cells, entering data in a worksheet labels, values, formula, naming cells, protecting worksheets, creating charts, lists and databases, filter and advanced filter.

**Unit IV:** MS-Power Point & MS-Access Concept of graphics and presentations, power point as a product, essentials of a presentation, creating a presentation, slide types, slide layout, adding text & pictures to a slide, running a slide show, creating animation, adding sound to create a multimedia presentation. Concept of database management and record handling, access as a product component of access, creating a table, adding, editing and deleting records, view data, create queries.

#### **SUGGESTED READINGS**

1. Leon, A & Leon, M : Introduction to computers with MS-Office
2. Russell A. Stultz : MS-Access for windows
3. Aitken : The point & click guide to MS-Office
4. Hart Davis : The ABC's of word
5. Hart Davis : The ABC's of office

### **BBA(IB)-304 COMPANY LAW AND SECRETARIAL PRACTICE**

#### **COURSE OBJECTIVE**

The objective of the course is to familiarize the students with the various laws and procedures pertaining to a company.

**Unit I:** Company – Definition, classification, incorporation and commencement of business, memorandum of association, articles of association, effects of registration, doctrine of constructive notice and doctrine of indoor management. Prospectus – Law and procedures relating to issue and allotment of shares, calls, forfeiture, surrender, transfer and transmission of shares, shares certificate and share warrant.

**Unit II:** Company Management – Directors, Managers and Secretary – Appointment, rights and obligations.

**Unit III:** (a) Meetings and Proceedings – Law relating to board meetings and company meetings.

(b) Winding up – Compulsory, Voluntary and under Supervision of Court.

**Unit IV:** Secretarial Practice – Duties and Responsibilities of company secretary, secretarial duties relating to allotment of shares, calls forfeiture and transfer of shares, specimen of certificate of incorporation, certificate of commencement of business, share certificates and share warrants. Company meeting and board meetings – Secretarial duties relating to meetings, types of meetings, notice, agenda, proxy motion, resolution, minutes and reports.

#### **SUGGESTED READINGS :**

Sherlerkar - Company Law and Secretarial Practice



### **BBA(IB)-305 FINANCIAL MARKETS AND INSTITUTIONS**

**Unit I-** Financial System & Money Market Financial System: Definition, Signification, and its Relationship with economic development. An Overview of the Indian Financial System and its constituents. Money Market: Meaning, components and present position of Indian Money Market.

**Unit II** - Capital Market: Concept, characteristics and instruments. The primary and secondary market. Methods of New Issue. Stock Exchange: organization, functions and control. SEBI.

**Unit III-** Banking Institutions RBI, Commercial Banks and Regional Rural Banks their organization, objectives, functions and present position.

**Unit IV-** Non Banking Financial Intermediaries Investment Institutions like – LIC, GIC, UTI, Mutual funds and other NBFIs – their objectives, functions, organization and present position.

#### **SUGGESTED READINGS**

1. Bhole, M.K. Financial Market and Institutions
2. Khan, M.Y. Indian Financial System
3. Srivastava, R.M. Management of Indian Financial System
4. Machiraju, H.R. Indian Financial System

### **BBA(IB)-306 GOVERNMENT AND BUSINESS**

#### **Unit I**

Role of government in the economy, capitalist, socialist and mixed economy, public and private sector units, pattern of growth of public sector enterprises in India, general management of public sector enterprises in India.

#### **Unit II**

Efficiency and accountability in public sector enterprises -: public accountability and the autonomy, liberalization privatization and globalization of public enterprises, competition act in India and other such measures.

#### **Unit III**

Nature and scope of public finance, principles of maximum social advantage, public expenditures, principles of taxation – canons incidence and effects etc.

#### **Unit IV**

Public debt, public expenditures, Indian public finance, budgets, fiscal policy, expenditures and revenues of the union government, finance commissions and centre state finances.

#### **Reference Books:**

- H.L.Bhatia : Public Finance  
B.P.Tyagi : Public Finance  
Musgrave & Musgrave : Public Finance

### **BBA(IB) IV**

### **BBA(IB)-401 FINANCIAL MANAGEMENT**

#### **COURSE OBJECTIVE**

To introduce the participants with the basic fundamentals and tools and techniques of Corporate Financial Management in a changing, challenging and competitive global economic environment.

**Unit I:** Introduction: Nature, scope and significance of Financial function for the organisation's success. Objectives of Corporate Financial Management, Organisation structure to carryout finance function in Corporate enterprises. Financial Planning and Financial Forecasting.

**Unit II:** Capital Structure Planning - Financing Decision Capitalization and capital structure, Financial Planning - long and short term sources of corporate funds, objectives of an optimal Capital structure, Financial and operating leverage analysis, cost of capital and capital structure decision.

**Unit III :** Investment Decisions - Time Value of Money Nature of Investment Decisions, Investment Evaluation criteria, process of capital budgeting decisions, risk analysis and investment decisions, capital budgeting practices of Indian companies.

**Unit IV:** , Working Capital Management and Dividend Decision Concepts of working capital. The needs of working capital and Its determinants. Dimensions and trends In working capital management. A brief analysis of the management of components of working capital. Sources of working capital finance and their relative utility. Dividend Policy Models.

#### **SUGGESTED READINGS**

- Horne, James Van- Financial Management & Policy  
Pandey I.M. – Financial Management  
Rustagi R.P. – Introduction to Financial Management  
Soloman Ezre -The Theory of Financial Management  
Hunt William and Donaldson -Basic Business Finance

### **BBA(IB)-402 INTERNATIONAL BUSINESS**

## **Objective**

This course will provide the students an opportunity to learn and understand how business is conducted in the international arena. The syllabus is designed to allow students to gain managerial skills to meet the challenges they will face in the global workplace.

**Unit I** - An Overview of International Business: Introduction, Definition of International Business, difference between international and domestic business, Advantages And Disadvantages Of International Business, Approaches to International Business, Changing Environment of International Business, Globalization of Markets, Trends in Globalization, Effects and Benefits of Globalization, balance of payment and foreign exchange.

**Unit II** -International Trade and Investment Theories: Mercantilism; Absolute Cost theory, Comparative Cost theory, Opportunity Cost theory, factor endowment theory, Complimentary trade theories – stopler – Samuelson theorem, International Product life Cycles, International Business Strategies, International Human Resource Management.

**Unit III** - International Institution: UNCTAD, Its Basic Principles and Major Achievements, IMF, Role of IMF, IBRD, Features of IBRD, WTO, Role and Advantages of WTO India's patent policy and trips. Regional Economic Integration: EU, NAFTA, ASEAN SAARC.

**Unit IV** - Foreign Exchange Determination Systems: Basic Concepts Relating to Foreign Exchange, Various types of Exchange Rate Regimes – Floating Rate Regimes, Managed Fixed Rate Regime, Purchasing Power Parity Theory, Factors Affecting Exchange Rates, Brief History of Indian Rupees Exchange Rates. International Business Negotiations, Future Trends in International Business

### **SUGGESTED READINGS**

1) Agarwal Raj - International Trade (Excel, 1st Ed.) 2) Jaiswal Bimal - International Business (Himalaya Publication) 3) Hill C.W. - International Business (TMH, 5th Ed.) 4) Kumar R and Goel, International Business, (UDH Publications, edition 2013) 5) Cherunilam F - International Trade and Export Management (Himalaya, 2007) 6) Varshney R.L, Bhattacharya B - International Marketing Management (Sultan Chand & Sons, 9th Ed.)

## **BBA(IB)-403 MARKETING MANAGEMENT**

**COURSE OBJECTIVE:** The purpose of this course is to develop an understanding of the underlying concepts, strategies and the issues involved in the exchange of products and services.

**Unit I:** Introductory Concept of marketing, difference between marketing and selling, marketing function, marketing mix, market segmentation, marketing planning, strategy and approaches. Consumer Behaviour: Concept of consumer behaviour, buying motives, study of consumer behaviour and motivational research – its types, nature, scope and role. Method of conducting marketing research, sales promotion and advertising, factors influencing consumer behavior.

**Unit II:** Product Management: Nature and scope of product policy decisions, product-mix, product-line and product-life cycle, product planning and development, product diversification, product improvement. Branding and Trade Marks, packaging.

**Unit III:** Product Pricing-Concept, nature and scope of product pricing decisions; price policy considerations, objectives and strategies of pricing, selling below cost, price dumping, price discrimination, resa-price maintenance.

**Unit IV:** Distribution Management & Marketing communication, Decisions relating to channels of distribution management of physical distribution, sales promotion, sales planning and forecasting, management of sales force, analysis of sales performance and marketing of services, functions of distribution channel, factors influencing distribution channel, integrated marketing communication.

### **Suggested Readings:**

Marketing – Concepts, strategies, by William M Pride, O C Fewell, Biztantra  
Marketing Management, by Ramaswamy & Namakumari, Macmillan  
Marketing Management, by Arun Kumar & Meenakshi, Vikas  
Principles of Marketing, by Philip Kotler, Armstrong, Pearson Education

## **BBA(IB)-404 BANKING OPERATIONS MANAGEMENT**

**Unit I** Indian financial System, Banking System in India, Financial sector reforms in India, RBI – role, functions, monetary policy and credit control, commercial banking in India, Regulatory Environment for commercial bank in Indian core banking.

**Unit II** Operational Aspect of commercial banks in India, Relationship between Banker and customers, Types of customer a/c, Cheques, Endorsement, Presentment, Dishonour, Rights and liabilities of Paying and collecting Banker, Time Value of money – calculation of interest on loan & deposits, EMIs, Present Value, future value and loan Amortization.

**Unit III** Negotiable Instruments, Bills of Exchange and Promissory notes, Rights and liabilities of parties, Bills discounting and Purchasing, ancillary Services of the Bankers.

**Unit IV** Employment of funds by Commercial Banks Financial statement analysis, Types of securities, mode of creating charge, Bank guarantees, Asset – liability management in commercial Banks. Basel norms.

### **SUGGESTED READINGS**

1. Shrelekar: Banking
2. Jaiswal Bimal : Banking Operations Management
3. Jhinghan M.L. : Banking Theory & Practice

## **BBA(IB)-405 INCOME TAX LAWS & ACCOUNTS**

### **COURSE OBJECTIVES**

The course aims to provide students in-depth knowledge of laws and accounts relating to income tax and other taxes in India.

**Unit I :** Income Tax I The concept of Income, Heads of Income, Aggregation and clubbing of income, computation of total income and tax liability of individuals, Hindu undivided families and firms.

**Unit II :** Income Tax II Computation of Total income and tax liability of companies. Income Tax authorities, assessment procedures, appeals revision and settlement, deduction of tax at source and advance payment of tax.

**Unit III :** Wealth Tax The concept of Net wealth, deemed wealth exemptions and computation of Net wealth.

**Unit IV :** Indirect Taxes Main provisions of the Law relating to Excise Duties, Custom Duties and Central Sales Tax Act.

#### **SUGGESTED READINGS**

Mehrotra, H.C. - Income Tax Law & Practice

Prasad, Bhagwati - Direct Taxes

Singhania, V.K. - Student guide to Income Tax

Bare Acts - Income Tax Act 1961, Wealth Tax Act, 1957,

Excise & Custom Duties Acts. Central Sales Tax Act.

Girish Ahuja & Ravi Gupta - Simplified Approach to Income Tax

#### **BBA(IB)-406 INTERNATIONAL BUSINESS LOGISTICS**

**Objective:** The purpose of this course is to develop an understanding of underlying concepts, strategies and issues involved in the area of business logistics and related concepts for Under-graduates.

##### **UNIT I: Introduction to Business Logistics**

Business Logistics: Origin, meaning and definition, Importance of logistics in modern business and foreign trade, Objectives of business logistics, Logistics- Strategy & Planning

##### **UNIT II: Transportation Management**

Transportation: Meaning, definition, modes and Importance, Effective Transportation System: meaning and importance, Service choices and their characteristics, Transport Service Selection, Vehicle Routing & Scheduling: meaning and importance.

##### **UNIT III: Inventory Management & Control**

Inventory: Meaning, definition, types and role, Appraisal of inventories, Inventory Objectives, Storage & handling decisions, Inventory control Techniques-ABC analysis, VED analysis, PUSH & PULL Inventory control.

##### **UNIT IV: Warehousing & Location Management**

Warehouse: Meaning, definition, types and importance. Location/Facility Management: Meaning and importance, Ware house layout, Housekeeping: Meaning and importance.

##### **References:**

Business Logistics/Supply Chain Management: Ronal H. Ballou & Samir Srivastava: Pearson

Management of Business Logistics - A supply Chain Perspective: Coyle, Bardi, Langley

Text book of Logistics and Supply Chain management: D.K. Aggarawal

Logistic Management -A Supply Chain Imperative: Vinod V. Sople

Logistical Management- Donald J. Bowersox & D.J. Closs

#### **BBA(IB)-407 German Language**

##### **COURSE OUTLINE:**

Unit-1

Introduction to Germany, Basic grammar structure, Nouns(singular , plural), Numbers, Days, Months, Seasons, Colours.

Unit-2

Personal Pronouns, Verbs, Conjunctions, Prepositions, Articles, Adjectives, Prepositions.

Unit-3

Tenses, Sentence construction, Interrogative sentences, Affirmative sentences, Negative sentences.

Unit-4

Comprehension Texts, Paragraph writing

#### **BBA(IB) V**

#### **BBA(IB)-501 STRATEGIC MANAGEMENT**

**COURSE OBJECTIVE:** The main objective of this course is to develop students' understanding of the increasing competition and the practice of strategies in organizations to stay in the hunt.

**Unit I :** Introduction & Concept of Strategy, Corporate Policy as a field of study, Nature, Importance, purpose and objective of business policy, Chief Executive job, roles and responsibilities of board of Directors, An overview of strategic management – its nature and process, Formulation of strategy, Environment, Nature of company's environment, environment appraisal, identifying corporate competence & resource.

**Unit II:** Relating Corporate Strategy, Personal & an Ethical Values Industry structure, Reconciling divergent values, Modification of values, moral components of corporate strategy, review of management's concern for responsibility, choice of strategic alternatives for social action.

**Unit III:** Strategic Choice Corporate portfolio analysis, competitor & SWOT analysis, strategic choice, strategic plan, routes to competitive advantage.

**Unit IV:** Implementation of Strategy Structural implementation, organisational design and change, behavioural implementation, leadership, corporate culture, business ethics, corporate politics and use of power, functional implementation – financial, marketing, operations, personnel policies and their integration, strategic evaluation and control.

#### **SUGGESTED READINGS**

1. Kazmi, Azhar - Business Policy
2. Keneth, A. Andrews - Concept of Corporate Strategy
1. Igor, M. Ansoff - Business Strategy
2. Christensen - Business Policy Text and Cases
3. Gluhck, William F. - Business Policy Strategy
4. Anoft, Russel, L. -A Concept of Corporate Planning
5. Prasad, L.M. - Business Policy and Strategy

#### **BBA(IB)-502 INTERNATIONAL FINANCE**

**OBJECTIVE:** This is the foundation course in the area of international finance in order to acquaint a student to various instruments and environment in international business. level of knowledge: expert knowledge is required by the student to develop understanding of various instruments used in international arena.

**Unit I:** IFM- Meaning, Need, Developments in IFM, Foreign Exchange Markets and International Financial Markets, International Financial System & Institutions: Introduction and Importance, IMF (Drawing and loan instruments), SDR (Nature and Utilization), IBRD (Functions and Lending Activities).

**Unit II:** Ready Exchange rates, Exchange Quotations (Direct& Indirect), Forward Margins and factors determining it, Spot and Forward rates, Factors determining spot rates, Exchange Arithmetic (Cross rates, Calculation of forward premium and Discounts), Calculation of forward rates, Exchange Rate Forecasting.

**Unit III:** Parity Conditions In International Finance, Arbitrage And The Law Of One Price, Purchasing Power Parity, The Fisher Effect, The International Fisher Effect, Inflation Risk And Its Impact On Financial Markets

**Unit IV:** International Finance Instrument, Forward Contracts, Future Contracts, and Currency Options, Foreign Exchange Risk Exposure: Definition, Accounting Exposure, Economic Exposure.

#### **SUGGESTED READINGS**

- Multinational Financial Management Alan C. Shapiro
- International Financial Management : P. G. Apte  
Foreign Exchange Management: C. Jeevanandan
- International Financial Management : V K Bhalla

#### **BBA(IB)-503 PRODUCTION MANAGEMENT**

**COURSE OBJECTIVES:** The course aims to equip the students with basic management decisions to production function and designing decisions relating to production, function and designing of a production system.

##### **Unit I**

Nature and scope of production management, production analysis and planning, production functions, objective and functions of production management, responsibilities of the production manager, types of manufacturing processes and plant layout, plant location, routing, scheduling, plant location and plant layout, assembly line balancing. Production Planning and Control (PPC).

**Unit II:** Manufacturing processes, routing, scheduling and assembly line balancing, Materials managements – its scope and importance. Purchasing function and procedure, store-keeping, material planning function, Inventory control, relevant costs, economic lot size, reordering point, ABC analysis.

**Unit III:** Productivity – definition and concept, factors affecting productivity, productivity measurement, productivity improvements, Product development and design, stages of product development, techniques of product development (standardization, simplification and specialization, automation).

**Unit IV:** Development of efficient work methods, material flow process chart, manflow process chart, principles of motion economy, comparison of alternate work methods, maintenance of production facilities, quality control and inspection, sampling inspection, control charts for attributes and variables charts.

#### **SUGGESTED READINGS**

1. Mayers - Production Management
2. Buffa - Modern Production Management
3. Buffa - Operations Management
4. Starr - Operations Management
5. Cook and Russel - Contemporary Operations Management
6. Goel & Gupta - Production Management
7. Hedge - Production Management

#### **BBA(IB)-504 PROJECT MANAGEMENT**

**COURSE OBJECTIVE:** The basic objectives of this course is to equip the students with entrepreneurial skills like project formulation, evaluation, monitoring and control etc.

**Unit I :** Basic Concept of a Project, categories of projects, project development cycle. The concept of project management, tools & techniques of project management. Forms of Project organisations.

**Unit II :** Project Formulation Project identification, Project formulation and preparation : Market and Demand estimation, market survey, demand forecasting. Cost of project, means of financing, estimates of cost, financial projections. Project Appraisal Criteria Payback period, ARR, NPVI, IRR and risk analysis.

**Unit III :** Process of Project Appraisal Technical, economic, financial, legal and social appraisal of the industrial projects.

**Unit IV :** Implementation, Monitoring and Control of Projects Project scheduling, network techniques for resource, project management teams and coordination. Monitoring and post implementation, evaluation of the projects.

#### **SUGGESTED READINGS**

Prasanna Chandra Project : Preparation, Appraisal, Budgeting and Implementation

Nagendra P. Singh Emerging Trends in Entrepreneurship Development

D.K. Jain Project Planning and Appraisal in Planned Economy

M. Mohsin Project Planning and Control

#### **BBA(IB)-505 COMPUTER APPLICATION-II**

**COURSE OBJECTIVE:** The syllabus is designed to render students value added insights about the business application of Information Technology for effective managerial decision making the role of Computer based Information System in redesigning the Business process and restructuring business organizations to have a competitive advantage.

##### **UNIT I : INFORMATION SYSTEMS OVERVIEW**

Definition of Data/Information/Information System, components of Information System,

Hardware/Software/Network/Data/People, Scope, Importance of Information, Evolution of Information Systems, Dimensions of Information. CLASSIFICATION OF INFORMATION SYSTEMS Operations Support System – Transaction Processing, Process, Control, Enterprise Collaboration Systems Management Support System – Expert/Decision Support/Executive/Management Information Systems.

##### **UNIT II : STRATEGIC ROLES OF INFORMATION SYSTEM**

Support of Information System in gaining competitive advantage, Total quality management, Business process reengineering, Innovation, Creation of switching cost, Overcoming business barriers.

##### **FUNDAMENTALS OF E-COMMERCE AND ITS BUSINESS APPLICATIONS**

E-commerce food chain, Forms, B2B, B2C, Introduction to mobile commerce, Web security, Electronic payments, EDI, Supply chain management, E-CRM, Firewall, Transition security, Wireless application.

##### **UNIT III : SYSTEM ANALYSIS AND DESIGN**

Investigation, Analysis, Design, Implementation & Maintenance of Information System, Tools of structured system analysis/input and form design/testing, training conversion & control.

##### **UNIT IV : BUSINESS FUNCTION INFORMATION SYSTEM**

Accounting Information System, Financial Information Systems, Marketing Information Systems, Inventory Management Information Systems, Human Resource Information System, Manufacturing Information System.

#### **SUGGESTED READINGS**

1. Brein, James O. - Management Information System

2. Kenneth C. Lausam James P.Lauton - Management Information System

3. Akshya Bhatia & Ashok Arora - Information System for Manager

4. Davis & Olson - Management Information Systems

5. Jerone Canter - Management Information System

#### **BBA(IB)-506 International Marketing**

##### **Unit I**

An overview of international marketing and its need, Nature, scope and tasks of international marketing, difference between domestic and international marketing, EPRG scheme, self reference criteria, economic environment.

##### **Unit II**

Understanding of culture, its characteristics and elements, values and phenomenon of cultural change, Political environment, political spectrum, types of governance around the globe, polity and its effect on business. Bases for legal system – common, Islamic and Marxist – socialist, jurisdictions in international legal disputes, intellectual property rights – new issues, commercial laws

##### **Unit III**

Issues related to product, meaning of global products, international product planning, physical and mandatory requirement – standards, screening products for adoption, analysis of product components. Issue related to price, pricing policy – objective and approach, price determination and price Escalation.

##### **Unit IV**

Issue related to distribution Channel of distribution structures in the world, distribution patterns – general and country specifics, alternative middlemen choices – country specifics, factors affecting choices of channels, locating, selecting and administering channel members. Issue related to promotion Global advertising pattern, global market segmentation and promotional strategy, international Advertising program and advertising regulations.

#### **Recommended Text**

1. International Marketing – S C Jain

2. International Marketing – Philip Coteora
3. International Marketing – Keegan
4. International Marketing – Czinkotia
5. International Marketing – Vasudevan

### **BBA(IB) VI**

#### **BBA(IB)-601 Computer Application – III**

##### **UNIT I**

E-Commerce concept: Meaning, definition, concept, features, function of E-Commerce, E-Commerce practice v/s traditional practices, scope and basic models of E-Commerce, limitations or E-Commerce, precaution for secure E-commerce, proxy services.

##### **UNIT II**

Electronic Data Interchange: concept of EDI, difference between paper based Business and EDI Based business, Advantages of EDI, Application areas for EDI, Action plan for Implementing EDI factors influencing the choice of EDI, Software Concept of Electronic Signature, Access Control.

##### **UNIT III**

Types of E-Commerce: Meaning of B2C, B2B, C2C, and P2P. Applications in B2C, E-Banking, E- Trading. E-Auction- Introduction and overview of these concepts. Application of B2B, E-distributor, R2B service provider, benefits of B2B on Procurement, Just in time delivery. Consumer to consumer and peer-to-peer business model Introduction and basic concepts.

##### **UNIT IV**

Internet: Concept of Internet, use of Internet, Requirements of Internet, Internet Domain, Internet server, establishing connectivity on the Internet, Types of Internet provides, Constituents of Internet Protocol, browsing the internet, tools and service on Internet, Procedure of Opening E-mail Account on Internet.

##### **SUGGESTED READINGS**

1. E-Commerce : Bharat Bhaskar
2. E –Commerce: The cutting Edge of Business : K. Bajaj & D. Nag
3. E-Commerce : Ritendra Goel

#### **BBA(IB)-602 PERSONNEL MANAGEMENT**

**COURSE OBJECTIVE:** The objective of this course is to familiarize the students with the conceptual background, theories and techniques of Personnel Management.

##### **UNIT I:**

Introduction to Personnel Management & Manpower Planning Personnel Management: Conceptual framework, Nature, Scope and Significance. Functions of Personnel Department and Skills required by Personnel Managers. Job Analysis: Concept, Objectives, Job Description and Job Specification Manpower Planning: Concept, Significance, Process and techniques of HR Demand and Supply Forecast

##### **UNIT II:**

Employee Acquisition and Development Recruitment: Concept, Objectives, and Sources of Recruitment Selection: Concept, Process and Selection Tests. Induction and Orientation Training & Development: Concept, Purpose, Difference between Training and Development, Methods and Techniques Motivation: Concept, Significance and techniques of Motivation including Job Design, Job Enlargement, Job Enrichment and Employee Empowerment etc.

##### **UNIT- III:**

Employee Appraisal and Maintenance Performance Appraisal: Concept, Significance, Methods and Techniques of Appraisal, Performance Feedback Compensation & Reward Management: Job Evaluation, Concept of Wages & Salary, Wage Policy, Laws & Rules governing employee benefits, Incentives & Fringe Benefits

##### **UNIT- IV:**

Industrial Relations Discipline and Grievance Handling: Concept & Types of Discipline, Disciplinary Procedure, Disciplinary Actions, and Grievance Redressal Mechanism.

Industrial Relations: Concept of Industrial Relations, Industrial Disputes, Techniques of Dispute Resolution, and Workers' Participation in Management Trade Unionism in India

Collective Bargaining: Concept, Objectives, Types and Process of Collective Bargaining

##### **SUGGESTED READINGS**

- Yoder, D. : Personnel Management & Industrial Relations  
 Fllipo : Principles of Personnel Management  
 Monappa & Saiyaddin : Personnel Management  
 Dwivedi, D. N. : Management of Human Resource  
 Aswathappa : Personnel & Human Resource Management  
 V.S.P. Rao : Human Resource Management

#### **BBA(IB)-603 INTERNATIONAL ACCOUNTING**

##### **Unit-I**

International Accounting: An Overview, Definition & Scope, History & development, Importance & difficulties, Internationalization of Accounting Progression.

**Unit-II**

Consolidation & Price level change- Consolidation issues in financial statements: need techniques & implication of IAS 27 & AS 21. Accounting for Price level changes: definition, types, need & techniques used for price level adjustments.

**Unit-III**

Harmonization Issue. Harmonization of Accounting Practices: need, process, IAS, IFRS, AS standards, Institutional Support and impediments, Transfer pricing-Concept, need methods & Practices in vogue in the world.

**Unit-IV**

Currency Translation & Taxation- Foreign currency translation: needs issues, methods and types of exposures. Taxation-Concepts, planning, practices in vogue, Issues of Double taxation & tax treaties, tax Havens.

**Recommended book(s)**

Arpon, Jeffrey S & Radebaugh, Lee H. International Accounting and Multinational Enterprises. New York, John Wiley, 1985  
Choi, Frederick D S and Mueller Gerhard G. International Accounting. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1984  
Evans, Thomas G. International Accounting & Reporting. London, MacMillan, 1985  
Prodhan, Bimal. Multinational Accounting. London, Croom-Helm, 1986  
Rathore, Shirin. International Accounting. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1996

**BBA(IB)-604 FRENCH LANGUAGE**

**COURSE OBJECTIVES:** French Language as Foreign Language Course to Under Graduate Management Students. Teaching of French as a foreign language to the management students in order to prepare them to communicate in French, to develop the four skills in French i.e. Reading, Writing, Speaking and Comprehension.

**Unit-I**

Articles Gender and number of nouns and adjectives. Personal and Toique pronouns, Demonstrative and Possessive Adjectives Preposition and adverbs Pronominal verbs.

**Unit-II**

Conjugation of verbs of all the Groups in Present Tense and Introduction to Past and Future Tense. Intetrogation, Negotion and Imperatives.

**Unit-III**

Name of days, seasons, months, colours, garments, body parts and numbers. Conversational French between known and unknown people. Telephonic conversation with friends and clients.

**Unit-IV**

Topical writing, self Introduction, Biodata, Description of person, place or things as family, house, class, city, country etc. Letter writing. Profession and nationality. To reply question in French based on comprehension of a French text.

**SUGGESTED READINGS**

Two Units of Le Nouveau Sans Frontieres Part-I

**BBA(IB)-605 INTERNATIONAL BUSINESS ENVIRONMENT**

**COURSE OBJECTIVES**

The course is designed to provide an insight into the international Business Environment and its influence on the performance of Indian economy in general and profitability of the business and industry in particular. The course emphasizes the theme that International Business Environment influences business prospects.

**COURSE OUTLINE**

**Unit – I** International Business Environment – concept, nature, significance & challenges of International Business, International Business Environment: Introduction, Nature, Classification, Internal Environment & External Environment factors, International Business Environment- Developed And Developing Countries, Factors In Determining Type Of Economic System, Factors Effecting IB Environment, Balance of Payments, Foreign Exchange.

**Unit – II Government and International Business -**

Role of government on International Business , India's foreign trade policy ,Trade barriers-Tariff restrictions, Quantitative Restrictions and NTBs

**Unit – III International Economic Institutions** –IMF, World Bank, WTO ,Regional Economic Integration- EU, NAFTA, SAFTA

**Unit – IV Foreign Trade of India-** Recent Trends In India's Foreign Trade, MNCs, FDI: Trends and Issues , Exchange control in India: Objectives & methods

**SUGGESTED READINGS :**

Ghos, P. & Kapur, G.K. : Business & Society - A Study of Business Environment  
dhikari, M. : Economic Environment of Business  
Cherunilavam : Business Environment  
Dasgupta A. & Sengupta A. : Government and Business  
Jaiswal, B. : International Business  
D.C. Kapoor : Export management

## **BBA(IB)-606 EXPORT IMPORT PROCEDURES AND DOCUMENTATION**

**Objective:** The Purpose of this course is to familiarize Students with the procedures and documentation relating to foreign trade operations, and to train them to handle the documentary work concerning export- import business.

**Unit I: Export Documentation:** Types of Documents: characteristics and relevance. An introduction to Online Documentation. Getting ready for Export contract and Inco terms. Procuring and processing of an export order. Methods and Terms of Payments for Exports: Documentary credit and collection Financing for export: Pre- and post –shipment credit.

**Unit II: Export Incentive and cargo handling:** Foreign Exchange Risks: Nature of risks, Cargo Insurance: Contract of cargo Insurance, procedures and documentation for cargo loss claims; Role and schemes of ECGC of India and commercial banks, Quality control and Pre- shipment Inspection: Schemes Excise and custom clearance regulations, procedures and documentation; Export Incentives.

**Unit III: Export-Import Procedure:** Procurement for Export- Planning and methods of procurement for exports; Procurement through Imports, Financing Import- Instruments and related procedures and documentation; Custom clearance of Import - regulations, procedure and documentation.

**Unit IV: Import Documentation:** Duty Exemption Schemes: Objectives, benefits, procedures and documentation; Schemes for import of capital goods: Procedures and documentation for new/ second-hand capital goods. **Institutional support:** Export/trading/star trading/superstar houses: Objective criteria and benefits; procedures and documentation; Special Economic Zones: Objectives and Benefits, Introduction to Export Promotion Council (EPC), Indian Trade Promotion Organization(ITPO),

### **Recommended Text:**

- Export Management, by D.C. Kapoor: Vikas Publication
- Export Procedure and Documentation, by C. Rama Gopal: New Age Publication
- Exporters Manual : Nabhi Publications
- Handbook of Procedures (Vol I & II).
- ITC(HS) classification of Export and Import Items (latest).

## **LU 601 Viva Voce**



### Director/OSD & Programme Directors

Name	Designation
Prof. Arvind Mohan	Director/OSD, IMS
Dr. Anoop Kumar Singh	Director/Co-ordinator – MBA (MS), BBA (MS), IMS
Dr. Bimal Jaiswal	Director/Co-ordinator – MBA (IB), BBA (IB) ), IMS
Dr. Mohd. Anees	Director/Co-ordinator – MBA (F & C) ), IMS

### Faculty and Technical Officers

Name	Designation
Dr. Archana Singh	Research cum Training Officer
Ms. Archana Singh	Faculty Member
Ms. Astha Sharma	Faculty Member
Dr. Nazia Jamal	Faculty Member
Dr. Sanjeev Verma	Faculty Member
Ms. Shruti Aurora	Faculty Member
Dr. Smita Singh	Faculty Member
Ms. SoniHarsh Srivastava	Faculty Member
Dr. Suman Kumar Mishra	Faculty Member
Dr. Vasudha Kumar	Faculty Member
Dr. Vineet Kumar	Programmer
Mr. Amit Swaroop	Programmer

**MBA (5 Year) Programme**  
**SEMESTER-I**

PAPER NO.	SUBJECTS
IMS 511	Micro Economics
IMS 512	Business Organization
IMS 513	Business Mathematics
IMS 514	Introduction to Financial Accounting
IMS 515	Principles of Finance
IMS 516	Currency, Banking & Exchange
	<i>Non credit</i>
LU 501	English Project

**IMS 511 - MICRO ECONOMICS**

**Objective:**

This course is meant to acquaint students to basic micro economic concepts. To use economic reasoning to solve problems of business.

**COURSE OUTLINE**

**UNIT - I Conceptual Framework of Business Economics:** Meaning, Definition, Nature, Scope and Importance of Micro Economics, Relationship of Economics with other branches of Knowledge, Basic Problems of an Economy

**UNIT - II Utility Analysis & Consumer Behaviour:** Consumer Behaviour: Notion of Indifference and Preference, Indifference Curve Analysis of Consumer Behaviour, Consumer Surplus; Concept and Form of Utility, Law of Diminishing Marginal Utility, Equi-marginal Utility. **Demand Analysis** Concept, and Classification of Demand, Determinants of Demand, Law of Demand, Elasticity of Demand, Price Elasticity of Demand, Cross Elasticity of Demand, Income Elasticity of Demand.

**UNIT - III Theory of Cost Production & Revenue:** Cost Theory- cost concepts, cost function, cost output relationship, Concept of Revenue- Total, Average and Marginal Revenue

**UNIT - IV Market Structure & Price Determination:** Market- meaning and characteristics of markets, market structure and degrees of competition- perfect competition, monopoly.

**REFERENCE BOOKS:**

Micro Economics, Prof.J.V.Vaishampayan

Micro Economics, Maheshwari & Singh

Jhingan, M.L. & Stephen J.K. "Managerial Economics" Vrinda Publication Ltd, Delhi, 2006 (reprint).

Alok Srivastava: "Business Economics and Public Finance", Kitab Mahal, Allahabad

H. K. Singh & Meera Singh: "Business Economics"; Kalyani Publishers, Ludhiana

Satya P. Das : "Micro Economics for Business", Sage Publication, New Delhi

D.N. Dwivedi, "Managerial Economics", Vikas Publishing House (2008), 7<sup>th</sup> edition

**IMS 512 - BUSINESS ORGANIZATION**

**Objective**

The subject embraces the study of the methods, techniques and practices of efficient organization. The knowledge of this subject helps in gaining whereabouts of entering into any business.

**COURSE OUTLINE**

**Unit-I** Definition, Nature and scope of business, Business and society, Social Responsibility of Business, Factors Determining the size of business unit. Forms of business organization – A Comparative study.

**Unit-II** Monopolistic combination, Production management, Rationalization & methods of remunerating labour.

**Unit -III** Organization process – Importance, principles Various aspects of organization, organization structure, Departmentation, Line and Staff Relationships, Span of control, Delegation of authority, Decentralization.

**Unit-IV** Promotion of venture : Opportunity analysis, Legal requirement for establishment of new unit and documentation required. Stock Exchange: its organization and economic functions.

**Books Recommended: -**

Business Organisation & Management — by R.K. Sharma

Business Organisation & Management — by C.B. Gupta

Principles of Business Organisation— by Y.K. Bhushan

**IMS 513 - BUSINESS MATHEMATICS**

**COURSE OBJECTIVE**

This course aims to equip students with a broad based knowledge of mathematics with emphasis on management applications.

**COURSE OUTLINE**

**Unit I** Arithmetical progression and geometrical progression, Permutation and Combination, Different types of matrices, Addition, Subtraction, Multiplication of matrices, Transpose of matrix, Adjoint of matrix, Inverse of matrix, Application of matrices in solving system of simultaneous equations

**Unit II Differential Calculus** : Derivative of a function of one variable. Derivative of a power function. Derivative of a product of two functions. Derivative of a quotient of two functions; Derivative of a function of a function; Derivatives of Logarithmic functions. Logarithmic Differentiation. Implicit functions. Local maxima and minima. Optimisation using calculus.

**Unit III Business applications:** Derivative as a rate measure, elasticity of a function. Price elasticity of demand, price elasticity of supply. Total cost, Average cost, Marginal cost and marginal revenue.

**Unit IV Rules of integration** : Integration by substitution, Integration by parts, Integration by partial fractions, Definite integral

**SUGGESTED READINGS**

Mongia	Mathematics for Business and Economics
Zamiruddin	Business Mathematics
Sunderasam and Jayseelam	An Introduction to Business Mathematics
Raghavachari	Mathematics for Management
Sancheti & Kapoor	Business Mathematics

**IMS 514 – INTRODUCTION TO FINANCIAL ACCOUNTING**

**Objective:** To develop an insight into the nature and uses of Financial Accounting Information and its reporting.

**Course Outline**

**Unit I** Nature and function of financial reporting. Accounting and accounting system, Information perception of different users, measures of return, ethical issues in accounting, basic accounting concepts and conventions, GAAP, Indian accounting standards.

**Unit II** Source documents, classification of accounts, recording, posting of transactions, preparation of trial balance for service and merchandise business, adjustment of accounts, closing of accounts, completing the accounting cycle, measuring business income, financial statements of manufacturing businesses.

**Unit III** Meaning and reporting of assets / liabilities, internal control systems for cash, bank reconciliation, accounting for receivables and inventories, capital and revenue expenditure, depreciation accounting, accounting for liabilities, accounting for share capital, preference share and other long-term liabilities.

**Unit IV** Analysis of accounting information, Financial Statement analysis and application, Statement of Cash Flow, preparation and interpretation, contents of an Annual Report.

**Recommended book(s)**

Financial Accounting, A Managerial Perspective, R. Narayanaswamy - Prentice Hall India  
 Financial Accounting for Management, N. Ramchandran & Ram Kumar Kakani, TMH Publication  
 Accounting For Managers, Maheswari & Maheswari, Vikas Publishing house (P) Ltd.  
 Financial Statement Analysis, Wild, Tomson Cengage Learning Ltd.  
 Advanced Accountancy, R.L. Gupta & M. Radhaswamy, Sultan Chand Publications  
 Accounting for Managers, Bhattacharya, Vikas Publications  
 Financial Accounting, Jawaharlal and seema srivastava

**IMS 515 - PRINCIPLES OF FINANCE**

**Objectives** - To providing understanding of nature, importance, structure of finance related areas and to impart knowledge regarding source of finance for a business.

**COURSE OUTLINE**

**UNIT I: INTRODUCTION** - Finance - Definition - Nature and scope of finance function. Financial Management - Meaning - Scope and Objectives, Organisational framework of financial management- Relationship of finance, Department with other department- Role of finance manager

**UNIT II:** the mathematics of finance –concept and relevance, compounding, discounting, applications of the concept of TVM.

**UNIT III: FINANCIAL PLANNING** , Meaning - concept - objectives - types - steps - significance – basic considerations - limitations.

**UNIT IV: EXTERNAL SOURCES OF FINANCE** - Shares - meaning, types, advantages and limitations. Debentures - meaning, types, advantages and limitations. Public Deposits - meaning, advantages and limitations. Borrowing from banks - types of loans - advantages and limitations,

**INTERNAL SOURCES OF FINANCE**, Reserves and surplus - Bonus shares - Retained earnings, Importance, advantages and limitations of these sources.

**BOOK RECOMMENDED :**

P.V. Kulkarni - Financial Management - Himalaya Publishing House, Mumbai.  
 S.C. Kuchal - Corporation Finance - Chaitanya Publishing House, Allahabad.  
 I.M. Pandey - Financial Management - Vikas Publishing House.

R.M. Shrivastava - Pragati Prakashan, Meerut.  
 M.Y. Khan and P.K. Jain - Financial Management - Tata - McGraw Hill  
 Publishing co. Ltd., New Delhi.  
 Prasanna Chandra - Financial Management - Tata - McGraw Hill  
 Publishing co. Ltd., New Delh

### **IMS 516 - CURRENCY, BANKING AND EXCHANGE**

**Unit –I** Functions Significance of Money, Various Forms of Money, Causes, Remedies and Effects of Inflation, Deflation and Reflation Indian Money Market, Principles Methods of Note issues, Monetary Standard – Gold Standard, Bi-metalize and Managed Currency Standard.

**Unit –II** Meaning and Significance of credit, Factors Influencing the Volume of Credit in Country, Credit Creations of Bank, Credit Control by RBI.

**Unit –III** Functions of Commercial Bank, Types of Banks, Unit and Branch Banking System, Concept of Mix Banking, Central Bank and its Functions, Reserve Bank of India, State Bank of India, Regional Rural Banks, Progress of Nationalized Banks in India.

**Unit –IV** Concept of Foreign Exchange and Exchange Rate, Factors Causing Fluctuation in Exchange Control Meaning, Objective and Methods.

#### **Books Recommended:**

1. Seth M.L. - Banking and International Trade
2. Maheshwari R.K. – Currency Banking and Exchange
3. Singh Archana- Currency Banking and Exchange
4. Jaiswal Bimal – Currency Banking and Exchange
5. Jhinghan M.L. – Banking & Public Finance

### **SEMESTER-II**

<b>PAPER NO.</b>	<b>SUBJECTS</b>
IMS 521	Personality Development & Grooming
IMS 522	IT for Managers
IMS 523	Cost Accounting
IMS 524	Principles of Management
IMS 525	Marketing Management
IMS 526	Statistics for Business Decisions

### **IMS 521 – PERSONALITY DEVELOPMENT & GROOMING**

#### **Objectives:**

To enhance the soft skills, enrich personality development, of the students. These courses are intended to enhance the employability of the students. The courses will help to bridge the gap between the skill requirements of the employer or industry and the competency of the students.

#### **COURSE OUTLINE**

**Unit I** Introduction to Personality a) Basic of Personality b) Human growth and Behavior c) Theories in Personality d) Motivation. Personality Disorders- What they are and why understanding them matters (Paranoid,schizoid, antisocial, borderline, narcissistic, avoidant, dependent, obsessive) their symptoms, causes and treatment.

**Unit II** Communication skills and Personality Development a) Intra personal communication and Body Language b) Inter personal Communication and Relationships c) Leadership Skills d) Team Building and public speaking

**Unit III** Techniques in Personality development -a) building self esteem and Self confidence b) Mnemonics c) Goal setting d) Time Management and effective planning, Techniques in Personality Development II a) Stress Management (nature and dimensions of stress, causes and effects ,methods of coping) b) Meditation and concentration techniques c) Self hypnotism d) Self acceptance and self growth, conflict management.

**Unit IV** Business etiquette and table manners, Etiquette for Public Speaking (extempore and lectures), Interviews and Group Discussions, Telephone conversations and Business Meetings, dressing right to suit the occasion. Morality and Ethics

#### **Recommended books:**

1. Personality Development by Rajiv K. Mishra. Rupa & Co.
2. Morality And Ethics In Public Life By Ravindra Kumar. Mittal Publications

### **IMS 522 - IT FOR MANAGERS**

**Course Objective:** The primary objective of this course is to familiarize the student with basic concepts of information technology and their applications to business processes.

**COURSE OUTLINE**

**Unit I: Computer Hardware and Software** - Definition, Classification, Input, Output, CPU, Memory, Number System and their Arithmetic, Software-Application and System Software, Programming Languages, Language Translators. Operating Systems- Functions of Operating Systems, Types of Operating Systems, Introduction to Internet and Networking

**Unit II: Tools of Office Support-** Introduction to word processing software, Introduction to Presentation software, Introduction to Databases and DBMS Concept, Database Models. Working on MS Access: Creation of Table, Query etc.

**Unit III: Tools of Business Support** Introduction to MS excel, Worksheet Addressing, Name Range, Basic formula and function, Table and Chart, Sort and Filters, Conditional formatting, nested conditions, Marco, OLE Concept.

**Unit IV: Advance Excel:** some advance tools like-Data Validation, what if analysis, sensitivity analysis; goal seek analysis, Pivot Table, Optimization analysis, Lookup function, Security and protection of worksheet etc.

**REFERENCE BOOKS:**

1. Turban, Rainer and Potter (2003). Introduction to information technology. John Wiley and sons.
2. Sinha, P.K., Priti Sinha (2002). Foundation of computing. BPB Publications.
3. James, A. O'Brien (2005). Introduction to Information Systems. TMH
4. Norton, P. (2001). Introduction to computers. TMH
5. Rajaraman, V. (2004). Introduction to Information Technology. PHI.
6. Ram, B. (2003). Computer Fundamentals. New Age Publications

**IMS 523 - COST ACCOUNTING****COURSE OBJECTIVES**

The course aims to provide a working knowledge of the basic Cost Accounting principles to students.

**COURSE OUTLINE**

**UNIT I BASIC FRAMEWORK OF COSTING : DEFINITION, NATURE, SCOPE AND SIGNIFICANCE, MEANING OF COST AND ITS CLASSIFICATION, ACCUMULATION AND ASCERTAINMENT OF COST CENTRES, COST UNITS. ACCOUNTING**

**Unit II** Methods of Costing, unit/single/output costing, job & contract costing, operation/service costing. Process costing, costing methods of Joint products and by-products.

**Unit III** Cost Accounting, preparation of costing, profit & Loss A/c and its reconciliation with financial profit & loss A/c.

**Unit IV** Cost reduction, cost control, budgetary control; standard costing.

**SUGGESTED READINGS**

Lucey, T.	Costing
Bigg	Cost Accounts
Whelden	Principles and Methods of Costing
Blocker & Weltner	Cost Accounting
Gillepse	Cost Accounting & Control
Hornгамme, C.T. & Foster	Costing Accounting & Managerial Emphasis
Bhattacharya, S.K., Deodhar, J.	Accounting for Management – Text & Cases
Bhar, B.K.	Cost Accounting
Gupta, R.R.	Cost Accounting
Sengupta	Cost Accounting
Saxena & Vashishth	Advanced Cost and Management Accounting
Prasad, N.K.	Cost Accounting
Maheshwari, S.N.	Cost Accounting

**IMS 524 - PRINCIPLES OF MANAGEMENT**

**Objective-** The course aims to provide fundamental exposure and understanding of the concepts, theories and practices of management.

**COURSE OUTLINE**

**Unit –I** Nature, scope and functions of Management, Evolution of Management thought: classical, neo-classical and modern thinkers approaches, various, Role of managers, Skills of managers.

**Unit –II** Planning: Objective, Nature and process of planning, Decision making process. Organising: Objectives, nature and process of organizing formal and informal organization, authority and responsibility, delegation and empowerment, centralisation and decentralisation, Organisation Chart, Line, Staff and functional relationships.

**Unit-III** Staffing: Concept, Manpower Planning, recruitment, selection, training and development, performance appraisal. Directing: Motivation and satisfaction, Theories of motivation, Leadership- characteristics of a good leader, leadership styles. Process and barriers to communication.

**Unit-IV** Controlling: Concept, Need and Techniques. Controlling: concept, process and techniques and control, Management by Objectives (MBO). Essentials of effective control, Managerial effectiveness.

**Books Recommended: -**

Management & Organizations Behaviour— by Paul Hersey & Ken Blanchard  
 Essentials of Management— Maheshwari & Jaiswal  
 Essentials of Management— by Koontz & O'Donald  
 Principal and Practice of Management— by L.M. Prasad  
 The Practice of Management- Drucker, P.F. ,

### IMS 525 - MARKETING MANAGEMENT

#### **BASICS OF MARKETING MANAGEMENT**

**UNIT I-** Basics of Marketing: Meaning, Scope, Need, Want, Value, Concepts in Marketing; Strategic Marketing; Marketing Environment (Analyzing needs and trends in macro environment ; Identifying and responding to Major Macro Environment Forces, Micro Environment Forces)

**UNIT II-** Marketing strategy- Corporate strategies, SBU Strategies ;Market Segmentation, Targeting, Positioning

**UNIT III** Pricing: Types of Pricing, factors influencing the price, pricing strategies; Distribution:- Channel Functions & flow, Channel levels, Channel Management (Selecting, training, motivating, evaluating channel members)

**UNIT IV-** Promotion; Integrated Marketing Communication (IMC) Advertising (roles, types, Developing an Advertising program) ; Sales Promotion (Purpose, advantages and disadvantages, Types, major decisions in sale promotion); Personal selling & Public Relations

#### **References:-**

Marketing Management, by Ramaswamy & Namakumari, Macmillan  
 Marketing Management, by Arun Kumar & Meenakshi, Vikas .  
 Principles of Marketing, by Philip Kotler, Koshy Keller and Jha, Pearson Education

### IMS 526 - STATISTICS FOR BUSINESS DECISIONS

#### **Course Objective :**

The course aims to equip the students with statistical concepts, methods and tools that help in decision making in different spheres. The emphasis is on their applications in business.

**Unit-I** Definition, meaning, scope, significance and limitations of statistics. Methods of collection and tabulation of data. Census and Sampling - Concept and methods of sampling, statistical laws, sampling and Non-Sampling errors, Measures of Central Tendency- Arithmetic mean, Geometric Mean and Harmonic Mean, Median and Mode.

**Unit-II** Measures of Dispersion- Range, quartile deviation, mean deviation and standard deviation, Skewness: Concept, tests and measurements

Correlation- Meaning, types, methods of measuring correlation coefficient

**Unit III** Regression Analysis- Simple Regression equations, regression coefficient

Time series analysis- Trend value and seasonal

**Unit-IV** Probability –Concept and measurement, Permutations and Combinations, addition and multiplication theorem, Conditional probability, Bay's theorem

Probability Distribution- Binomial, Poisson and Normal Distribution

#### **Suggested Readings :**

1. Gupta S.P. and Gupta M.P. : Business Statistics.
2. Elhans, D.N. : Fundamental of Statistics.
3. Sancheti & Kapoor : Statistics- Theory methods & Applications.
4. Singh, A.K. and Masood Khalid: Statistical Methods
5. Roy, Ramendu: Statistics

### SEMESTER-III

PAPER NO.	SUBJECTS
IMS 531	Management Accounting
IMS 532	Basics of Business Law
IMS 533	Management Information system
IMS 534	Macro Economics
IMS 535	Organization Behavior
IMS 536	Introduction to History & Sociology
	A visit to Industrial Place

### IMS 531 - MANAGEMENT ACCOUNTING

**Objective:** To equip the students with the knowledge of principles, concepts and techniques which may be used in planning, decisions making and control.

#### **Course Outline**

**Unit I** Management accounting: Definition, differences with Financial Accounting, Management process and accounting, The value chain of business function, introduction to CVP relationships, measurement of cost behaviour.

**Unit II** Introduction to manufacturing costs, job costing, process costing, activity based costing.

**Unit III** Relevant information and decision making, special order and addition, deletion of product and services, optimal uses of limited resources, pricing decisions, make or buy decisions, joint cost.

**Unit IV** Preparing the Master Budget and Functional Budget, Flexible budgets, Variance analysis, Introduction to Management Control Systems, Evaluation of Divisional Performance, Transfer Pricing.

**Recommended book(s)**

Management Accounting, by Atkinson, Pearson / PHI

Management Accounting, by Sudhindra Bhat, Excel Books

Management Accounting, by Sharma, Sashi K Gupta Kalyani

Cost Accounting, by Charles T Horngren, Pearson/PHI

### **IMS 532 - BASICS OF BUSINESS LAWS**

**Objective**

The objective of the course is to familiarize the participants with legal perspective of the business legal perspectives of the business administration in an enterprise.

**COURSE OUTLINE**

**Unit-1** (Law of Contracts –I) :Definition, kinds and Essential Elements of a Valid contract, offer and acceptance ,consideration, capacity of contract, free consent, legality of objects, Performance and discharge of contract.

**Unit-2** (Law of Contracts- II) : Contract of indemnity and guarantee: meaning and its distinction, rights and duties of indemnifier,indemnified and surety, discharge of surety's liability. Bailment and pledge :meaning and distinction ,Rights and duties of bailor and bailee, pawnor and pawnee.

**Unit-3** (Law Relating to Sale of Goods) :The sale of Goods Act.1930:formation of contract of sale, conditions and warranties, Caveat emptor, Ownership of goods and transfer, unpaid seller and his rights.

**Unit-IV** (Law relating to partnership and negotiable instrument) : definition and nature of partnership, rights and duties of partners, types of partners, dissolution of partnership, definition and elements of Negotiable Instruments, Holder and holder in due course.

**Suggested Readings:**

Gulsan & Kapoor : Business Law including Company Law.

Singh, Avtar : Principles of Mercantile Law

Pandya , R.S. : Principles of Mercantile Law

Shukla M.C. : A Manual of Mercantile Law

Bare Acts. :

Indian Contract Act, 1872. Sale of Goods Act, 1930 Partnership Act, 1932. The Negotiable Instruments Act, 1881 Insurance Act, 1938, Consumer Protection Act, 1986.

### **IMS 533 - MANAGEMENT INFORMATION SYSTEM**

**Course Objective:** The objective of the course is to introduce students to Management Information System, designing decision support system and appropriate applications of information management, strategic advantages, and effective decision making with data and people in global and complex business organizations.

**Unit I** Introduction to MIS - MIS and Information System Concepts, component of information system, MIS as an evolving concept, MIS and Information Resource Management, System Concept, Conversion of Manual to Computer-Based Systems

**Unit II** Role of MIS - Strategic advantage with MIS; Systems approach to problem solving; Business Process Reengineering (BPR).

Support of Information System in gaining competitive advantage, Total quality management, Creation of switching cost, Overcoming business barriers.

**Unit III** Developing MIS Systems-System Development Life Cycle; Investigation Phase; System Analysis; System Design (DFD and ER diagrams); System Implementation. Applications-Cross-functional MIS; ERP; CRM; SCM; Transaction processing; Artificial intelligent technologies in business, Security and Ethical Challenges.

**Unit IV Functional and Enterprise Systems:** Management Information Systems, Transaction Processing Information Systems, Accounting and Finance Systems, Marketing and Sales Systems, Production and Operation Management Systems, Human Resources Management Systems, Executive Information System; Expert Support Systems;

**REFERENCE**

1. C.S.V Murthy : Management Information Systems, Himalaya Publishing House, New Delhi.
2. Laudon K C & Laudon J P : Management Information Systems: Managing the Digital Firm, Prentice-Hall.
3. O'Brien J : Management Information Systems, Tata McGraw-Hill, Galgotia
4. Oz E : Management Information Systems, Vikas Pub.
5. Jawedkar W S : Management Information Systems, Tata McGraw-Hill,
6. Mudrick R G : An information system for modern management, Pearson

### **IMS 534 - MACRO ECONOMICS**

**Course Objective**

This course aims to introduce the students to the basic concepts of macroeconomics. Macroeconomics deals with the aggregate economy. This course discusses the preliminary concepts associated with the determination and measurement of aggregate macroeconomic variable like savings, investment, GDP, money, inflation and the balance of payments.

#### Course outline

**UNIT –I: Introduction to macroeconomics and national income accounting-** Meaning, importance and scope of macroeconomics; Basic issues studied in macroeconomics; National Income Aggregates, Measurement of gross domestic product, income, output and expenditure method; Real versus nominal GDP;

**UNIT –II: Money, consumption and investment-** functions of money; quantity theory of money; determination of money supply and demand; credit creation; tools of monetary policy; consumption and investment function, consumption theories . Liquidity preference theory.

**UNIT- III: Inflation-** AD & AS Curves, inflation and its social costs; hyperinflation, Philips curve; derivation of aggregate demand, Inflation in India. Employment theories. Types of economies – socialistic pattern, free market economy and mixed economic structure.

**UNIT – IV: The closed economy in the short run & open economy models-** classical and Keynesian systems; simple Keynesian model of income determination; IS-LM model; multipliers; short run open economy models; Mundell-fleming model.

#### Recommended book(s)

JV Vaishampayan	Macro Economics
Maheshwari & Jaiswal	Macro Economics
Dornbusch, Fischer and startz,	Macro Economics
Oliver blanchard,	Macro Economics
P. Samuelson,	Micro Economics

### IMS 535 - ORGANISATIONAL BEHAVIOUR

#### Objective

The study of Organizational Behavior is aimed at encouraging understanding of the causes of human behaviour. Knowledge of Organisational Behaviour can be used to help people and organizations create and maintain a competitive edge by working productively with people.

#### COURSE OUTLINE

**UNIT I Organizational behavior:** Introduction, definition, goals, elements, historical development of Organizational Behaviour, fundamental concepts, contributing disciplines to OB, Models of OB, social systems and organizational culture, international dimensions of organizational behaviour, limitations of Organizational behaviour, the future of OB.

**UNIT II Individual behaviours:** Introduction, foundation of individual behavior:

**Personality:** definition, determinants, personality traits, types, from concepts to skills, theories, instruments to measure personality, personality attributes influencing OB

**Perception:** meaning, factors influencing perception, theories, perceptual errors

**Emotions:** meaning, types of emotions, determinants, emotional labour, emotional intelligence.

**UNIT III Attitudes:** definition, sources of attitudes, types of attitudes, cognitive dissonance theory, from concepts to skills, changing attitudes, work related attitudes.

**Values:** definition, importance of values, sources of our value systems, types of values, loyalty and ethical behavior.

**Learning:** definition - theories of learning - some specific organizational applications.

**UNIT IV Behaviour in the organization:** Introduction, Issues between organizations and individuals: conformity issue, rights of privacy, discipline, individuals' responsibilities to the organization.

**Interpersonal behaviour:** Conflict in Organizations: nature of conflict, levels of conflict, conflict management styles.

**Group dynamics:** types of groups, meetings, teamwork, stages of group formation.

**Employee stress:** forms, causes, implications, approaches to stress management.

#### Recommended Books

Organization Behaviour – 13th Edition by Stephen P. Robbins, Timothy A. Judge & Seema Sanghi, Pearson Publication, New Delhi.

Understanding Organizational Behaviour by Udai Pareek, Second Edition, Oxford University Press.

Organizational Behaviour: Text and Cases, Kavita Singh, Pearson Publication, New Delhi.

### IMS 536 – INTRODUCTION TO INDIAN HISTORY & SOCIOLOGY

#### Unit 1 History of Modern India: (1740-1857 A.D.)

Political Condition of India in The 18th Century - Decline of Mughal emperor Advent of Europeans in India, Rise of Maratha power, IIIrd battle of Panipat, . Early Anglo – French conflict. Establishment of British rule in India. Conflict in Bengal , Clive as Governor of Bengal, Regulating act of 1773, Administrative and Judicial Reforms,

**Unit 2 Consolidation of English Rule in India, Lord Cornwallis and his reforms, Lord Wellesley, Lord William Bentinck , Lord Dalhousie, Revolt of 1857, The British Social and Economic Policies –Education, Social reforms, Attitude towards Indian religions Social and Economic impact of The rule of East India Company. History of Indian National Movement 1858 - 1947 A.D.** Impact of the rule of East India company on village economy and handicrafts, agriculture and Industries. Social Impact, British Paramoutatcy and Indian States.



**Unit – 3** Early Stages of Emergence of Nationalism, Birth of The Indian national Congress, Swadeshi Movement. Leaders of Extremist and Moderate factors. Rise of Revolutionary Nationalism, HSRA and other revolutionary activities, Home Rule movement, Jallian walincident and its impact , Rowlett movement. 3. Advent of Gandhi Ji, Gandhian movements, Round table conference, Simon Commission. Rise of communal Politics, the Jinnah Factor 5. Partition of India and attainment of freedom

**Unit- 4** Sociology: Origin, Definition, Scope, Subject matter, Nature and relation of sociology with other social Sciences. Humanistic orientation to Sociological study. Basic concepts-Society, community, Institution, Association, Group, Social structure, status and role, Human and Animal Society; Institutions; The individual and Society; Introduction to applied sociology-Sociology and social problems; Society in India: Structure and Change. Indian Society: Issues and Problems

**Suggested Readings:****SEMESTER – IV**

<b>PAPER NO.</b>	<b>SUBJECTS</b>
IMS 541	Environment Management
IMS 542	E- Commerce
IMS 543	Corporate Governance, Culture & Ethics
IMS 544	Financial Management
IMS 545	Indian Constitution & Political Science
IMS 546	Foreign Language French
LU 504	Viva-Voce exam of Industrial visit
	Allocation of projects for internship

**IMS 541 - ENVIRONMENT MANAGEMENT****COURSE OBJECTIVES**

The course aims to make students conscious of environmental concerns and understand the consequences and impact of environmental trends on human life and business.

**COURSE OUTLINE**

**Unit I:** Introduction to Environmental studies, Sustainable development, Realm of Ecology, Environmental Management System (EMS), Biodiversity, Business and Environment, Environmental Ethics

**Unit II:** International Efforts for Environmental protection, India's efforts for Environmental protection, Public Policy, Role of NGOs, Environmental clearance for establishing and operating Industries in India

**Unit III:** Global Environmental Problems, Global Warming, Ozone depletion, Air & Noise Pollution, Water Resources, Land Management & Soil Pollution, Waste Management, Forest & Wild life Management,

**Unit IV:** Indian Environmental Laws, Wild Life (Protection) Act, 1972, Water (Prevention & Control of Pollution) Act, 1974, Environment (Protection) Act, 1986, Air (Prevention & Control of Pollution) Act, 1981. Functions of CPCB and SPCB, ISO-14000.

**Recommended book(s)**

Cherunilum, Francis, Business Environment, Himalaya Publishing House

Dutta and Sundaram, Indian Economy, S. Chand and Co.

Mamoria, C.B., Social Problems and Social Disorganization in India, Kitab Mahal

Mathew, M.J., Business Environment, RBSA Publishers, Jaipur, 1996.

**IMS 542 : E-COMMERCE**

**Course Objective:** To understand the various business activities which can be facilitated through the application of internet technologies.

**Unit I** Introduction to E-commerce: Definition, features, Forces fuelling E-commerce, E-Commerce Business Models – B2C, B2B, C2C, Revenue Generation Model, M-Commerce, Ethical, social and political issues in e-commerce: privacy and right to information, intellectual property rights.

**Unit II** E-Commerce infrastructure: Intranet and Extranet, World Wide Web. Building of e-commerce website, Build vs Outsource, choosing software, hardware and tools.

**Unit III** E-Commerce security: security threats, technology solutions, planning for security. E-Commerce payment systems: Digital payment systems, credit cards, e-cash, e-cheques, stored value systems, accumulating balance systems, electronic billing.

**Unit IV** E-Commerce marketing: Online consumer behaviour, online marketing technologies, online branding, online customer relationships, online pricing and online market research, E-commerce marketing communication: online advertising, online promotions, costs and benefits of online communications, online marketing communication strategy.

**Recommended book(s)**

E-Commerce, Cutting Edge of Business- Kamlesh K Bajaj, Debjani Nag, Tata McGraw Hill

Global Electronic Commerce, Theory and Case Studies J C Westland, T H K Clark- University Press

E-Commerce- an Indian perspective, P T Joseph, Prentice Hall

E-Commerce concepts, Models, Strategies, C S V Moorthy, Himalaya Publications

**IMS 543 - CORPORATE GOVERNANCE, CULTURE AND ETHICS****Objective**

To encourage in students a spirit of enquiry and ethical thinking in context of cultural variables and good governance principles.

**UNIT I Corporate Governance.**

Origin and Development of Corporate governance, Theories underlying Corporate Governance (Stake holder's theory and Stewardship theory, Agency theory, Separation of ownership and control). Ethics and Governance; SEBI - Growth of Corporate Governance. Role of Government, Corporate governance in India, Kumaramangalam Birla Committee, CII Report, Cadbury Committee.

**UNIT II Culture**

Organisation culture basics. Major culture models: Hofstede, Schein, Denison. Introduction to Ethnography Anthropology/Sociology. The 4 A's framework. Assessing the culture Qualitative interviewing Qualitative text analysis

**UNIT III Business Ethics**

Theories of Ethics – Natural Law, Utilitarianism, Kantian Virtue. Ethics in Corporate Strategy: Corporate Philanthropy, Strategic Philanthropy, Corporate Governance. Ethical dilemma at workplace and their resolution.

**UNIT IV Application of Business Ethics**

Ethics in the world of business (Intellectual property rights like designs, patents, trademarks, copy rights). Ethics in marketing (consumer rights, advertising, dumping). Ethics in finance (financial disclosures, insider trading, window dressing). Ethics in information technology and systems usage (data confidentiality). Ethics in human resources management (whistle blowing, discrimination), Environmental ethics (Carbon trading).

**Recommended Books**

Corporate Governance: Principle, Mechanism & Practice by Swami Parthasarathy; Wiley  
Corporate Governance by Sumeet Khurana; Wiley

**IMS 544 - FINANCIAL MANAGEMENT**

**Objective:** The provide an insight into various finance functions to be performed in order to maximize shareholder wealth.

**Course Outline**

**Unit I** Finance decision: Sources of funds short term, and long term source of capital, cost of capital: computation of cost of various sources of capital, weighted average of cost of capital. Capital structure decision: Meaning and factors affecting capital structure, capital structure theories, leverage operating, financial and combined leverage EBIT & EPS Analysis.

**Unit II** Long term investment / Capital budgeting decision: Investment evaluation techniques traditional methods and discounted criteria, risk analysis of investment proposal

**Unit III** Short- term investment decision: Types of working capital, factors affecting working capital, current assets financing policies, estimation of working capital requirement, Inventory, cash and receivables management:

**Unit IV** Dividend decision: Dividend policies, factors affecting dividend policies, dividend theories, valuation of securities

**Recommended book(s)**

Financial management, theory and practice, by Prasanna Chandra, TMH.  
Financial management and policy, by J.C. Vanhorne, PTH.  
Financial management, by M.Y. Khan and P.K. Jain, TMH.  
Financial management, by I.M. Pandey, Vikas Publication.

**IMS 545 - INDIAN CONSTITUTION AND POLITICAL SCIENCE****Unit -1 Constitutional Development and constitution of India**

Queen's Proclamation and Act of 1858, Indian Council Act- 1892,&1909, Govt. of India Act 1919,1935, 1947, Making, Salient Features and Preamble of Indian Constitution, Fundamental Rights and Fundamental Duties, Directive Principles of State Policy.

**Unit – 2** President and Prime Minister. Parliament. Supreme Court, Judicial Review and Judicial Activism. Governor, Chief Minister and State Legislatures. Panchayati Raj and Municipal Governments, Nature of Federal System and Centre-State Relations. Election Commission and Electoral Reforms, National Commission for Scheduled Castes, National Commission for Scheduled Tribes.

**Unit – 3** Concepts: Politics and Political Science, Political Thought, Political Philosophy & Ideology, Behaviouralism and Post-behaviouralism, State: Definitions, Elements, Liberalism, Idealism, Anarchism, Marxism, Sovereignty: Austin's Theory, Pluralist Theory, Power, Authority and Legitimacy, Liberty, Equality, Justice, Rights, Duties and Citizenship, Democracy: Representation and Participation, Civil Society, Feminism.

**Unit – 4** Indian Political Thought: A Background, Manu, Kautilya, Raja Ram Mohan Roy, Swami Vivekanand, Aurobindo Ghosh, M.N.Roy, Gandhi, Nehru, BR Ambedkar, Dr. Ram Manohar Lohia

**Suggested Readings:****IMS 546 FOREIGN LANGUAGE- FRENCH LANGUAGE****COURSE OBJECTIVES**

The aim of teaching French as a foreign language to the management students is to prepare them well to develop the four skills in French i.e. Reading, Writing, Speaking and Comprehension.

### **COURSE OUTLINE**

**Unit-I** Articles, Gender and number of nouns and adjectives, Demonstrative and Possessive Adjectives, pronouns, Preposition, adverbs and pronominal verbs.

**Unit-II** Conjugation of verbs of all the Groups in Present Tense and Introduction to Past and Future Tense, Interrogation, Negation and Imperatives, Computer, commerce & marketing related vocabulary & terminology, Phonetics and pronunciation.

**Unit-III** Name of days, seasons, months, colours, garments, body parts and numbers, Conversational French between known and unknown people, telephonic conversation with friends and clients, Popular French recipes, food & beverages, French entertainments, hobbies, festivals and traditions.

**Unit-IV** Self Introduction, Biodata, Description of person, place or things as family, house, class, city, country etc. Letter writing, Profession and nationality, Writing of personal Letters, reply in French based on comprehension of a French text.

#### **Prescribed books:**

Two Units of Le Nouveau Sans Frontieres Part-I Le nouveau sans frontières (Vol 1), by Dominique, Girardet & Michel Verdelhan

Alter ego (Vol 1), Hachette Publication

French – english – french dictionary, Robert Collins / Oxford / La Rousse

### **SEMESTER – V**

<b>PAPER NO.</b>	<b>SUBJECTS</b>
IMS 551	Corporate Communications
IMS 552	Entrepreneurship
IMS 553	Basic of Consumer Behavior
IMS 554	Operations Research
<b>Opt any one specialization area from the followings</b>	
<b>Marketing</b>	
IMS 555(M)	Advertising & Sales Promotion
IMS 556(M)	Personal Selling And Sales Force Management
<b>Finance</b>	
IMS 555(F)	Managing Personal Finance
IMS 556(F)	Specialised Accounting
<b>HR</b>	
IMS 555(HR)	Organisational Change And Development
IMS 556(HR)	Performance Management
<b>IB</b>	
IMS 555(IB)	International Business Environment
IMS 556(IB)	Foreign Trade of India
LU 505	Viva - Voce exam on Internship Project

### **IMS 551 - CORPORATE COMMUNICATION**

#### **Objective**

The aim of the course is to develop skills and competencies in participants to be able to communicate effectively through the written and oral medium. Sensitivity towards cross cultural communication will be developed with familiarity with global business etiquette and protocols. The pedagogical focus of the course will be workshop based with emphasis on practice and skills development.

#### **COURSE OUTLINE**

**Unit I** Conceptual Issues in communication: S-R model of Communication; Barriers and Facilitators in Communication. Aspects of Verbal and non verbal Communication.

**Unit II** Principles of Written Communication: 7 C.s of written communication. Deductive, Inductive & AIDA approach to writing business letters .Writing for: Inquiries, Claims, Invitations, Reservations and Orders .Refusal & Collection Letters. Sales Letters; Inter-office Memos; Resume Writing & Recommendation Letters.

**Unit III** Report Writing: Long & Short Business Reports and Business Proposal. Minutes of meeting, Agenda Making Effective Oral Presentations; Conducting Business Meetings & Effective Interviews. Negotiating for Business: Strategy & Tactics. Technology and Business communication: Office Automation; Telephone Culture; Video Conferencing; NET Etiquette.

**Unit IV** Legal Aspects of Business Communication. Corporate Communication; Global Business Etiquette & Cross Cultural Communication

#### **Suggested Readings**

Hogan, K. (2008). *The secret language of business: how to read anyone in seconds or less*. New Jersey: John Wiley & Sons.

Kennedy, G. (2007). *Every thing is negotiable*. Michigan: Prentice Hall.

Lesikar, R. V., & Petit, J. D. (2007). *Business communication*. London (7th ed.). Homewood: Richard D. Irwin  
 Murphy, H. A., & Hildebrandt, W. (2007). *Effective business communications*. New Delhi: McGraw Hill.  
 Thill, J., & Bovee, C. L. (2010). *Excellence in business communication* (9th ed.). Michigan: Prentice Hall.

### **IMS 552 - ENTREPRENEURSHIP**

**Objective-** The subject aims to familiarize the students with the concept of Entrepreneurship and with the establishment and management of a new enterprise.

#### **COURSE OUTLINE**

**Unit I:** Entrepreneurship: Definitions and core elements, Process of Entrepreneurship, Entrepreneurial Competencies, Barriers to Entrepreneurship, Role of Entrepreneur, Types of Entrepreneur, Identification of business opportunities.

**Unit II:** Establishment of a new enterprise, Choice of product, Market Assessment, Selection of Technology, Selection of Site, Organizational and Ownership Structure, Profit Planning in Small Enterprise: - Growth strategies and diversification

**Unit III:** Preparation of Business Plan, Financing the new enterprise, Financial Management for new ventures, Source of Finance. Contribution of Commercial Banks in promoting and servicing Small Business.

**Unit IV:** Marketing Management in a new enterprise, Human Resource Management in a new enterprise, Operations Management in a new enterprise, Small Business and Modern Technology.

Books Recommended: -

Entrepreneurship: Madhurima Lall

Management of Small Scale Industries— by Shashi Bala

Entrepreneurship of Small Scale Industries— by Manohar V. Deshpande

Development of Small Scale Industries— by G.M. Bakal

Small Industry— by Nirmala K. Gupta

### **IMS 553 - BASIC OF CONSUMER BEHAVIOR**

**Objectives-** The course aims to provide insights into consumer behavior required for marketing decisions

#### **COURSE OUTLINE**

**Unit I:** Meaning and nature of Consumer Behaviour, Factors affecting Consumer Behaviour, Consumer Involvement and decision making, a simple model of decision making.

**Unit II:** Consumer Perception, attitudes, changes in attitudes, Consumer motivation.

**Unit III:** Models of Consumer Behaviour, Consumer Behaviour in India, difference between consumer buying and industrial buying, nature and factors affecting industrial buying.

**Unit IV:** Factors influencing purchase decision of a consumer, Personality, Self-concept, Life-style, Psychographics, Reference group.

#### **Recommended book(s)**

Kanuk & Shiffman, Consumer Behaviour.

Peter & Olson, Consumer Behaviour and Marketing Strategy.

Wilkie, William, Consumer Behaviour.

### **IMS 554 - OPERATIONS RESEARCH**

#### **COURSE OBJECTIVES**

The basic objectives of this course are to impart knowledge of different quantitative methods & operations research techniques used in business decisions and management.

**Unit I** Introduction, advent & scope of operations research techniques their fields of specialized applications along with an overview of different techniques. Decision theory – introduction, structure of decision making problems, decision under uncertainty & decision under risk. Game theory – introduction, basic terminology, difference between pure strategy games & mixed strategy games, principle of dominance, solution of mixed strategy games.

**Unit II :** Linear Programming

Graphic method, Simplex method, Duality, Transportation problem, Methods for finding initial solution, North west corner method; Least cost method; Vogel's approximation method, Optimality test, Stepping stone method; Modified distribution method(MODI)

**Unit III :** Queuing (Waiting Line) Theory & Simulation

Introduction characteristics of elementary queuing systems, management aspects of queuing theory, patterns of arrivals & departures. Single channel service system with Poisson Arrivals & Poisson departure. Introduction, advantages & simple applications of statistical simulation techniques.

**Unit IV :** Assignment Problem

Introduction and mathematical models for assignment, Hungarian method for assignment problem, Special cases in assignment problems: Maximization case in assignment problem, Multiple optimal solutions.

## **SUGGESTED READINGS**

Kapoor, V.K.: Operations Research  
Sharma, J.K. :Operations Research  
Taha, Hamdy A.: Operations Research, An Introduction  
Kothary, C.R.: An Introduction to Operational Research  
Gupta & Sharma: Operations Research

### **IMS 555(M) ADVERTISING & SALES PROMOTION**

**Objective:** to acquaint management graduates with commonly used promotional methods

**Unit – I** Evolution of Advertising, role of advertising in market mix; types of Advertising; Economic, Social & Ethical Aspects of Advertising, Structure of the advertising industry, Advertising research – objectives and market positioning, determination of target audience, advertising plan.

**Unit – II** Creativity and Advertising; Message development: Strategies and Methods, Copywriting, Art Direction and Production. Media Planning- Objectives and strategies, Types of Media, Budgeting and Evaluation; Advertising organization – Selection, Compensation and Appraisal of an Agency

**Unit – III** Sales Promotion and Marketing Mix, Nature and types of Sales Promotion, Consumer Behaviour and Sales Promotion, Deal Prone Consumer, Economic Theories of Promotion, Sales Promotion's Impact of Sales, Evaluation of Sales Promotion.

**Unit – IV** Manufacturer Promotion Planning Process, Retailer Promotion Planning Process, Choice and Purchase Timing Models, Strategic Issues in Designing Promotional Strategies, Substantive Findings and Issues on Coupons Trade Dealings and Retail Promotions.

**References:** -

Foundations of Advertising, Chynawalla & Sethia, HPH  
Advertising management Rajeev Batra, John G Myers & Aaker – PHI  
Advertising Basics, Vilanilam, Varghese, Response Books  
Advertising, Sangeeta Sharma & Raghuvir Singh, PHI

### **IMS 556(M) - PERSONAL SELLING AND SALES FORCE MANAGEMENT**

**Objective:** the paper intends to prepare marketing graduates with basic marketing skills

**Unit I-** Introduction to Personal Selling; functions of a sales person, qualities of an effective Sales Person; Personal Selling situations; Theories of Selling: AIDAS, Right Set of circumstances, Buying formula theory.

**Unit II** The Selling Process: Pre-approach : acquiring product knowledge, acquiring competition and market knowledge, Identifying and qualifying prospects – sources of prospecting, conditions for qualification, Approach-Opening a sale – methods, Sales presentation & Sales demonstration –methods & planning effectively, use of sales tools, Handling objection – types of objections, determining hidden objections, approaches for handling objections, Closing a sale – trial close, closing techniques, Post sales follow up.

**Unit III-** Introduction to sales force management: Objectives of Sales management, Role of a sales manager; Managing Sales force – Recruitment, Selection, Training, Compensation and evaluation of sales force;

**Unit IV-** Sales Territory Coverages: Sales Territory Concept, Reasons for establishing sales territories, procedures for selling up sales territories

**Suggested References:-**

Still, Cundiff & Govani – Sales Management, 5th Edition. Prentice Hall of India  
Charles Futrell – Fundamentals of Selling.  
Ingram, Avila, Schwepker – Sales Management.  
Hair, Anderson & Mehta – Sales Management.  
Anderson – Professional Sales Management.  
What makes a good salesman, David Mayer and H M Greenberg.  
Management of Sales force, Stanton, Bursnick and Spiro. 46

### **IMS 555(F) - MANAGING PERSONAL FINANCE**

**Objective:** The course aims to prepare students for planning and managing their finances ensuring economic independence and growth of wealth.

**Unit- 1**

Personal Financial Basics, Time Value of Money, Financial Aspects of Career Planning, Money Management Strategy: Statements and Budgeting, Planning Your Tax Strategy

**Unit-2**

MANAGING YOUR PERSONAL FINANCES: Savings Plans and Payment Accounts, Introduction to Consumer Credit, Choosing a Source of Credit: The Cost of Credit Alternatives, Consumer Purchasing Strategies and Legal Protection

**Unit-3**

INVESTING YOUR FINANCIAL RESOURCES :Investing Fundamentals, Investing in Stocks, Investing in Bonds, Investing in Mutual Funds, Investing in Real Estate and Other Investment Alternatives ,The Housing Decision: Factors and Finances.

**Unit-4**

INSURING YOUR RESOURCES: Property and Motor Vehicle Insurance, Health, Disability, and Long-Term Care Insurance, Life Insurance, CONTROLLING YOUR FINANCIAL FUTURE: starting Early: Retirement Planning, Estate Planning

**Suggested Readings:**

Jack Kapoor-personal Finance, TMH

Shaikh M W- Personal Finance

Lokatia RN- Tax smart personal investment A-Z

**IMS 556(F) - SPECIALIZED ACCOUNTING**

**Unit I** Social Accounting and Environmental Accounting - meaning, importance, requirements. Social audit, objective, approaches to corporate social responsibility, social reporting systems, compilation of information for social Accounting, Social reporting models, limitations of social reporting, Social cost benefit analysis, its definition, investment decisions, procedures, techniques of cost benefit analysis. Environmental Accounting, audit, reporting.

**Unit II** Inflation Accounting, importance, limitations of historic Accounting techniques of Inflation Accounting - current purchasing power method, current cost accounting method, treatment of profit and loss items. Preparation of income statement, cost of sales adjustment, depreciation adjustments, monetary working capital adjustment, Stagflation Accounting.

**Unit III** Value Added Accounting - definition, generation of value added, application of value added, preparation of value added statements, High-tech Accounting and value added.

**Unit IV** Human Resource Accounting and Strategic Management Accounting. Human resources - definition, planning process, detailed approach to personal planning. Labour Turnover - meaning, measurement, cost treatment, cost benefit analysis of Training and Development. Models of HRA - Cost model, Present value models. Comparison of HRA models. HRA models and HRD. List of items of disclosure of human resources. Strategic Management Accounting - an introduction to Strategic Management Accounting.

**Suggested Readings:**

Corporate Accounting & Reporting: Jawaharlal

Financial Management: P Chandra

Management Accounting: Horngren

**IMS 555(HR) - ORGANISATIONAL CHANGE AND DEVELOPMENT**

**Objective**

To develop an understanding of why organizations require change and how organizations can be developed at individual, team and organizational level.

**UNIT-I Introduction to Organizational Development:** Concepts, Nature and Scope of OD: Historical Perspective of OD; Underlying assumptions and Values; The Nature of Planned Change.

**UNIT-II Understanding Organizations:** Approaches to Understanding Organizations - Key Organizational Designs, Procedures, Differentiation - Integration, Basic Design - Dimensions - Determination of Structure - Forces Reshaping Organization - Life Cycles in organization. Change management models, Resistance to change factors, Force field analysis.

**UNIT-III OD Interventions:** Team Interventions - Inter group Interventions - Personal, Interpersonal and Group Process Interventions - Comprehensive Interventions - Structural Interventions.

**UNIT-IV Implementations and Assessments of O.D Implementation;** Conditions for Failure and Success of O.D Efforts. Assessment of OD.

**Organizational Development and Change:** Organization Development - Alternative Interventions - Change Agents: Skills - Resistance to Change - Managing the Resistance - Lewins Change Model - Organizational Reality.

**Recommended Books**

Theory of Organization Development and Change by Thomas G Cummings and Christopher G Worli, Cengage

**IMS 556(HR) - PERFORMANCE MANAGEMENT**

**Objective**

The objective of this course is to equip students with comprehensive knowledge and practical skills to improve their ability for performance appraisal in their organizations. It is particularly intended for future managers and supervisors who will conduct the performance appraisal of their subordinates.

**UNIT I Fundamentals of Performance Management:** Introduction to Performance Management; Defining and Measuring Performance; Historical Perspective of Performance Management; Goal Setting Theory and Expectancy Theory; Performance Management Model and System

**UNIT II Performance Management Process I:** Performance Planning; Performance Standards; Key Performance Areas and Key Result Areas; Competence and Competency Mapping; Performance Execution and Monitoring

**UNIT III Performance Management Process II:** Performance Appraisal; 360-Degree Appraisal; Performance Review and Feedback; Employee Development through Performance Management; Coaching, Counseling and Mentoring; Performance Related Pay

**UNIT IV Team and Organizational Performance Management:** Managing Team Performance; High Performance Work Teams; Balanced Scorecard; Integrated Performance and Concept of Maturity Alignment; Case Studies. Exposure to contemporary software's used in this field

**Recommended Books**

Performance Management by C Appa Rao; Biztantra

### **IMS 555(IB) – INTERNATIONAL BUSINESS ENVIRONMENT**

**Objective:** The provide an overview of the field of International business and give the student a feel of the competition in the global marketplace.

#### **Course Outline**

**Unit I**An Overview of International Business Environment; International Economic Environment, International commodity agreements – quota agreements – Cartels – Bilateral & Multi lateral contracts.

**Unit II**Government Influence on Trade: Trade in merchandise – Trade in services – Global sourcing – degree of dependence – balance of payments – trade and BOP of India.

**Unit III**International Investment : Types and significance of foreign investments – factors affecting international investment – growth and dispersion of FDI – cross border mergers and acquisitions – foreign investment in India – The New Policy – EURO/ADR issues – M & A – Indian companies going global.

Cultural contacts of global management – Understanding the role of culture – communicating across cultures – cross cultural negotiations and decision making.

**Unit IV**Multi National Corporation : Definition and Meaning – Importance and dominance of MNCs – Code of conduct – MNCs in India – Transfer of Technology – global competitiveness – indicators of competitiveness - competitive advantage of nations – Technology and Global competitiveness. Social Responsibilities and Ethics, MNE Social Responsibilities, Efficiencies, Perspectives, Ethics, Technological Perspective, Foreign Corrupt Practices Act, Cases.

#### **RECOMMENDED BOOK(S)**

International Business Environment, by Sundaram & Stewart Black, PHI

International Buisness, Jaiswal Bimal,HPH

International Business environments and Operations, Daniel, Radebaugh, Sullivan, Pearson Edu.

International Management Managing Across Borders and Cultures, by Helen Deresky, PHI

Dynamics of successful International Business Negotiations, by Moran & Stripp, JAICO

The International Environment of Business, by Gerald M. Meier, Oxford press

### **IMS 556(IB) - FOREIGN TRADE OF INDIA**

**Objective:** To expose the students to historical perspective as well as the current scenario on trends in India's foreign trade.

#### **Course Outline**

**Unit-I Introduction:** Trade its meaning and types, Difference between internal and international trade, Problems of international trade. Theories of International Trade – Absolute Cost Theory, Comparative Cost Theory, Porter's Diamond Theory and Hecksher Ohlin's Theory of International Trade.

**Unit-II Foreign Trade of India:** Brief History before independence, Recent trends in India's foreign trade. Composition of imports and exports. Changes during planning period. Important constituents of exports & imports.

**Unit-III Direction of India's Foreign Trade:** Changes in directional pattern during planning period, India's major trading partners, State trading organizations, Financing of India's foreign trade, Role of EXIM Bank, ECGC and other institutions in financing of foreign trade.

**Unit-IV Trade Policy in India:** General development during planning period, imports substitution and export promotion, recent changes in foreign -trade policy, Trade agreements , Bilateral and Multilateral trade agreements, GATT, WTO and UNCTAD. India's Balance of Payment and Balance of Trade-trends during planning period, problem of BOP and corrective measures

#### **Recommended book(s)**

- 1) Jaiswal Bimal & A.K.Singh – Foreign Trade of India
- 2) Plaekar – Trade of India
- 3) Salvi P.G. – New Directions on India's Trade policy.
- 4) Cherrunilam F. – International Trade Export Management
- 5) Singh, M – India's Export trends
- 6) Varshney R.L. – India's Foreign Trade
- 7) Bhagwati J. Srinivasan – Foreign Trade regimes and Economics development

### **SEMESTER – VI**

<b>PAPER NO.</b>	<b>SUBJECTS</b>
IMS 561	Introduction to HRM
IMS 562	Managerial Economics
IMS 563	Project Planning & Evaluation
IMS 564	Banking operation Management
<b>Opt any one specialization area from the followings</b>	
<b>Marketing</b>	
IMS 565(M)	Rural Marketing

IMS 566(M)	Retail Management
<b>Finance</b>	
IMS 565(F)	Merchant Banking & Financial Services
IMS 566(F)	Financial Systems
<b>HR</b>	
IMS 565(HR)	Compensation Management
IMS 566(HR)	Training And Development
<b>IB</b>	
IMS 565(IB)	Export- Import Procedure & Documentation
IMS 566(IB)	International Financial Institutions
LU 506	Comprehensive Viva Voce

### **IMS 561 - INTRODUCTION TO HRM**

#### **Objective**

To provide students a complete and comprehensive theoretical and practical review of essential HR concepts. The aim of the course is to give students a strong foundation in HR concepts and techniques to do their jobs.

#### **COURSE OUTLINE**

**UNIT-I** Human Resource Management - Definition - Objectives - Functions - Scope - Importance - HRM in India - Evolution of HRM - Computer Application in Human Resource Management - Quality of a good Human Resource Managers - Human Resource Planning - Job Analysis, Job description and Job Specification.

**UNIT-II** Recruitment and Selection - Sources of Recruitment - Selection Process - Test Types - Interview Types - Career Planning - VS Man Power Planning and succession Planning - Career Planning - Process - Career Development - Placement and Induction.

**UNIT-III** Training - Methods of Training - Executive Development - Performance Appraisal - Methods of Performance Appraisal - Transfers - Promotion - Wage & Salary Administration - Wage Boards and Pay Commission - Wage Incentive - Fringe Benefits - Employees Welfare - Safety and Health Measures - Grievance Procedures - Redressal of Grievances.

**UNIT-IV** Industrial Relations - Meaning & Characteristics Industrial Relations - Parties to Industrial relations - Nature of Trade Unions - Problems of Trade Union - Measures to Strengthen Trade Union Movement in India - Causes for Industrial Disputes - Settlement of Industrial Disputes. Collective - Bargaining - Features - Pre-requisite of Collective Bargaining - Agreement at different levels - Workers Participation in Management - Objectives for Successful Participation.

#### **Recommended Books**

Human Resource Management Text and Cases by K. Aswathappa; 5th edition; Tata McGraw Publication

Human Resource Management by Saiyadain; 4th edition; Tata McGraw Hill Publication

### **IMS 562 - MANAGERIAL ECONOMICS**

**Objective:** To impart basic knowledge of the concepts and tools of Economic Analysis as relevant for Business Decision-Making.

#### **Course Outline**

**UNIT – I** Nature and Scope of Managerial Economics: Basic Tools- Opportunity Cost principle, Incremental principle, Equi-Marginal Principle. Principle of Time perspective, Discounting Principle. Uses of Managerial Economics.

Demand Analysis: Demand Theory, The concepts of Demand, Determinants of Demand. Demand Function and Elasticity of Demand, Demand Estimation and Demand Forecasting.

**UNIT – II** Production Analysis: Concept of Production, Factors, Laws of Production, Economies of Scale, Economies of Scope, Production functions.

Cost Analysis: Cost Concept, Types of Costs, Cost function and cost curves, Costs in short and long run, LAC and Learning Curve.

**UNIT – III** Market Analysis: Price-output determination in different markets, Perfect, Monopoly, Monopolistic competition, Duopoly and Oligopoly markets, Elements of Game theory, Price discrimination, Different pricing policies.

**UNIT – IV** Profit Analysis: Nature and Management of Profit, Profit Theories, Function of Profits, Profit policies. Basic BEP Analysis – concepts and its applications in business decisions, margin of safety, theories of firm – Baumol, Williamson and Morris Model.

#### **Recommended book(s)**

JV Vaishampayan	Managerial Economics
Varshney & Maheshwari	Managerial Economics
Thomas & Maurice	Managerial Economics
A.Koutsoyiannis,	Modern Micro Economics
P. Samuelson,	Micro Economics
M.Adhikari,	Managerial: Economics
Cambell R.Mc Counell,	Economics



**IMS 563 - PROJECT PLANNING AND EVALUATION**

**OBJECTIVE:** To equip the students with understanding of project formulation, evaluation and implementation with practical prospective.

**COURSE OUTLINE****Unit I : Basic Concept**

Concept of a Project, categories of projects, project development cycle. The concept of project management, tools & techniques of project management. Forms of Project organisations.

**Unit II : Project Formulation**

Project identification, Project formulation and preparation : Market and Demand estimation, market survey, demand forecasting technical factors – Material Inputs, technology, production, plant capacity, location and site, civil works, charts layouts, work schedule, cost of project, means of financing, estimates of cost, financial projections.

**Project Appraisal Criteria**

Payback period, ARR, NPVI, IRR and social cost-benefit analysis, and risk analysis.

**Unit III : Process of Project Appraisal**

Technical, economic, financial, legal and social appraisal of the industrial projects, problems arising due to rate of discount, wage-rates, exchange rates, treatment of taxes, social cost-benefits, treatment of risk and uncertainty, sensitivity analysis and probability approach single as well as multiple projects.

**Unit IV : Implementation, Monitoring and Control of Projects**

Project scheduling, network techniques for resource and cost budgeting and scheduling, project management teams and coordination. Monitoring and post implementation, evaluation of the projects.

**Recommended book(s)**

Prasanna Chandra, Project : Preparation, Appraisal, Budgeting and Implementation

P.K. Matto, Project Formulation in Developing Countries

Chitale, Project Viability in Inflationary Condition

Dass Gupta & Sen, Guidelines for Project Evaluation

Cleland and Kind, System Analysis and Project Management

Nagendra P. Singh, Emerging Trends in Entrepreneurship Development

D.K. Jain, Project Planning and Appraisal in Planned Economy

M. Mohsin, Project Planning and Control

**IMS 564 - BANKING OPERATIONS MANAGEMENT**

**Unit I** Indian financial System, Banking System in India, Financial sector reforms in India, RBI – role, functions, monetary policy and credit control, commercial banking in India, Regulatory Environment for commercial bank in Indian core banking.

**Unit II** Operational Aspect of commercial banks in India, Relationship b / w Banker and customers, Types of customer a/c, Cheques, Endorsement, Presentment, Dishonour, Rights and liabilities of Paying and collecting Banker, Time Value of money – calculation of interest on loan & deposits, EMIs, Present Value, future value and loan Amortisation.

**Unit III** Negotiable Instruments, Bills of Exchange and Promissory notes, Rights and liabilities of parties, Bills discounting and purchasing, ancillary Services of the Bankers.

**Unit IV** Employment of funds by Commercial Banks Financial statement analysis, Types of securities, mode of creating charge, Bank guarantees, Asset – liability management in commercial Banks. Basel norms

Recommended Books:

M.L. Jhingan : Banking & International Trade

Bimal Jaiswal : Banking Operations Management

Shrelekhar : Banking

**IMS 565(M) - RURAL MARKETING**

**Objective :** the paper is directed to make students market ready for the growing areas

**Unit I:** Marketing Management Nature, scope and importance of marketing, Marketing Concepts, Social Marketing, Marketing of Services, Supply Chain Management, Distribution Channels – Role of middleman, their relevance. Marketing Mix, Branding, Pricing Policies and Promotion. Consumer Behaviour – Determinants of consumer behaviour, buying decision

**Unit II:** Concept, Types and Characteristics of Rural Markets Introduction to Rural Markets, Prospects, Constraints and Challenges, Rural Market Segmentation and Targeting, Features of traditional, tribal and modern rural markets, Regulated Marketing, Cooperative Marketing, Processed, Food Marketing (Food grains, dairy, meat, vegetable, fruits, oilseeds, sugarcane etc.)

**Unit III:** Rural Marketing Environment Government intervention in rural marketing – STC, FCI, PDS, RPDS, NAFED, APEDA, NDDB, KVIC. Commodity Future/Forward Marketing. Legal Environment

**Unit IV:** Strategic Planning for Rural Marketing Marketing Information System for Rural Marketing, Planning for Marketing – Components of Market Plan, Sales, Forecasting, Developing the Market Budget. Marketing Control – Profitability analysis and strategic Control

**References:-**

Marketing Management Planning and Implementation V.S.Ramaswamy & S. Namakumari

Agricultural Marketing in India- NC Agrawal

Saxena Rajan : Marketing Management  
Singh, Sukhpal : Rural Marketing

### **IMS 566(M) - RETAIL MANAGEMENT**

**Objective :** The paper readies the marketing graduates for handling and managing retail based activities which is an ever growing market.

**Unit I:** Retailing: Role, Relevance, and Trends , retailing Definition, Characteristics, Evolution of Retailing in India, Emerging Trends , Factors Behind the change of Indian Retail Industry. Retail Formats by-Retail Sales, by ownership, On the basis of Merchandise offered, non-store Based retail mix & Non traditional selling.

**Unit II:** Retail Marketing Mix:- Retail Mktg. Strategies, Retail Advertising & Sales Promotion, , Store Positioning, , CRM, Types of Retail Sales Promotion

**Unit III:** Store Planning, Design & Layout-Location Planning and its importance, Store design and the retailing image mix, Space Management. Retail Store Operations, Store Administration, Store Manager – Responsibilities, Inventory Management, Management of Receipts, Customer Service.

**Unit IV:** Retail Merchandising, Buying function, shrinkage in Retail merchandise management Merchandise Pricing Concepts, Pricing Options, Pricing Strategies, Pricing Objectives, Types of Pricing. Retail Operation Elements- Staffing, Management of Retail Outlet/Store, Store Maintenance, Store Security; Future Of Retailing- Retailing Through Internet., FDI in retail, Career opportunities.

**Suggestive References. :-**

Cullen & Newman – Retailing – Environment & Operans.

Berman & Evarv – Retail Management.

Bajaj, Tuli & Srivastava , - Retail Management- Oxford University Publications

Ogden & Ogden -Integrated Retail Management, Biztantra Publications

Gibson G Vedamani-Retail Management: Functional principles & practices, Jaico Publishing

### **IMS 565(F) - MERCHANT BANKING & FINANCIAL SERVICES**

**OBJECTIVE:** To develop understanding of various financial services for managing long-term and short-term assets and liabilities.

#### **COURSE OUTLINE**

#### **Unit I : Merchant Banking and Venture Capital**

The concept of Merchant Banking Services in India: Rules Regulation's and categorization . The lead manager and its functions management of capital issues. Fixed Deposits and debenture issue. International finance underwriting, Venture capital; the concept and characteristics, process and problems of venture capital financing, growth of venture capital services in India.

#### **Unit II : Leasing and Consumer Finance**

Leasing concept - types, legal tax and accounting aspects. Financial evaluation of lease structuring, Qualitative factors in lease decisions. Lease agreements, import and cross border leasing. Hire Purchase agreement – Types, difference between hire purchase and lease. Flat and effective rates of interest.

#### **Unit III : Other Financial Services**

Credit Rating – Concept and types, functions of credit rating agencies, credit rating of Debt and other securities. Credit rating agencies in India - their rating scale and rating process. Factoring – The concept and characteristics, Types of factoring, legal and financial aspects, factoring in India. Factoring and Bill rediscounting, Forfating.

#### **Unit IV : Marketing of Financial Services**

Concept, Nature, significance, types and environment. Marketing environment, financial services, Marketing Vs. Consumer and Industrial Goods Marketing, Planning, organising and analysis of Financial services marketing.

#### **RECOMMENDED BOOK(S)**

J.C. Verma, Merchant Banking

P. Chandra, Financial Management

J. Vanhorne, Financial Management & Policy

### **IMS 566(F) - FINANCIAL SYSTEMS**

**OBJECTIVE:** The aim of the course is to enable the students to understand the structure and systems of financial markets and financial institutions.

#### **Course Outline**

#### **Unit I : Financial Systems & Money Market**

Definition, Significance and its relationship with economic development. An overview of the Indian Financial Systems. The constituents of a Financial System Markets, Financial Market as a part of Financial System. Its various components e.g. Call Money, treasury bill, commercial bill, commercial paper, financial guarantee, discount market etc. present position of Indian Money Market.

**Unit II : Capital Market**

Concept, characteristics and functions. The primary (New Issue market) and the secondary market. Instruments of Capital Market, Capital market institutions – The stock exchange, its organisation, functions and control, capital market in India, SEBI, OTCEI and N.S.E & B.S.E.

**Unit III : Banking Institutions**

The RBI, Commercial banks function and present position; problems of capital adequacy, risk management in banks – BASEL norms & other commercial banking reforms.

**Unit IV : Non Banking Financial Intermediaries**

Investment institutions like – LIC, GIC, Mutual Funds and other non-banking financial intermediaries --their objectives, functions, organisation and present position, international financial institutions.

**RECOMMENDED BOOK(S)**

Financial Markets and Institutions, by Bhole, M.K.,  
 Indian Financial Systems, by Khan, M.Y.,  
 Management of Indian Financial Institutions, by Srivastava, R.M.,  
 Corporation Finance, by Kuchal, S.C.,  
 Industrial Finance, by Khan, M.Y.,  
 Development Banking, by Desai, V.,  
 The Industrial Economy of India, by Kuchhal, S.C.,

**IMS 565(HR) - COMPENSATION MANAGEMENT****Objective**

To help the student understand the basics of compensation management and to gain an insight into the various components of remuneration.

**COURSE OUTLINE**

**UNIT I** Wages and Salaries determination-Difference between salary and wages-Basis for Compensation fixation-Preparation of pay roll. Fixed pay, Variable pay. Compensation of wages-Basis Wages-Overtime Wages; Dearness Allowance-Basis for calculation-Time Rate Wages and Efficiency Based Wages-Incentive Schemes (individual, group incentives) individual Bonus Schemes-Halsey, Halsey Weir, Rowan-Group Bonus Schemes.

**UNIT II** Components of salary. Other Benefits-Subsidized Transport-Subsidized food in canteen, uniform, LTA, Medical, Social security measures i.e. PF, ESIC, Gratuity, Group Insurance.

Non-monetary Incentives. Managerial Perquisite.

**UNIT III** Basic concepts of Income tax related to compensations: Cost to the company-Valuation PF Perquisites-Taxability of various components of salary and wages like Allowances, Gratuity, Leave Encashment, Receipts on Voluntary Retirement Scheme, Leave Travel Assistance, Medical Reimbursement, Employees' Stock option Scheme.

**UNIT IV** Fixation of Tax Liability-Tax deduction at source-Deductions and tax rebates to be considered while deciding tax deducted at source-Tax Deduction Certificates. Fringe Benefit tax - on items not applicable to the employees but payable by the organization. Guidance on how to minimize Tax Burden on Employees.

Calculation of Income Tax for different categories (men, women, senior citizens)

**Recommended Books**

Compensation and Reward Management By B.D. Singh; Excel Books India

**IMS 566(HR) - TRAINING AND DEVELOPMENT****Objective**

To help understand the need for designing appropriate training and development schedules and to give an overview of relevant methods of T&D.

**COURSE OUTLINE**

**UNIT I** Introduction to training concept: definition, meaning, need for training, importance of training, objectives of training, concepts of education, training and development, overview of training functions, types of training.

**UNIT II** Process of training: steps in training, identification of job competencies, criteria for identifying training needs (person analysis, task analysis, organization analysis), assessment of training needs, methods and process of needs assessment.

**UNIT III** Designing And Implementing A Training Program: Trainer Identification, Methods and Techniques of Training, Designing A Training Module (Cross Cultural, Leadership, Training The Trainer, Change), Management Development Program, Budgeting of Training.

**UNIT IV** Evaluation of Training Program: Kirkpatrick Model of Evaluation, CIRO Model, Cost-Benefit Analysis, ROI of Training. Learning: Principles of Learning, Theories of Learning, Reinforcement Theory, Social Learning Theory, Andragogy, Resistance to Training. Technology In Training: CBT, Multimedia Training, E-Learning/Online Learning, Distance Learning.

**Recommended Books**

Training and Development by B Jankiram; Biztantra

**IMS 565(IB) - EXPORT IMPORT PROCEDURES & DOCUMENTATION**

**Objective:** The purpose of this course is to familiarize students with the procedures and documentation relating to foreign trade operations, and to train them to handle the documentary work concerning export-import business.

**Course Outline**

**Unit I: Export Documentation:** Types of Documents, characteristics and relevance; getting ready for exports; Export contract and Inco terms; Procuring and processing of an export order; Methods and Terms of Payments for Exports; Documentary credit and collection; financing for export: Pre- and post-shipment credit.

**Unit II: Export incentive and cargo handling:** Cargo, Credit and Foreign Exchange Risks: Nature of risks, Cargo insurance: contract of cargo insurance, procedures and documentation for cargo loss claims; Role and schemes of ECGC and commercial banks, Procedure for filing claims. Quality control and Pre-shipment Inspection: Schemes, process and procedures; Excise and custom clearance regulations, procedures and documentation; Export incentives: major incentives and procedures for claiming them.

**Unit III: Export Procedure:** Procurement for Exports – Planning and methods of procurement for exports; Procurement through imports, Financing imports - instruments and related procedures and documentation; Custom clearance of imports – regulations, procedures and documentation, Managing risks involved in importing: transit risk, credit risk and exchange risk.

**Unit IV: Import Documentation:** Duty Exemption Schemes: Objectives, benefits, procedures and documentation; Schemes for import of capital goods: Procedures and documentation for new/second hand capital goods.

**Institutional support:** Export / trading/ star trading/ superstar trading houses: Objective criteria and benefits; procedures and documentation; Policy for EOU / FTZ / EPZ units : Objectives, criteria and benefits; procedures and documentation.

**RECOMMENDED BOOK(S)**

Paras Ram, Export : What, Where and How?, Anupam Publications, New Delhi, 1991.

Export – Import Policy (latest).

Handbook of Procedures (Vol I & II).

ITC (HS) Classification of Export and Import Items (latest).

IMPEX Times, various issues.

Excise Law Times, various issues.

Customs and Excise Law Times, various issues

**IMS 566(IB)- INTERNATIONAL FINANCIAL INSTITUTIONS****Course Objective**

To provide students the knowledge of international financial institutions, markets and operations, and also to acquaint them with the macro environment in which the international financial transactions are conducted.

**Course Structure**

**UNIT- I Introduction to International Financial System-**International Monetary System, Foreign Exchange, Balance of Payments, Current and Capital Account, Exchange Rate, Adjustment Processes, Long-term Capital Management: Understanding the Firm's Perspective.

**UNIT – II International Financial Institutions-**International Banking and Central Banks, International Financial Order and the role of the IMF, Financial Institutions and Developing Domestic Economies, Rebuilding International Financial Institutions In Crises

**UNIT – III International Financial Instruments-**International Securities Markets, Bond and notes market; equity market, GDR, ADR, EDR and IDR; Integration of financial markets and approach; Role of financial intermediaries; Financial swaps. Basics of derivatives, futures and options,

**UNIT IV International Debt Problem-** Problem of debt servicing and developing countries (with special reference to India)

**REFERENCE**

1. Apte, P. G. : Multinational Financial Management, Tata -McGraw Hill, New Delhi
2. Baker, J.C. : International Finance: Management, Markets and Institutions, Prentice Hall
3. Levi, Maurice : International Finance, McGraw Hill Inc.
4. Seth, A.K. : International Financial Management, Galgotia Publishing Company
5. Shapiro, Allen C. : Multinational Financial Management, Prentice Hall India Pvt Ltd.,
6. Sharan, V. : International Financial Management, Prentice Hall of India Private Ltd.

**SEMESTER – VII**

PAPER NO.	SUBJECTS
IMS 571	Business & Company Law
IMS 572	Applied Quantitative techniques
IMS 573	Business Environment
<b>Opt any one specialisation area from the followings</b>	
<b>Marketing</b>	
IMS 574(M)	Advanced Marketing Management
IMS 575(M)	Product And Brand Management
IMS 576(M)	Integrated Marketing Communications
IMS 577(M)	Marketing Research

IMS 578(M)	Consumer Behaviour
<b>Finance</b>	
IMS 574(F)	Strategic Management Accounting
IMS 575(F)	Fixed Income Markets
IMS 576(F)	Insurance And Risk Management
IMS 577(F)	Micro Finance And Social Banking
IMS 578(F)	Security Analysis & Portfolio Management
<b>HR</b>	
IMS 574(HR)	Hr Employment Laws-I
IMS 575(HR)	Human Resource Planning & Staffing
IMS 576(HR)	Human Rights
IMS 577(HR)	Human Resource Information System
IMS 578(HR)	Industrial Relations And Labour Welfare
<b>IB</b>	
IMS 574(IB)	Foreign Exchange Mgt
IMS 575(IB)	International Accounting
IMS 576(IB)	International Business Logistics
IMS 577(IB)	Cross Cultural Management
IMS 578(IB)	International Marketing Research
Lu 507	Language- Spanish/ Mandarin/German ( <b>Non Credit</b> )
	A Visit to Industrial Place

### IMS 571 - BUSINESS AND COMPANY LAW

#### Objective

The objective of the course is to impart basic knowledge of the important business laws corporate laws along with relevant case law.

#### COURSE OUTLINE

**UNIT: I** The Indian Contract Act 1872, Contract – meaning, kinds, Essentials of valid contract - Offer and acceptance, consideration, contractual capacity, free consent, legality of objects. Discharge of contract. Contract of Indemnity and Guarantee, Contract of Bailment,

**UNIT:II** Law of Indian Sales of Goods Act, 1930. Contract of Sale of Goods ,sale and agreement to sell ,kinds of goods, conditions and warranties, transfer of property in goods, performance of contract of sale, right of unpaid seller.

**UNIT:III** Introduction: Formation of company pre-incorporation contract Concept of lifting of corporate veil. Types of companies, Memorandum of Association, Articles of Association, Prospectus, call and forfeiture of share, transfer and transmission of shares.

**UNIT IV** : Management – Directors,, appointment, legal position, powers , duties and removal of directors, their disqualifications .Board meetings:Statutory meetings.Annual general meetings,extra ordinary meetings.Winding up – concept and modes of winding up.

#### SUGGESTED READINGS :

Pandiya, R.S. Singh, Avtar Singh, M.C. Kuchal, M.C. Anderson & Kumph Mulla, D.F.

Principles of Mercantile Law

Principles of Mercantile Law

Business Laws & Bare Acts  Indian Contract Act

### IMS 572 - APPLIED QUANTITATIVE TECHNIQUES

Objective: To acquaint the students with various quantitative techniques helpful in improving their decision making skills.

#### Course Outline

**Unit-I** Calculus; Basic differentiation (First order and second order)and its applications, partial elasticities (Direct and cross)

#### Input-Output Analysis

Assumption, Technological Coefficient, Closed and Open Input-Output model.

**Unit-II** Decision theory: Introduction, Decision situations, Types of decisions-making environment, Decision making certainty, Risk and uncertainty, Decision tree analysis.

Game theory introduction, definitions, Two-person zero sum game pay off matrix, Pure strategies; games with saddle point, The rule of dominance, Mixed strategies; games without saddle point.

**Unit-III** Correlation analysis-types of correlation, Methods of studying correlation-scatter diagram method, Karl Pearson's coefficient of correlation, Rank correlation coefficient.

Regression analysis-difference between correlation and regression, Regression lines, Regression equations Y on X and X on Y, Method of Least Squares. Deviations taken from the actual means of X and Y. Deviations taken from the assumed means, Regression coefficients and their properties.

Probability; Probability theory, Theorems of Probability and examples.

**Unit-IV** Linear Programming-Extreme point theorem: Graphical solution method-maximization problem, minimization problem, Some special cases in Linear Programming-multiple optimal solutions, an unbounded solution an infeasible solution.

Transportation Problem: Methods of finding an initial solution-North-West Corner Method, Least Cost Method, Vogel's Approximation Method.

**Recommended book(s)**

Business Mathematics, by Sancheti & Kapoor (Unit I)  
 Statistics, by S P Gupta and M P Gupta (Unit III)  
 Operations Research, by JK Sharma (Unit II & Unit IV)

**IMS 573 - BUSINESS ENVIRONMENT**

**Objective:** To facilitate the understanding of the various components of the environment to be considered for decision making.

**Course Outline**

**Unit I** Introduction: The concept of Business Environment, its significance and nature. The interaction matrix of different environmental factors – Porters model, the process of Environmental Scanning.. Responsibility of business to the society. Case studies.

**Unit II** The Politico-Legal Environment – The relationship between business and government in India. Federal structure in India – Centre-State financial relations. An introduction to some important business laws like New Competition Law 2000, MSME Act, FEMA, Important regulations of SEBI affecting Indian business environment. Money and capital markets.

**Unit III** Macro Economic Environment – Fiscal and monetary policy. Balance of trade and balance of payment. Exchange market convertibility of rupee. Trade Cycles – meaning and phases. Economic growth & Poverty in India, HDI,

**Unit IV** Indian Economic Environment – Features of Indian Economy – primary, secondary and tertiary sectors, demographic profile of the Indian economy. The philosophy and strategy of planning in India. Industrial policy in India. Second generation economic reforms – liberalisation, globalisation and its impact on business environment. Problems of Indian business environment. Case studies.

**Recommended book(s)**

Cherunilum, Francis, Business Environment, Himalaya Publishing House  
 Dutta and Sundaram, Indian Economy, S. Chand and Co.  
 Mamoria, C.B., Social Problems and Social Disorganization in India, Kitab Mahal  
 Mathew, M.J., Business Environment, RBSA Publishers, Jaipur, 1996.

**IMS 574(M) - ADVANCED MARKETING MANAGEMENT**

**Objectives**

To introduce the students to the concepts, strategies and contemporary issues involved in the marketing of products and services and to apply marketing theory and concepts to practical situations

**COURSE OUTLINE**

**Unit I** Core concepts of Marketing: Nature and Scope of Marketing, Marketing Philosophies, Value delivery, Marketing mix optimization, Holistic Marketing. Marketing Environment: Environmental monitoring, Understanding the impact of Macro and Micro environment on Marketing, Global Marketing, Market Segmenting, Targeting and Positioning, Strategic Marketing Planning Process: Ansoff's product market expansion grid SBU analysis: BCG Matrix, Marketing Warfare Strategies: price route vs. differentiation

**Unit II** Consumer Buying Behaviour: meaning and scope, consumer specific factors influencing buying behavior, buying motives and buying habits, concept of consumer involvement level, buying decision process, participants in buying decisions and their roles. Organizational Buying Behaviour: classification of industrial products, buying centre, major buying situations and organisational buying process Marketing Research and Market Information.

**Unit III** Product Mix Strategies: Product, Planning and Development, Product Life Cycle, New Product development, Branding, Packaging and Labeling. Objectives and significance of price, Pricing Strategies: Setting Price, Factors influencing Price Determination, discount policies

**Unit IV** Channels of Distribution: channel functions, Designing Distribution Channels, Managing Conflicts and Controls in Channels, Retailing, Logistics, Marketing Communication: Role of Promotion in Marketing, Integrated Marketing Communication, Determining Promotional Mix, Advertising, Sales Promotion Public Relations, Personal Selling and Sales Management.

**Books recommended**

1. Marketing management the millennium /by Kotler Philip, 10th edition, PHI,
2. Marketing An Introduction /by Kotler Philip, Gray and Armstrong, Pearson Education, 7th edition, 2007
3. Marketing management/, by Rajan Saxena, TMH, 4th edition
4. Fundamentals of marketing/ by Stanton William J et al, MGH, 1996, editions
5. Marketing management: global perspective Indian context (4th ed.), by Ramaswamy, V. S., & Namakumari, S., 2009. New Delhi: Macmillan.

**IMS 575(M) - PRODUCT AND BRAND MANAGEMENT**

**Objective:** To provide detailed understanding of the concept of brand and ways of establishing brand equity and sustaining it.

**Unit – I** Introduction to product management, interrelationship between product and brand. Product and brand portfolio, product strategies, branding and its evolution, Brand Hierarchy, Brand Identity,

**Unit – II** Brand Personality, Brand Image, Brand Positioning Brand equity, brand customer relationships, brand loyalty and Customer Loyalty Managing Brands

**Unit – III** Brand creation, Brand extensions, Brand-product relationship, Brand Portfolio, Brand Assessment through Research-Brand Identity, Positioning, Image, Personality Assessment and Change

**Unit – IV** Brand Architecture, Brand Revitalization, Financial aspects of Brands, Branding in Different Sectors: Customer, Industrial, Retail and Service Brands

**Recommended book(s) :**

Aaker, David, A. Managing Brand Equity, New York, Free Press

Cowley, Don, Understanding Brand, London, Kogan Page

Murphy, J.A., Strategic Brand Management, New York, Free Press

Steward, P., Building Brands Directly, London, MacMillian

Keller , Strategic Brand Management, Pearson Pub.

**IMS 576(M) - INTEGRATED MARKETING COMMUNICATIONS**

**Objective:** The aim of the course is to acquaint and develop the requisite knowledge about the various marketing communications methods used in business environment to help achieve objectives.

**UNIT 1.** Concept and Process of Integrated Marketing Communications (IMC): Elements of IMC & Developing respective communication campaign :- Advertising – Classification of advertising, types, advertising appropriation, advertising campaigns; Sales Promotion – Different types of Sales Promotion, relationship between Sales promotion and advertising ; Publicity – Types of Publicity, relationship between advertising and publicity , Personal Selling, Direct marketing and direct response methods

**Unit 2** Event Management ; E-Commerce; Corporate Communication ; Public Relations – Types of PR ; Media relations ; Community relations; Industrial relations and Government relations; Employee relations (House Journals / Newsletter) ; Crisis Management ; Trade Fairs and Exhibitions

**Unit 3.** IMC Message Design: AIDA model Considerations for creative idea Visualization (4) 3. Media Management - Media Process - Media Jargons - Media Buying - Strategies and execution (4)

**Unit 4.** Suppliers in IMC: Hoarding Contractors/Printers etc., Ad. Agency – Departments of Ad. Agency, Client Servicing-client Agency relationship, account Planning . Ethics and social responsibility in IMC campaigns. Evaluating Marketing Communication Programs

**Suggested reading:**

Advertising and Promotions - Belch & Belch, Tata McGraw Hill ;

Advertising Management - Rajeev Batra, John G.Myers & David A Aaker-PHI ;

Otto Klepner's advertising Procedure - PH ;

International Edition - Contemporary Advertising Irwin/McGraw –Hill ; Integrated Marketing Communications - Duncon-TMH ;

Foundations of Advertising Theory & Practice- S.A.Chunawalla & K.C.Sethia- Himalaya Publishing

**IMS 577(M) - MARKETING RESEARCH**

**Objective-** The course designed for students to get familiar with techniques of designing, collecting, analyzing and drawing inference for making better business decisions.

**Unit 1.** Marketing Research – Definition, Scope, Significance, Limitations, Obstacles in acceptance. Ethics in marketing research. Marketing Intelligence system ; Research process – Management dilemma (problem) – decision problem – research problem – hypothesis statement – characteristics of a good hypothesis – drafting the research proposal ; Various sources of market Information – Methods of collecting Market Information - Secondary data – sources – problems of fit and accuracy. Syndicated services. . 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 2.** 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.

**Unit 3.**Marketing effectiveness and analytics research: Customer Satisfaction Measurement, mystery shopping, Market and Sales Analysis , Exploratory designs – Descriptive designs - Longitudinal and cross-sectional analysis, Qualitative research techniques – a) Based on questioning: Focus groups, Depth interviews, Projective techniques. b) Based on observations: ethnography, grounded theory, participant observation ; Causal research – Basic experimental designs – internal and external validity of experiments. ; Primary data – Questionnaire design - Administration and analysis considerations in design - Attitude measurement – scaling techniques. Observation method of primary data collection. Web based primary data collection – issues of reach, analysis, accuracy , time and efficiency.

**Unit 4.** Sampling – sampling methods – sampling and non sampling errors – sample size calculation (Numericals expected) – population and sample size - large and small samples - practical considerations in determining sample size; Data analysis – Univariate analysis – Bivariate analysis – Multivariate analysis. Simple and cross tabulation, simple and multiple regression, Factor analysis.; Hypothesis testing – Types of tests and test selection, One sample test, TwoIndependent Sample tests, Two

related sample tests. Chi-square test, tests for large and small samples. (with Numericals) ; Report writing – forms of report – fundamentals of a good report. Exposure to contemporary software's used in this field

**Suggested reading:**

Marketing Research, Concept & Cases – Cooper Schindler.;  
 Research for Marketing Decisions – Paul Green, Donald Tull, Gerald Albaurn ;  
 Marketing Research – Nargundkar. Marketing Research – Beri ;  
 Marketing Research – Measurement & Methods – Donald S.Tull, Del I.Hawkins ;  
 Marketing Research –Aakar, Kumar, Day

**IMS 578(M) - CONSUMER BEHAVIOUR**

**Objective**

To understand consumer psychology and ways of communicating effectively with various target groups in order to fulfill value added exchange of goods and services.

**Course Outline**

**Unit I** Study of Consumer. Meaning of Consumer, concept of consumer behaviour Consumer's Need and Motives, Consumer as a Perceiver and Learner, Influence of Personality and Attitude on Buying Behaviour; Determinants of Consumer Behaviour, Cultural, Social and Economic Factor Affecting consumer behaviour; Consumer attitude formation and change. Environmental Influences on consumer behaviour.

**Unit II** Individual Factors & Group Influences. Factors Affecting Purchase decision; Fundamental Group of sensation; Perception, emotion, motivation, Cognition. Group Influence; Role, Status, Norms; Family Influences; Life-Cycle Effects, Family Decision making.

**Unit III** Models of Consumer Behaviour . Organisational buying behavior, Models of individual and Industrial Buying Behaviour. Consumer Behaviour and market segmentation, consumer psychology, consumer motivation, research and techniques.

**Unit IV** Communication with Consumer. Two-step flow of Communication theory, Adoption, diffusion of innovation, cognitive Dissonance. Socio-economic and Cultural Aspects of Indian Consumer Market.

**Recommended book(s)**

Kanuk & Shiffman, Consumer Behaviour.  
 Peter & Olson, Consumer Behaviour and Marketing Strategy.  
 Wilkie, William, Consumer Behaviour.

**IMS 574(F) - STRATEGIC MANAGEMENT ACCOUNTING**

**Objective:** To equip the students with the Strategies knowledge of principles, concepts and techniques which may be used in planning, decisions making and control.

**Course Outline**

**Unit I** Strategic Management accounting: Concepts, functions and scope, Strategic Management Accounting Techniques , Activity based costing and management-Factors, activity based cost system, Determining the cost drivers for each activity, cost driver analysis ,assigning cost of activities , outgrowth of A, Implementing an ABC.

**Unit II** Strategic cost management; Introduction, basic concepts, strategic options, value system analysis, value chain analysis, activity analysis, cost drivers analysis, analysis of vertical linkages, Uniform costing and inter-firm comparison, Evaluation of divisional performance and transfer pricing, variances and their interpretation

**Unit III** Relevant costing and tactical decisions: differential opportunity and relevant cost, make or buy, joint products: decision to sell or process further, decision to accept or reject, special order, decision to continue or abandon a project, Evaluation of capital expenditure proposals and risk management, product planning.

**Unit IV** Emerging issues in management accounting: life cycle costing, target costing, value chain analysis, JIT, balanced score card, benchmarking; value analysis and cost reduction; cost benefit analysis; international issues in management accounting. Exposure to contemporary software's used in this field

**Recommended book(s)**

Management Accounting, by Atkinson, Pearson / PHI  
 Management Accounting, by Sudhindra Bhat, Excel Books  
 Management Accounting, by Sharma, Sashi K Gupta Kalyani  
 Cost Accounting, by Charles T Horngren, Pearson/PHI

**IMS 575(F)- FIXED INCOME MARKETS**

**Objectives**

This course is intended to analyze the fixed income securities markets and its implications for investments. It also covers the specific features of the Indian Fixed Income Securities Markets. The course will construct several Excel based techniques to analyze bond valuation, term structure, portfolio statistics and risk mapping

**UNIT I:** Fixed Income Markets, Institutional Arrangements, Market Participants, bonds & money market Instruments, Investors Perspectives & Market Conventions, features of a government securities market, Government securities auction & Bidding, Uniform vs discriminatory auction



**UNIT II:** Bond Valuation, Time Value of Money, Price and Yield Conventions, Bond Valuation under flat term structure, Yield & return, & horizon return, Valuation of other Bonds, Floating Rate securities, index bonds, illiquid bonds

**UNIT III:** Understanding market linkages, Risk Identification in Bonds: Duration, Convexity, and Immunization, Risk measurement in fixed income securities using value at risk, fixed income derivatives

**UNIT IV:** Corporate Debt, Valuation, valuation of convertibles, Yield Curve Analysis: Par Value, Zero, Spot Curve, Bootstrapping, spot & forward rates, (Nelson-Seigel model of the Indian NSE), STRIPS, Theories of Term Structure of Interest Rates, Markets for Asset Backed Securities, Prime and Subprime Mortgage-Backed Securities

**RECOMMENDED BOOKS**

**IMS 576(F) - INSURANCE AND RISK MANAGEMENT**

**Objectives**

This course will focus primarily on those concepts, techniques and issues in the context of a person aspiring for a career in insurance and risk management.

**UNIT I:** Risk: Alternative Definitions, Types of Risk, Risk Management Process and Methods, Objectives of Risk Management, fundamentals of corporate risk management- risk management and shareholder's wealth, Risk Pooling and Insurance including Review of Probability Concepts

**UNIT II:** Institutions for Insurance and Reinsurance - Economic Rationale and requirements, Insurance Laws and Regulation, principles of insurance contract- documentation/underwriting and claims.

**UNIT III:** Insurance Pricing, Asymmetric Information / Moral Hazard / Adverse Selection, Marketing of insurance products- Co-insurance, Life Insurance, Auto Insurance, Home Insurance, Worker Compensation / ESIC, Health Insurance Commercial Insurance: Transport, Marine, Catastrophe, Liability etc

**UNIT IV:** Pension Plans, Corporate Risk Management and Insurance, Actuarial Mathematics

**RECOMMENDED BOOKS**

1. Risk and insurance – Denenberg, Eilers, Melone and Zelton.
2. Introduction to insurance – Dorfman.
3. Property and liability insurance – Huebner, Black and Cline.
4. Insurance principles and practices – Riegel, Miller and Williams.
5. Life insurance – Black and Skipper.

**IMS 577(F) - MICRO FINANCE AND SOCIAL BANKING**

**Objective**

The course is designed to sensitize the students to the key issues linked to the whole discourse on micro finance and rural banking including the challenges inherent therein, in the particular context of India, and to familiarize them (the students) with the initiatives taken in the country for addressing the said issues.

**COURSE OUTLINE**

**Unit -1** Micro Finance: definitions, history, objectives and scope; mechanism of microfinance; Failure of formal financial institutions to provide inclusive growth; types of institutions involved in microfinance: current status and future; Micro finance Models; study of the Self Help Group-Bank Linkage Programme (SBLP) as an innovative strategy of microfinance evolved in India; approaches in micro finance delivery; microfinance products

**Unit-2** Government initiatives for microfinance: outline the subsidy-linked credit programmes of the Government like PMRY, SGSY, SJSRY & SLRS, etc. 8. Initiatives of the Government (without subsidy-link) like Kisan Credit Card (KCC) scheme, Financing of Agriclincs /Agribusiness Centres etc. and the Differential Rate of Interest (DRI) scheme. Overview of Lead Bank Scheme (LBS) and Service Area Approach (SAA).

**Unit-3** Innovations in micro finance: use and scope of technology; Role and scope for formal financial institutions and corporate; Key functional areas in microfinance institutions (MFI):Governance, R&D, Accounts and Internal audit and control; strategic issues in the growth of MFIs

**Unit-4** Understanding pricing of interest rates in the context of Microfinance; Learning Internal Audits and control Mechanism.

**Suggested readings:**

**IMS 578(F) - SECURITY ANALYSIS & PORTFOLIO MANAGEMENT**

**Objective**

To develop competencies for analyzing different investment opportunities and construct an optimal portfolio of investments as per risk profile and investment objectives.

#### Course Outline

**UNIT I :** NATURE AND SCOPE OF INVESTMENT DECISION, INVESTMENT & SPECULATION, TYPE OF INVESTMENT, INVESTMENT OPPORTUNITIES, INVESTMENT IN SECURITIES & OTHER INSTRUMENTS, RISK & RETURN, TRADE OFF; **INVESTMENT ENVIRONMENT**

Investment Environment, Investment process, Investment media, Procedure of investment in securities market, Stock Market Indices

**UNIT II: EQUITY ANALYSIS & VALUATION:** GENERAL VALUATION FRAMEWORK, TIME VALUE OF MONEY, DISCOUNTING & COMPOUNDING, VALUATION OF EQUITY & PREFERENCE SHARES DIFFERENT MODELS, EQUITY ANALYSIS, RISK AND RETURN (MEAN VARIANCE CRITERION, SINGLE INDEX MODEL), FUNDAMENTAL ANALYSIS, EFFICIENT MARKET HYPOTHESIS & ITS IMPLICATIONS TO INVESTORS. **BOND ANALYSIS BONDS:** CHARACTERISTICS, VALUATION, RISK & RETURN, BOND PRICE & INTEREST RATE RELATIONSHIP, BOND THEOREMS, BOND DURATION AND EMINIZATION

**Unit III : Portfolio Management:** Nature and Scope, Traditional Vs Modern Portfolio Management, Portfolio Risk and Return – Diversification & Portfolio Risk, Mean Variance Criterion and Single Index Model. **Portfolio Construction:** Markowitz Theory, Portfolio Analysis & Construction- Feasible set and the efficient set of Markowitz drawing the efficient set with two securities, three securities, n securities, effect of risk free lending & borrowing, optimum portfolio for an investor, construction of optimum portfolio under single index model, EGP model

**Unit IV : Pricing of capital Assets:** Capital Market Theory, CAPM model- capital market line, security market line. Multi factor model, Arbitrage pricing theory. **Portfolio Revision & Performance Valuation:** Need for revision of portfolio, formula plans, portfolio performance evaluation, risk adjusted measures of portfolio performance evaluations, Fama's performance attribution model, managed portfolio & its performance evaluation. Exposure to contemporary software's used in this field

#### RECOMMENDED BOOK(S)

### IMS 574(HR) - HR EMPLOYMENT LAWS-I

#### Objective

To give an idea of the various Acts which strengthen and help enforcement of proper practices.

#### COURSE OUTLINE

**UNIT I The Contract Labour (Regulation & Abolition) Act, 1970:** Introduction, Objectives & Applicability of the Act, Essential ingredients of Contract Labour (Regulation & Abolition) Act, 1970, Determination of "Appropriate Govt." under the Act, Registration of Establishment and who is/ would be a Principal Employer, License by Contractor, Granting certificate of registration, Circumstances in which application for registration may be rejected, Responsibility & Liability of Principal Employer in respect to wages, welfare etc to

Contract Labour, Inspecting staff, Prohibition of Contract Labour, Procedure for prohibition / abolition of Contract Labour system, Important case laws on Contract Labour Act.

**UNIT II The Factories Act, 1948:** Object of the Act, Chapter I – Preliminary, Chapter II – The Inspecting Staff, Chapter III – Health, Chapter IV – Safety, Chapter V – Welfare, Chapter VI – Working Hours Of Adults, Chapter VII – Employment Of Young Persons, Chapter VIII – Annual Leave With Wages, Chapter IX – Special Provisions, Chapter X – Penalties And Procedure.

**UNIT III Workmen's Compensation Act, 1923:** Objective of the Act Definitions - Dependant , Employer, Wages, Workmen, Workmen's compensation; Employer's liability for compensation, Amount of compensation; Procedure for compensation.

**UNIT IV Child Labour (Prohibition & Regulation) Act, 1986:** Objective of the Act; Constitutional Provision; Prohibition of Employment of Children in certain Occupation and Process; Regulation; Judicial View

#### Recommended Books

Bare Acts

### IMS 575(HR) - HUMAN RESOURCE PLANNING & STAFFING

#### Objective

Planning people requirements is critical task of management as companies increasingly depend on intellectual capital as the basis for competitive advantage. This course aims at imparting relevant knowledge required to perform the functions of human resource planning within an organisation.

**UNIT I Manpower Planning:** Objectives (Micro and Macro Levels) – Benefits, Advantages, Limitations and Problems

HR Planning Linkage of HR Planning with Other HR Functions Influencing Factors in Manpower Planning

**UNIT II Manpower Planning :** Tools, Methods and Techniques: Job Analysis, Job Description, Job Specification; Skills Analysis/Skill Inventory; Performance Appraisal; Manpower Inventory - Quantitative Aspects, Qualitative Aspects. Computerised Manpower Planning Information System: Use and Applicability of Statistical and Mathematical Models in Manpower Planning - Cohort Analysis, Census Analysis, Markov Models.

**UNIT III Organisation as a Matrix of Jobs:** Organisation Structuring - Traditional Concepts, Recent Trends; Role Clarity Job Enrichment/Job Enlargement. Career Planning/Succession Planning. Succession Planning and Integrated Human Resource Planning (IHRP). Improving Manpower Utilisation and Manpower Control (Number Quality and Cost)

**UNIT IV** Manpower Planning Techniques and Formulation of Manpower for 1) Running Enterprises with No Major Expansion Plans 2) A Running Enterprise with Major Plans for Expansion, Modernisation, Diversification etc. National (Macro Level) Manpower Planning: Various Approaches; Progress in India and Abroad. Recent Trends in HR Planning

**Recommended Books**

Human Resource Planning by James W Walker; McGraw Hill Publications

**IMS 576(HR) - HUMAN RIGHTS**

**Objective**

To give an overview of what Human Rights are and to generate an understanding of various Human Rights efforts.

**UNIT-I** Definition of Human Rights - Nature, Content, Legitimacy and Priority - Theories on Human Rights - Historical Development of Human Rights.

**UNIT-II** International Human Rights - Prescription and Enforcement upto World War II - Human Rights and the U.N.O. - Universal Declaration of Human Rights - International Covenant on Civil and Political Rights - International Covenant on Economic, Social and Cultural Rights and Optional Protocol.

**UNIT-III** Human Rights Declarations - U.N. Human Rights Declaration. Amnesty International - Human Rights and Helsinki Process - Regional Developments - European Human Rights System - African Human Rights System - International Human Rights in Domestic courts.

**UNIT-IV** Contemporary Issues on Human Rights: Children's Rights - Women's Rights - Dalit's Rights - Bonded Labour and Wages - Refugees - Capital Punishment.

Fundamental Rights in the Indian Constitution - Directive Principles of State Policy - Fundamental Duties - National Human Rights Commission.

**Recommended Books**

J.C.Johari - Human Rights and New World Order.

G.S. Bajwa - Human Rights in India.

Amnesty International, Human Rights in India.

**IMS 577(HR) - HUMAN RESOURCE INFORMATION SYSTEM**

**Objective**

To acquaint the student with the necessity of working with Information Systems in the realm of Human Resource and to highlight the specific areas where IS can contribute and facilitate working.

**UNIT-I** Evolution of Human Resource Management and Human Resource Information Systems: The Role of Information Technology. Database Concepts and Applications in Human Resource Information Systems. Systems Considerations in the Design of an HRIS: Planning for Implementation. Human Resource Information Systems Needs Analysis.

**UNIT II** System Design and Acquisition. Project Management and Human Resource Management Advice for Human Resource Information Systems Implementation. HR Metrics and Workforce Analytics. Cost Justifying HRIS Investments.

**UNIT III** Change Management: Implementation, Integration, and Maintenance of the Human Resource Information System. Human Resources Administration and Human Resource Information Systems. Talent Management. Recruitment and Selection in an Internet Context

**UNIT IV** Training and Development: Issues and Human Resource Information Systems Applications. Performance Management, Compensation, Benefits, Payroll, and the Human Resource Information System. Human Resource Information Systems and International Human Resource Management. HRIS Privacy and Security. The Future of Human Resource Information Systems: Emerging Trends in HRM and IT. Exposure to contemporary software's used in this field

**Recommended Books**

Human Resource Information Systems : Basics, Applications, And Future Directions by Michael J. Kavanagh, Mohan Thite and Richard D Johnson; Sage Publications

**IMS 578(HR) - INDUSTRIAL RELATIONS AND LABOUR WELFARE**

**Objective**

To develop an understanding of the interaction pattern among labour, management and the State. To build awareness of certain important and critical issues in Industrial Relations and to impart basic knowledge of the Indian Industrial Relations System and its distinctive features

**COURSE OUTLINE**

**UNIT-I** Evolution of Personnel Management as a separate function in India - Role of Personnel Management in typical organization set up of personnel department.

Manpower planning - Recruitment - Selection - Methods of Selection - Use of tests of Interview techniques in selection.

**UNIT-II** Nature of Industrial Relations, Scope of Industrial Relations, Dunlop model, Trade unions; Role of Trade Unions in Pre & Post Liberalized era, Problems of Trade Unions, multiplicity, Internal leadership, Role of outsiders

**UNIT-III** Industrial relations in India - Code of Industrial Relations - Indian Code of Industrial Relations - Standing Orders. Collective Bargaining Definition Structure - Scope - Pre-requisites for successful bargaining - Problems involved - Role of Government in collective bargaining - Worker participation in management - Definition - Nature - Objectives - Functions - Works Committee - Joint management - Councils Shop councils - Joint councils - Indian conditions in collective bargaining.

**UNIT-IV** Industrial unrest - Co-operation and conflict - implications of industrial unrest - Employees dissatisfaction - Workers complaints and grievances - Disciplinary action - Domestic enquiry - Strikes - Lock - outs - Prevention of strikes and lockouts - Settlement of dispute.

**Recommended Books**

Bare Acts

Kapoor N.D. Elements of Industrial Law, Sultan Chand, 1998.

Srivastava, Industrial Relations and Labour Laws, Vikas, 4th edition, 2000.

**IMS 574(IB) - FOREIGN EXCHANGE MANAGEMENT**

**COURSE OUTLINE**

**Unit I** Concept and significance of foreign Exchange, Functions of Foreign Exchange Department, Exchange Control: objective and Methods of Exchange control, Exchange control in India. Foreign Exchange Market. International Financial Market & Institution.

**Unit II** Exchange rate concept and determination, Mechanism of currency trading, Exchange rate forecasting, Purchasing power parity, Fisher effect and Interest rate parity theory.

**Unit III** Exchange Arithmetics- Foreign Exchange Transactions, Exchange Quotations, Spot and Forward Rates, Bill Buying and selling rate, Cross rates, Arbitrage and two point arbitrage calculation.

**Unit IV** Fixed and Option Forward Contracts. Execution of Forward contract, Cancellation of Forward Contract, Extension of Forward contracts, Foreign Exchange Risk Exposure.

**Books & Reference:**

C. Jeevanandan- Exchange Management.

RBI- Foreign Exchange Manual.

NABHI- Foreign Exchange Manual.

Verghese, S.K. - Foreign Exchange and financing of foreign trade.

**IMS 575(IB) - INTERNATIONAL ACCOUNTING**

**Objective:** To acquaint the students with the accounting needs of companies having international business exposure for meaningful measurement, reporting and interpretation of financial statements.

**Course Contents**

**UNIT I** International dimensions of accounting – conceptual development and comparative development patterns;

**UNIT II** Currency transactions; Managing international information systems; International perspective on inflation accounting;

**UNIT III** Financial reporting and Disclosure; Analysing foreign financial statements; Financial management of multinational entities;

**UNIT IV** Transfer pricing and international accounting – International standards and multinational corporations.

**Recommended book(s)**

Arpon, Jeffrey S & Radebaugh, Lee H. International Accounting and Multinational Enterprises. New York, John Wiley, 1985

Choi, Frederick D S and Mueller Gerhard G. International Accounting. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1984

Evans, Thomas G. International Accounting & Reporting. London, MacMillan, 1985

Prodhan, Bimal. Multinational Accounting. London, Croom-Helm, 1986

Rathore, Shirin. International Accounting. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1996

**IMS 576(IB) - INTERNATIONAL BUSINESS LOGISTICS**

**Objective:** To acquaint students with the issues related logistics involved in supply chain management of firm engaged in international business.

**Course Outline**

**UNIT I Supply Chain Management & Logistics Framework:** Concepts, Issues in Supply Chain Management; Customer Focus and Distribution Management; Concept, Objective and Scope; Transportation, Warehousing, Inventory Management; Packing and Unitization; Control and Communication; Supply chain management

**UNIT II International Air Transport System:** International set up for Air Transport, Freight rates, India's Export-Import Trade by air, problems and prospects.

**UNIT-III Ocean Transport:** World Seaborne Trade and Shipping Industry – Characteristics and Structure; Liner Operation; Tramp Operations, Value, Volume and direction of seaborne trade; Liner freighting practices : Principles, structure and freighting practices; Chartering principles and practices : Types of chartering, contract of affreightment; Charter party agreement; forms and clauses; Developments in ocean transport – unitization, containerization, intermodal and multimodal transport, C.F.S. & I.C.D.

**UNIT- IV Indian shipping:** Growth, policy and problems; Port and Port Trust: their role and responsibility.; Cargo Intermediaries: Ship agents, broker, freight forwarder, cargo booking ante stevedore and longshoremen, terminal operators.; Carriage of Goods by Sea, Air and Combined transport – National law and International Conventions; Maritime frauds and unethical practices: causes and precaution. Exposure to contemporary software's used in this field

**Recommended book(s):**

Daniel Marks, Shipping Carterls,

J. Bes, Dictionary of Shipping and Chartering Terms,  
 M. S. Ram, Shipping.  
 H. B. Desai, Indian Shipping Perspectives, Anupama, Publications, Delhi.  
 J. D. Jansson and D. Shneerson, Liner Shipping Economics. Liner Shipping Economics.  
 J. F. Hagff, Physical Distribution.  
 J. Bes, Chartering Practices.  
 Limited Nations/ESCAP, Use of Maritime Transport.  
 UNCAT, Shipping Documents.  
 Journals (The Marine Times; Indian Shipping; Containerization International; & Indian Shipping and Transport, Bombay; Sea Trade Week, New York; ICAO Journal, London; Road Transport, Calcutta).

### **IMS 577(IB) - CROSS CULTURAL MANAGEMENT**

**Objective:** To develop skills for managing a firm comprising of organizational members from different cultural background.

#### **Course Outline:**

#### **Unit I: International Management:**

Trends, challenges and opportunities; Organizational design and structure of international corporations, Locus of decision making; Headquarter and subsidiary relations in international firms.

#### **UNIT II: INTERNATIONAL PERSPECTIVE ON ORGANIZATION BEHAVIOR & HRM**

Motivating employees in international context, Perception and attitudes across cultures, leadership, communication, conflict and negotiation across cultures, Selection, development, performance appraisal and compensation, Managing groups across culture; International human resource strategy

**UNIT – III:** Indian Business Foreign Strategies, Operations Of Foreign Subsidiaries In India; Internationalization Of Indian Business Firms And Their Operations Abroad, International Mergers And Acquisitions

**Unit – IV:** International Business Strategy: Creating Strategy For International Business; Management Of Production, Services Technology And Operations; Marketing Financial, Legal And Political Dimensions; Ethics And Social Responsibility Of Business

#### **Recommended book(s):**

Hodgetts, International Management, Tata McGraw Hill  
 McFarlin, Dean B., International Management : Trends, Challenges and Opportunities, International Thomson Publishing  
 Thakur, Manab; Burton, Gene E. and Srivastava, B.N., International Management: Concepts and Cases, Tata McGraw Hill  
 Taggart, James H. and McDermott, Michall L., The Essence of International Business, Prentice Hall of India  
 Nagandhi, Anant R., International Management, Prentice Hall of India

### **IMS 578(IB) - INTERNATIONAL MARKETING RESEARCH**

#### **Course Objective:**

The objective of the paper is to acquaint the students with the tools and techniques of international marketing research so as to develop a rational marketing strategy in the area of international trade.

#### **COURSE OUTLINE**

**UNIT-I Introduction :** Nature and scope of marketing research; marketing research in international context-importance, complexities and issues; Organizational framework for international marketing research; International Marketing Information System (IMIS)

**UNIT-II Marketing Research Process:** An overview; problem identification and definition; Preparing research proposal; Exploratory, descriptive and experimental research designs; international secondary data sources; Primary data collection methods and complexities of data collection in international marketing research; Online data sources and research.

**UNIT-III Questionnaire preparation:** Ethic and emic dilemma; Sample design- sampling methods and sample size determination; Fieldwork and data collection; Sampling and non sampling errors.

**Multi-country Data Analysis and Interpretation:** Data editing and coding preliminary data analysis, Univariate and multivariate data analysis techniques-Discriminate analysis, factor and conjoint analysis: (including application software). Issues in multi-country data analysis-Data comparability and validity problems; Report preparation and presentation.

**UNIT-IV Cross-cultural Consumer research:** Attitude measurement and scaling techniques; Product research; Advertising research; International market opportunity analysis; Ethical issues in international marketing research. Exposure to contemporary software's used in this field

#### **REFERENCE**

1. Aaker, David A, V. Kumar arki George S Day, Marketing Research, John Wiley and Son.
2. Douglas, S.P. and C. C. Samuel, International Marketing Research, Prentice Hall of India Private Ltd., New Delhi
3. Kumar, V. International Marketing Research, Prentice Hall.
4. Malhotra, Naresh K., International Marketing Research- An Applied Orientation, Pearson.
5. Sak Onkvisit and John Shaw : International Marketing-Analysis and Strategy : Taylor & Francis
6. Varshney & Bhattacharya : International Marketing Management , Sultan : Chand & Sons,
7. S.C. Jain : International Marketing Management, Kent: Publishing Company,.
8. Svend Hollensen : Global Marketing-A Decision Oriented Approach, Prentice Hall,
9. Warren J. Keegan : Global Marketing Management, Pearson Education India.

10. Czinkota, M.R. : International Marketing, Cengage Learning
11. Fayerweather, John : International Marketing, Prentice Hall Inc.,
12. Sarathy, R and V. Terpstra : International Marketing, Dryden Press,
13. Bhattacharya, B. : Export Marketing Strategies for Success, Global Business Press, New Delhi.

#### LU 504 - GERMAN LANGUAGE

**Course objective:** The aim of this course is to equip candidates with a sound understanding of German language.

**Unit 1** Verbs - All simple and compound tenses, imperative and reflexive verbs, impersonal, separable/inseparable verbs, modal verbs, passive voice (all forms), infinitive construction, noun and pronoun.

**Unit 2** Parts of speech- Adjectives, prepositions, conjunction and interjection, Name of days, seasons, months, colours, garments, body parts, self-introduction, introducing friends, family and persons. Topical writing, essays, description of persons, place, things, class, city, country, house, plan a weekend, excursion.

**Unit 3** Drafting a resume, interviews, letter writing, rejecting-accepting, Proposals, Invitation, dialogues, Comprehension – oral and written comprehension, translation from German/ English & vice Versa, phonetics and pronunciation.

**Unit 4** Popular German recipes, food & beverages, german entertainments, hobbies, festivals, traditions, writers, poems, songs, famous monuments, places, seasons, rivers, mountain, territories, neighboring countries and oceans.

#### LU 504 - SPANISH LANGUAGE

**Course objective-** The aim of this particular course is to provide to the students a basic idea of Spanish so that they develop a comprehensive understanding of language and its usage.

**Unit 1** Verbs - All simple and compound tenses, imperative and reflexive verbs, impersonal, separable/inseparable verbs, modal verbs, passive voice (all forms), infinitive construction, noun and pronoun.

**Unit 2** Parts of speech- Adjectives, prepositions, conjunction and interjection, Name of days, seasons, months, colours, garments, body parts, self-introduction, introducing friends, family and persons. Topical writing, essays, description of persons, place, things, class, city, country, house, plan a weekend, excursion.

**Unit 3** Drafting a resume, interviews, letter writing, rejecting-accepting, Proposals, Invitation, dialogues, Comprehension – oral and written comprehension, translation from Spanish/ English & vice Versa, phonetics and pronunciation.

**Unit 4** Popular spanish recipes, food & beverages, spanish entertainments, hobbies, festivals, traditions, writers, poems, songs, famous monuments, places, seasons, rivers, mountain, territories, neighboring countries and oceans.

#### LU 504 - MANDARIN LANGUAGE

**Course objective-** The aim of this particular course is to provide to the students a basic idea of Mandarin so that they develop a comprehensive understanding of language and its usage.

**Unit 1** Verbs - All simple and compound tenses, imperative and reflexive verbs, impersonal, separable/inseparable verbs, modal verbs, passive voice (all forms), infinitive construction, noun and pronoun.

**Unit 2** Parts of speech- Adjectives, prepositions, conjunction and interjection, Name of days, seasons, months, colours, garments, body parts, self-introduction, introducing friends, family and persons. Topical writing, essays, description of persons, place, things, class, city, country, house, plan a weekend, excursion.

**Unit 3** Drafting a resume, interviews, letter writing, rejecting-accepting, Proposals, Invitation, dialogues, Comprehension – oral and written comprehension, translation from Mandarin/ English & vice Versa, phonetics and pronunciation.

**Unit 4** Popular Chinese recipes, food & beverages, Chinese entertainments, hobbies, festivals, traditions, writers, poems, songs, famous monuments, places, seasons, rivers, mountain, territories, neighboring countries and oceans.

#### SEMESTER – VIII

PAPER NO.	SUBJECTS
IMS 581	Production & Operations Management
IMS 582	Business Policy & Strategic Alliances
IMS 583	International Business
<b>Opt any one specialisation area from the followings</b>	
<b>Marketing</b>	
IMS 584(M)	Sales And Distribution Management
IMS 585(M)	Global/ International Marketing
IMS 586(M)	Industrial Marketing
IMS 587(M)	Customer Relationship Management
IMS 588(M)	Event Marketing And Management
<b>Finance</b>	
IMS 584(F)	Stock Market Operations And Management
IMS 585(F)	Corporate Restructuring
IMS 586(F)	Financial Derivatives
IMS 587(F)	International Financial Management

IMS 588(F)	Financial Risk Management
<b>HR</b>	
IMS 584(HR)	Hr Employment Laws-II
IMS 585(HR)	Stress Management
IMS 586(HR)	International Human Resource Management
IMS 587(HR)	Interpersonal And Group Dynamics
IMS 588(HR)	Negotiation And Counseling
<b>IB</b>	
IMS 584(IB)	Int. & Global Marketing
IMS 585(IB)	Global HRM
IMS 586(IB)	Global Outsourcing
IMS 587(IB)	Mgt. Of Multi Nationals
IMS 588(IB)	Int. Business Laws & Diplomacy
LU 508	Viva- Voce exam of Industrial Visit
	Summer Training

### **IMS 581 - PRODUCTION & OPERATIONS MANAGEMENT**

**Objective:** To familiarize the students with theories and techniques of Production, Operations and Logistics Management.

#### **Course Outline**

**Unit I** Nature and scope of production management, production analysis and planning, production functions, objective and functions of production management, responsibilities of the production manager, types of manufacturing processes and plant layout, plant location, assembly line balancing. Production Planning and Control (PPC).

**Unit II** Materials managements – its scope and importance. Purchasing function and procedure, store-keeping, material planning function, Inventory control, relevant costs, economic lot size, reordering point, Inventory classification techniques.

**Unit III** Productivity – definition and concept, productivity measurement, productivity improvements, Product development and design, stages of product development, techniques of product development (standardization, simplification and specialization, automation).

**Unit IV** Development of efficient work methods, work measurement – concept & techniques; material flow process chart, manflow process chart, principles of motion economy, comparison of alternate work methods, maintenance of production facilities, quality control and inspection, sampling inspection, control charts for attributes and variables charts.

#### **Recommended book(s)**

Production and Operations Management, by K. Ashwathappa, K Sridhar Bhat, Himalaya Pub

Production & Operations Management, by Upendra Kachru, Excel Books.

Operations Now, by Byron J Finch, Tata Mc Grawhill

Operations Management, by Gaither & Fraizer, Thomson South Western.

Theory and Problems in Production and Operations Management by S.N. Chary

### **IMS 582 - BUSINESS POLICY AND STRATEGIC ALLIANCES**

#### **Objective**

This course aims to provide an organization perspective and integrates functional areas. This helps in understanding how organizational strategies are formulated and implemented in a changing global environment.

**UNIT I:** Business Policy as a Field of Study: Nature, importance, purpose and objectives of Business Policy.; Strategic Management Process: Strategists and Their Role in Strategic Management.; Hierarchy of Strategic Internet: Vision, Mission, Business Definition, Goals and Objectives

**UNIT II:** Environmental Appraisal: Environmental Scanning, Appraising the Environment; Organizational Appraisal: Organisational Capability Factors, Considerations in Organisational Appraisal, Methods and Techniques used for Organisational Appraisal, Structuring Organisational Appraisal.

**UNIT III:** Company level strategies: Grand, Stability, Expansion, Retrenchment & Combination Strategies & Corporate Restructuring; Business Level strategy: Business-level, Generic Business & Tactics for Business Strategies.

**UNIT IV:** Strategic Analysis and Choice: Corporate-level (*BCG Matrix & GE 9 cell Matrix*) and business-level (*Life Cycle Analysis, Porter's Five Forces of Industry Analysis*). *Concept of Strategic Decision Making. Subjective Factors in Strategic Choice and Process of Strategic Choice.* Routes to Competitive advantage

#### **Recommended Books**

Strategic Management by Thompson, Strickland, Gamble and Jain. McGraw Hill 2010, 16th edition.

Thomas L. Wheelen & J. David Hunger; Concepts in Strategic Management and Business Policy; Pearson Education

Strategic Management by Azhar Kazmi, Tata McGraw Hill

### **IMS 583 - INTERNATIONAL BUSINESS**

#### **Objective**

This course will provide the students an opportunity to learn and understand how business is conducted in the international arena. The syllabus is designed to allow students to gain managerial skills to meet the challenges they will face in the global workplace.

**Unit I** - An Overview of International Business: Introduction, Definition of International Business, Changing Environment of International Business, Globalization of Markets, Trends in Globalization, Effects and Benefits of Globalization. Country risk analysis, Asian culture-japan, Korea & Taiwan.

**Unit II** -International Trade and Investment Theories: Mercantilism; Absolute Cost theory, Comparative Cost theory, Opportunity Cost theory, factor endowment theory, Complimentary trade theories – stopler – Samuelson theorem, International Product life Cycles. Investment Theories – Theory of Capital Movements, Market Imperfections theory; Internationalisation Theory; Location Specific Advantage Theory; Eclectic Theory; other theories, Instruments of Trade Policy- Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy.

**Unit III** - Foreign Exchange Determination Systems: Basic Concepts Relating to Foreign Exchange, Various types of Exchange Rate Regimes – Floating Rate Regimes, Managed Fixed Rate Regime, Purchasing Power Parity, Mint Parity, Interest rates, other Factors Affecting Exchange Rates, Brief History of Indian Rupees Exchange Rates, Currency hedging.

**Unit IV** - International Institution: UNCTAD, Its Basic Principles and Major Achievements, IMF-GDR & SDR, Role of IMF, IBRD, Features of IBRD, WTO, Role and Advantages of WTO India's patent policy and trips. Regional Economic Integration: Introduction, Levels of Economic Integration, Regional Economic Integration in Europe, Regional Economic Integration in U.S.A., ASEAN, SAARC, Integration for Business.

#### **SUGGESTED READINGS**

- 1) Agarwal Raj - International Trade (Excel, 1st Ed.)
- 2) Jaiswal- International Business (Himalya Publication)
- 3) Albaum Duerr - International Marketing and Export management (Pearson, 7th Ed.)
- 4) Hill C.W. - International Business (TMH, 5th Ed.)
- 5) Daniels - International Business (Pearson, 1st Ed.)
- 6) Kumar R and Goel, International Business, (UDH Publications, edition 2013)
- 7) Cherunilam F - International Trade and Export Management (Himalaya, 2007)
- 8) Varshney R.L, Bhattacharya B - International Marketing Management (Sultan Chand & Sons, 9th Ed.)

#### **IMS 584(M) - SALES AND DISTRIBUTION MANAGEMENT**

**Objective-** To provide in depth understanding for organisation of effective sales force and distribution systems to reach the target customers. Course Outline

**Unit – I** Nature and scope of Sales Management, Selling and Formulating Personal Selling Objectives, Recruiting and Selecting Sales Personnel, Developing and Conducting Sales Training Programmes, Diversity of selling situation/process, Monitoring and performance evaluation.

**Unit – II** Designing and administering compensation plans, supervision of salesmen, motivating sales personnel, sales meetings and Sales Contests, Designing Territories and Allocating Sales Efforts

**Unit – III** Objectives and Quotas for Sales Personnel, Developing and managing Sales evaluation programme, Sales cost and cost analysis, An Overview of Marketing Channels, their structure, Functions and Relationships, Channel Intermediaries-Wholesaling and Retailing

**Unit – IV** Logistics of distribution, channel planning, Organizational Patterns in Marketing channels, Managing marketing channels, Marketing channel policies and legal issues, Information system and Channel Management, Assessing performance of marketing channels, International Marketing Channels

**Recommended Book(S)** Anderson, R. Professional Sales Management, Englewood Cliffs, New Jersey, Prentice Hall Inc. Buskirk, R. H. and Stanton, W.J. Management of Sales Force, Homewood Illinois, Richard D. Irwin, Dalrymple, DJ. Sales Management: Concepts and Cases, New Yourk, John Wiley

#### **IMS 585(M) - GLOBAL/ INTERNATIONAL MARKETING**

**Objective:** The course is focused towards imparting requisite awareness amongst the marketing students for conducting and managing international marketing activities, thereby handling challenges in this competitive global world.

**Unit 1.**Importance and Challenge of International Marketing-Definition of International Marketing: Domestic Marketing Vs. International Marketing; Categories of International marketing Involvements; International Marketing Task; Nature of International Marketing Management; Analysis of International Marketing Environment and Identifying Foreign Markets - Political Considerations and Governmental Influences; Cultural and Social Dynamics; Economic Development and Geographical Conditions; Competitive Conditions; Legal and Financial Influences.

**Unit 2** International Marketing Intelligence and Research - Analysis of World Market; Market analysis; Purposes and Methods; Marketing Intelligence; International Marketing Research. Planning Entry and Operations Strategies-Export; Franchise, Joint Ventures; Direct Investment; Multinational Operations.

**Unit 3.** International Product Policies - Strategic Considerations in Making Multinational Product Decisions; Alternative Strategies in Multi-national Product Planning; Methodology in Making Multinational product Decisions. International Pricing Decisions-Price Escalation; International Transfer Pricing; Pricing Strategy; Factors influencing the Establishment of International Prices; Export Pricing; Differential Pricing.



**Unit 4** International Distribution System and Logistics-International Marketing Channel Decisions; Importance and Scope of Channel Decisions; Channels between Nations; International Physical Distribution Decisions; Nature of Physical Distribution; The Systems Concept; Trade Terms; Structure of International Physical Distribution. International Marketing Communication-Communication with Foreign Buyers; Planning and Preparing International Promotional Programmes; Media Structure; Planning Media Strategy; Cooperative Advertising. Emerging Issues and Developments in International Marketing

**Suggestive readings:**

International Marketing by Cateora  
 Global Marketing Management by Warren Keegan  
 Global Marketing Strategies by Jeannet  
 International Marketing Management by Subhash Jain  
 International Business Environment-Francis Cherunilam;  
 Global Marketing-Foreign Entry, Local Marketing and Global Management- Johny K.Johanson;  
 Varshney & Bhattacharya : International Marketing Management, Sultan Chand & Sons ;  
 S.C. Jain : International Marketing Management, Boston : Kent Publishing ;  
 S. Hollensen, A. Thornhill, P. Lewis : Global Marketing-A Decision Oriented Approach, Pearson Edu. Limited

**IMS 586(M) - INDUSTRIAL MARKETING**

**Objective:** To developing an understanding of issues involved in marketing of industrial products .

**Course Outline**

**Unit – I** The environment of Industrial Marketing, Industrial Marketing Perspective. Dimensions of Organizational Buying, Organizational Buying Behaviour, Access marketing opportunities, Industrial Marketing Planning.

**Unit – II** Managing the Industrial Product Line, Industrial Marketing Channels : Channel Participation, Industrial Marketing Channels : Design and Management, Industrial Marketing Channels : Logistical Interface, Pricing Strategy.

**Unit – III** Advertising and Sales Promotions, Managing the industrial advertising effort, supplementary promotion tools, personal selling, models for industrial sales force management.

**Unit – IV** Industrial Marketing Research. Evaluation of Industrial Marketing Strategy, Norms and Standards, Control and Monitoring of Industrial Marketing process.

**Recommended book(s) :**

Alexander Cross and Hill, Industrial Marketing.  
 Webster, F.E., Industrial Marketing Strategy.  
 Hass W., Industrial Marketing Management.  
 Cox, E., Industrial Marketing Research.  
 Meyers, Industrial Relations in India.  
 Reider and Reider, Industrial Marketing.

**IMS 587(M) - CUSTOMER RELATIONSHIP MANAGEMENT**

**Objective:** The syllabus is designed to develop the knack of attracting, retaining and growing the customers and their loyalty ; while understanding the concepts and practices of CRM.

**UNIT -I** CRM Fundamentals- Theories, Evolution , Stages of relationship, Issues , Purpose of relationship marketing; Approach towards marketing: A paradigm shift, Historical Perspectives, CRM Definitions, Emergence of CRM practice:, CRM cycle, Stakeholders in CRM, Significance of CRM, Types of CRM, Success Factors in CRM, CRM Comprehension, CRM Implementation

**UNIT -II** Customer Satisfaction: Meaning, Definition, Significance of Customer Satisfaction, Components of Customer Satisfaction, Customer Satisfaction Models, Rationale of Customer Satisfaction, Measuring Customer Satisfaction, Customer satisfaction and marketing program evaluation, Customer Satisfaction Practices, Cases of Customer Satisfaction

**UNIT -III** Service Quality: Concept of Quality, Meaning and Definition of Service Quality, Factors influencing customer expectation and perception, Types of Service Quality, Service Quality Dimensions, Service Quality Gaps, Measuring Service Quality, Service Quality measurement Scales Customer Relationship Management: Technology Dimensions - E- CRM in Business, CRM: A changing Perspective, Features of e-CRM, Advantages of e-CRM, Technologies of e-CRM, Voice Portals, Web Phones, Virtual Customer Representative, Customer Relationship Portals,

**UNIT IV** Functional Components of CRM, Database Management: Database Construction, Data Warehousing, architecture, Data Mining. Characteristics, Data Mining tools and techniques, Meaning, Significance, Advantages, Call Center, Multimedia Contact Center, Important CRM Softwares. CRM Emerging Perspectives: Employee-Organisation Relationship, Employee-Customer Linkage, Factors effecting employee's customer oriented behavior, Essentials of building employee relationship, Employee customer orientation, Service Failure, Service Recovery Management, Service Recovery Paradox, Customer Life time value, customer profitability, customer recall management, customer experience management, Rural CRM, , customer relationship management practices in retail industry, hospitality industry, banking industry, telecom industry, aviation industry

**Suggestive reading-** . Simon Knox, Adrian Payne, Stan Maklan, Customer Relationship Management Routledge Inc.

Alok Kumar Rai, Customer Relationship Management: Concepts and Cases (Second Edition)-PHI Learning.

Kristin Anderson, Carol Kerr, Customer relationship management, McGraw-Hill Professional.

Federico Rajola, Customer Relationship Management: Organizational & Technological Perspectives, Springer.

H Peeru Mohammed & A Sagadevan, Customer Relationship Management, A Step by Step Approach, Vikas Publishing.

Sheth J N, Parvatiyar A. and Shainesh G-, Customer relationship management: , Emerging Concepts, Tools, & Applications, Tata McGraw-Hill Education

### **IMS 588(M) - EVENT MARKETING AND MANAGEMENT**

**Objective:** The objective of the paper is to equip the students with the requisite level of event management and marketing ability to handle such activities at a broad and small case

**UNIT 1** Definition, Scope of Event Management, Introduction to Conventions, Exhibitions, Meetings --- definition & components, Nature and demand of Conference market. Growth and development of event industry, Economic and social significance.

**UNIT 2** Typology of planned events, Varieties & importance of events ,Characteristics and Key elements, Key steps to successful events and complexities of events Checklist for different events, planning schedule & actions agenda

**UNIT 3** Conference program -designing, timing, supervision, presentation, Catering and hospitality, Transportation, teleconferencing, recording & publishing. Budgeting, Sponsorship , sponsors , organizers, customers & guests. Event planning- Aim of event, Develop a mission, Establish Objectives Preparing event proposal, Use of planning tools, Key characteristics, Pre-event responsibilities, legal issues, negotiations ,Safety and Security in Events

**UNIT 4** Event Management and Marketing strategies, Events and Tourism, Business tourist, Tourism & Culture, Incentive tours Risk Management, Safety and Global Issues in Event Management. Case Studies and Presentations

#### **Recommended Book(S)**

Event Management in leisure & tourism, David Watt

Conferences, Tomy Rogers

Event marketing and management, Sanjaya Singh, Vikas Publication

### **IMS 584(F) - STOCK MARKET OPERATIONS & MANAGEMENT**

**Objective:** To acquaint the students from current secondary market trading and investment environment with investment strategies.

#### **Course Outline**

**Unit-I:** Primary market- introduction, linkage of primary and secondary market, Emergence and growth of Secondary Market in India, Role of Secondary Market in Economic development, Secondary Market instruments, Market participants- depositories, Brokers, Stock exchanges, commodity exchanges & market indices

**Unit-II:** Financial Derivatives-trading, valuation and growth of derivative trading in India, SEBI, Role of regulatory agency in Secondary Market, security laws.

**Unit-III:** Trade settlement system, source of information & data collection, sector wise market analysis, Fundamental & Technical analysis, Strategic investment decision.

**Unit-IV:** Linkage with foreign stock markets, DOW JONES, HANGSENG & other prominent indices, FII & current trends. Exposure to contemporary software's used in this field

#### **Recommended Book (S)**

Frank J. Fabozzi: Secondary Market Operation & Management.

### **IMS 585(F) - CORPORATE RESTRUCTURING**

**Objective:** To provide an in-depth understanding of all aspects and intricacies of law affecting and arising out of corporate restructuring.

#### **Course Outline**

**Unit I Introduction:** Meaning of corporate restructuring, need, scope and modes of restructuring, global scenario, national scenario.

**Mergers and Amalgamations:** Concept, need and reasons, legal aspects, procedural aspects relating to commencing of meetings and presentation of petition including documentation, economic aspects including effect on the interest of small investors; accounting aspects, financial aspects including valuation of shares, taxation aspects, stamp duty and allied matters, filing of various forms.

**Unit II Takeovers:** Meaning and concept, types of takeovers, legal aspects - SEBI takeover regulations, procedural aspects, economic aspects, financial aspects, accounting aspects, taxation aspects, stamp duty and allied matters, payment of consideration, bail out takeovers, takeover of sick units.

**Revival and Restructuring of Sick Companies:** The problem of sick industries and their revival with special reference to the law relating to sick industrial companies.

**Unit III Funding of Mergers and Takeovers:** Financial alternatives, merits and demerits, funding through various types of financial instruments including preference shares, non-voting shares, buy-back of shares, hybrids, options and securities with differential rights, employer stock options and securities with differential rights, takeover finance, ECBs, funding through financial institutions and banks, rehabilitation finance, management buyouts.

**Valuation of Shares and Business:** Introduction, need and purpose; factors influencing valuation; methods of valuation.

**Unit IV Corporate Demergers/Splits and Divisions:** Difference between demerger and reconstruction; modes of demerger – by agreement, under scheme of arrangement, by voluntary winding up; tax aspects, tax reliefs, Indian scenario, reverse mergers.

**Post Merger Re-organisation:** Accomplishment of objectives - criteria of success, profitability, gains to shareholders; post merger valuation; measuring post merger efficiency; factors in post merger reorganisation.

**Financial Restructuring:** Buy-back of shares – concept and necessity; SEBI guidelines; Government's guidelines, procedure and practice for buy-back of shares.

**Alliances:** Integrating alliances into corporate strategy; preparing for alliance, cross cultural alliances; implementing and managing the alliances. Legal Documentation.

**Recommended book(s)**

Value Creation From Mergers And Acquisitions, by Sudi Sudarsanan – Pearson Education

Valuation for mergers Buyouts & Restructuring, by Arzak – Wiley India (P) Ltd.

Merger Acquisitions & Corporate Restructuring, by C.K. Murthy & S.R. Vishwanath – Sage Pub.

Takeovers, Restructuring & Corporate Governance, by Weston, Mitchel & Mulherin – Pearson Edu.

Corporate Growth through Mergers & Acquisitions, by Shiv Ramu – Response Books

**IMS 586(F) - FINANCIAL DERIVATIVES**

**Objective:** To provide understanding of various derivatives instruments and their respective markets.

**Course outline:**

**UNIT I : INTRODUCTION**

Meaning and definition of derivatives, characteristics of derivatives, forward contracts, meaning and problems in forward contracting future contract, mechanism and participants in future market.

**UNIT II : OPTION TRADING**

Meaning, definition and features of options contract, distinction between futures and options, important terms, advantages and disadvantages of options. Factor affecting the pricing of options, call and put options, trading strategies involving options.

**UNIT III : OTHER DERIVATIVES**

Credit derivatives, SWAPS, uses of derivatives, types of margins, risk associated with derivatives, risk management through derivatives, Black and Scholes option pricing model- assumptions of the model and valuation of put options with the model

**UNIT IV : STOCK INDEX FUTURES**

Features of stock Index Futures and its uses, reasons for its popularity, Derivatives Market in India, Criteria for derivatives Trading, types of traders

**RECOMMENDED BOOK(S)**

**IMS 587(F) - INTERNATIONAL FINANCIAL MANAGEMENT**

**Objective:** To give insights relating to financial management applications in the realm of international business with special reference to international financial markets systems & operations of MNCs

**Course Outline**

**Unit I : International Financial Environment**

The rise of Multinational Corporation, International Financial System. The Foreign exchange market, the determination of exchange rates. The international monetary system & international economic linkages.

**Unit II : Foreign Trade Financing & Foreign Exchange Risk Management**

Payment terms in international trade ,Balance of payment & categories, the international flow of goods services & capital, Financing technique in international trade ,Export Financing & Credit insurance , Counter trade , Foreign exchange risk Management with special reference to Financial Management .

**Unit III : International Financial Market & International Financing**

Financing Foreign Operations, International financial markets, the Euro Markets, the Development Banks e.g IMF, World Bank & Asian development bank . Short term Financing-objectives, Options & strategy, Special financing vehicles - International leasing, Interest rate & Currency swaps . LDC - Debt equity swaps the GDRs Foreign Direct Investment . International Currency Asset Management - International Cash , Accounts Receivable & Inventory Management , Inter Company fund flow mechanism .

**Unit IV : Foreign Investment Analysis**

Corporate Strategy and FDI , Dessigning a global expansion strategy , Capital budgeting for the Multinational Corporation - Issues in foreign investment analysis , foreign project appraisal, political risk analysis & its Management . Cost of capital for foreign Investments . Exposure to contemporary software's used in this field

**RECOMMENDED BOOK(S)**

Varn Horn, Financial Management & Policy, PHI)

Wod d Bryne J, International Business Finance, Mc Millan

Rita m Rudrigues, International Financial Management, PHI

Zeneoff D & Zwick J, International Financial Management, PHI

Shapiro A.C., International Financial Management, PHI

**IMS 588(F) - FINANCIAL RISK MANAGEMENT**

**Objective:** The course offers an introduction into the evolving and expanding practice of financial risk management. Risk management is a complex process of identifying, measuring, and controlling risk exposure. The course addresses how to control for market and credit risks. Liquidity, operational, and legal risks are discussed.

**Unit- 1** Introduction to Derivatives, Options, Fixed Income Securities, Fixed Income Derivatives, Equity, Currency, and Commodity Markets

**Unit-2** Introduction to Financial Risk Management, Market Risk Management: Measurement: VaR and Monte Carlo Simulation, Sources of Market Risk, Hedging Linear Risk and Nonlinear Risk, Modeling Risk Factors VaR Methods, Volatility and Correlation Models

**Unit-3** Credit Risk Management: Introduction to Credit Risk, Measuring Credit Risk, Credit Exposure and Managing Credit Risk, Credit Derivatives

**Unit-4** Operational Risk Management: Operational Risk and Risk Capital

**Suggested Readings:**

Philippe Jorion (2008), **Financial Risk Manager Handbook**, Fifth Edition, GARP, Wiley Finance (hereafter, PJ).

John Hull (2008), **Options, Futures and Other Derivatives**, 7th Edition, Prentice Hall (hereafter, JH).

**IMS 584(HR) - HR EMPLOYMENT LAWS-II**

**Objective**

To give an idea of the various Acts which strengthen and help enforcement of proper practices.

**UNIT I The Payment of Bonus Act, 1965:** Computation of Gross Profit and Available Surplus Disqualification for Bonus; Payment of Minimum / Maximum Bonus; Set-on and Set-off of Allocable Surplus; Reference of Disputes under the Act; Penalty Special Provision with respect to Payment of Bonus Linked with Production or Productivity

**UNIT II Employees Provident Funds (and Misc. Provisions) Act, 1952:** Exempted Establishments; Employee Family Pension Scheme; Employees' Deposit Linked Insurance Scheme; Mode of Recovery of Money due from Employers; Protection against Attachment; Priority of Payment of Contribution over other Debts; Employer not to Reduce Wages etc.; Liability in Case of Transfer of Establishment.

**UNIT III Employees' State Insurance Act, 1948:** Contributions; Administrative arrangements; Benefits - Sickness Benefit, Maternity Benefit, Disablement Benefit, Dependants Benefit, Medical Benefit, Funeral Benefit, Prescribed Specification for Entitlement; Administration of Disablement Benefit, Provision of Medical Treatment by State Government, Penalties

**UNIT IV Payment of Gratuity Act, 1972:** Objective of the Act; Payment of Gratuity - Compulsory Insurance of Employer's Liability for Gratuity, Recovery of Gratuity; Cognizance of Offence; Protection of Gratuity against Attachment

**Recommended Books**

Bare Acts

**IMS 585(HR) - STRESS MANAGEMENT**

**Objective**

To equip the student in understanding the triggers of stress and in better managing stress.

**UNIT I** Concept of Stress: Origin - a) Basic concepts of the theory of H. Selye (Stressors; Basic Stress-reactions; Distress); b) Principles of Adaptation: From Darwin up to modern military psychology (Degeneration, Idioadaptation, Aromorphosis; Hierarchy of needs and orgiastic principle; Diagnostics of adaptation in a group; Adaptation to extreme activity conditions)

**UNIT II** Individual and popular concepts of stress, Exercises on definition of actual models of stress and its reduction, Stress and psychological disorders (Sleep disorders; Eating disorders; Emotional disorders)

Practical skills of stress management: SM in positive psychotherapy (Comprehension vs. Estimation; National features of dealing with stress);

**UNIT III** Stress management in NLP (Words- and formulas- parasites; their genetics and morphology; Stress-patterns: discovering; breaking; transformation; Reframing of habitual stress-reactions; Question of psychological ecology)

**UNIT IV** Extreme approaches to SM: military techniques of self-control a) Regulation of sleeping regime b) Muscular tension reduction c) Emotional tension reduction

**Recommended Books**

1. Ann Edworthy, *Managing Stress*, Open University Press, Buckingham, Phildephia.

2. K.Hari Gopal, *Organizational Stress*, University Press.

3. Dr.Rakesh Chopra Santosh Sharma, *The stress Cyclone Suffer or Emerge out: The choice of yours*, Institute of corporate Management, Excel Books.

**IMS 586(HR) - INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

**Objective**

Globalization, growing presence of multinationals with expatriate managers, cross border mergers and acquisitions and increasing diversity of workforce demands human resource to be more sensitive to cross-cultural issues and understanding of international approaches to dealing with people in organisations. The course seeks to look at HRM in a broader, comparative and international perspective to deal with complex issues and manifold risks.

**UNIT I Introduction to IHRM**

Definition, reasons for going global, Approaches to IHRM, Difference between IHRM and Domestic HRM, Reasons for emergence of IHRM.

**Recruitment, Selection and staffing in International context**

International Managers- parent country nationals, third country nationals, host country nationals, advantages and disadvantages of different selection methods, different approaches to multinational staffing decisions, recruitment methods

using head-hunters, cross-national advertising, e-recruitment; Selection criteria and techniques, use of selection tests, interviews for international selection, international staffing issues.

**UNIT II Performance Management:** A conceptual background, Constraints in goal attainment, performance management cycle, models, performance and appraisal in IHRM appraisal of expatriate, third and host country employees, issues and challenges in international performance management, country specific performance management practices.

**UNIT III Training and development in International context:** Context Backdrop of international training, Current scenario in international training and development, training & development of international staff, types of expatriate training, HCN training, Career Development, repatriate training, developing international staff and multinational teams, knowledge transfer in multinational companies.

**Re-entry issues:**

**UNIT IV International Compensation:** Forms of compensation and factors that influence compensation policy, key components of international compensation, Approaches to international compensation, compensation practices across the countries, social security systems across the countries, global compensation: emerging issues.

**International Labour Relations:** Key issues, response of labour unions to MNCs

**HRM practices in different countries-** Japan, USA, UK, Turkey, Middle East, India and China.

**Recommended Books**

International Human Resource Management: Managing People in a Multinational Context by Peter J. Dowling, Marion Festing, Allen D. Engle; Cengage Learning

International Human Resource Management by R V Badi and S G Hundekar; Vrinda Publications

### **IMS 587(HR) - INTERPERSONAL AND GROUP DYNAMICS**

**Objective**

To give the student an understanding of group functioning and tools for ensuring an effective and efficient team performance.

**UNIT-I Group Dynamics** - Understanding Groups, Phases of Group Development - Group Cohesion and Alienation - Conformity and Obedience. Group and its formation - Formal and Informal Groups - Functions Fulfilled by Group Variables Affecting the Integration in Groups of organizations Groups and Personal Needs.

**UNIT-II Training for Effective Group Membership.** High performing teams, team work culture, Engaging employees, Employees' Engagement Calendar, Process of Decision Making in Groups - Problems and Approaches for 'Consensus' formation - Effective Meetings.

**UNIT-III Personality-** Concept, Theoretical perspective- Trait & Type Approach (Brief); Self Concept, Meaning & Nature, Self Growth Movement, Type A, B, C, Personality, Healthy Personality (All port's Mature), Jungs Personality Indicators. Theory and Model of Interpersonal Behaviour of C. Willian Shutz - FIRO - B. Test - Its Application - Achieving Group Compatibility - Problems in reaching Compatibility.

**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. Diversity programmes at MNCs, Challenges in virtual teams

**Recommended Books**

Understanding Group Dynamics by Donelson R Forsyth, Cengage Learning India

Interpersonal Underworld - G. William Shutz

### **IMS 588(HR) - NEGOTIATION AND COUNSELING**

**Objective**

To promote understanding of the concept and theories of negotiation, negotiation prerequisites and to generate an understanding of counseling process.

**UNIT I Negotiation:** Nature, Characteristics, Strategy and Tactics of Distributive Bargaining, Strategy and Tactics of Integrative Negotiation; Strategy and Planning for Negotiation. International and Cross Cultural Negotiation: Context and Concept, Influence of Culture on Negotiation

**UNIT II Negotiation Sub processes:** Perception, Cognition and Emotion Communication: What is communicated during negotiation and how people communicate in Negotiation. Developing Negotiation package, seating arrangements during negotiation. Best Practices in Negotiation – Fundamental Structure of negotiation and BATNA.

**UNIT III Managerial Counselling:** Process, Steps in Counselling, Goals, Expectations Counselling Skills, Communication Skills Verbal & Non-Verbal Communication, Managerial Counselling/Counselling for Managers, Counselling: Concept, Nature & Type, Related Concepts :Helping, Consultation, Advice, Psychotherapy, Counselling Process: Steps in Managerial Counselling (8 Step model), Counselling Environment, Expectations and Goals, Approaches to Counselling (Directive, Behaviouristic, Humanistic, and Existential)

**UNIT IV Counselling Skills:** Verbal Communication Skills and Non Verbal, Listening, Questioning, Empathy, Relationship, Silence as Therapeutic Tool, Crisis Intervention, Process and Steps, Counseling in Industrial Setting. Group Therapy and Brief Counselling

**Recommended Books**

Counselling and Negotiation Skills for Managers by Premvir Kapoor; Biztantra

**IMS 584(IB) - INTERNATIONAL & GLOBAL MARKETING**

**Objective:** The paper aims at making the student understand the concept and techniques of international marketing and train them to develop and implement plans and marketing strategies for entering into international markets and managing overseas operations.

**UNIT- I Introduction:** Nature, importance and scope of international marketing International market orientation and involvement, International marketing management process – an overview.

**International Marketing Environment :** Influence of physical, economic socio - cultural, political and legal environments on international marketing operations; Scanning and monitoring global marketing environment; International marketing information system.

**UNIT- II International Market Segmentation and Positioning;** Screening and selection of markets; International market entry strategies -Exporting licensing contract manufacturing, joint venture, setting -up of wholly owned subsidiaries abroad.

**International Product Planning:** Major Product decisions-Product features and quality, Product design, labeling, packaging, branding and product support services; Product standardization vs. adaptation; Managing product line; International trade product life cycle; New product development.

**UNIT-III Pricing for International Markets :** Factors affecting international price determination; International pricing process and policies; Delivery terms and currency for export price quotations; Transfer pricing.

**International Distribution Decisions :** Distribution channel strategy-International distribution channels, their roles and functions; Selection and management of overseas agents; International distribution logistics inventory management transportation, warehousing and insurance.

**UNIT-IV**

**International Promotion Strategies :** Communications across countries-complexities and issues; International promotion tools and planning – Advertising, personal selling, publicity and sales promotion; Developing international promotion campaign; Standardization vs. adaptation issue; Planning for direct mail, sales literature, trade fairs and exhibitions.

**International Marketing Planning, Organising and Control:** Emerging trends in international marketing; International Marketing through Internet; Ecological concerns and international marketing ethics.

**Suggested Readings:**

1. Bhattacharya, B., Export Marketing Strategies for Success, Global Business Press, New Delhi, 1991.
2. Cateora, Phillip R. and John L. Graham, International Marketing, 10 th ed., Irwin McGraw Hill, Boston, 1999.
3. Jain, Subash C., International Marketing Management, 6th ed., South Western College Publishing – International Thompson Publishing Company. Cincinnati, 2004.
4. Fair-weather, John International Marketing, Prentice Hall of India Private Ltd., New Delhi.

**IMS 585(IB) - GLOBAL HRM****Course Objective:**

The present course aims at familiarizing the participants with various aspects of HRM on international level. It aims at providing a rich fund of contemporary knowledge , time tested principles, basic concepts, emerging ideas, evolving theories, latest technique , ever changing procedures & practices in the field of HRM in a comprehensive way .

**UNIT-I Introduction to IHRM-**Definition, reasons for going global, Approaches to IHRM, Difference between IHRM and Domestic HRM, Reasons for emergence of IHRM, Models of IHRM-Matching model, Harvard Model, Contextual Model, 5P Model European Model, Models of SHRM in Multinational Companies, Internationalization of HRM: Socio-cultural context, Organizational dynamics and IHRM: Role of culture in International HRM, Culture and employee management issues, Organizational Processes in IHRM, Linking HR to International expansion strategies, The Challenges of International Human Resource Management

**Strategies for International Growth-**Exploiting global integration-The logic of global integration, differentiation, Mastering expatriation, beyond the traditional expatriate model, the limits of global integration Becoming locally responsive: The roots of responsiveness, understanding diversity, responding to diversity, the challenges of localization Managing alliances and joint ventures- meaning, need, different kinds of alliances, planning and negotiating alliances, implementing alliances, supporting alliance learning, the evolving role of alliances

**UNIT –II Recruitment, Selection And Staffing In International Context-**International Managers- parent country nationals, third country nationals, host country nationals, advantages and disadvantages of different selection methods, different approaches to multinational staffing decisions, recruitment methods using head-hunters, cross-national advertising, e-recruitment; Selection criteria and techniques, use of selection tests, interviews for international selection, international staffing issues.

**UNIT-III Performance Management-**A conceptual background, Constraints in goal attainment, performance management cycle, models, performance and appraisal in IHRM appraisal of expatriate, third and host country employees, issues and challenges in international performance management, country specific performance management practices.

**Training And Development In International Context-**Context Backdrop of international training, Current scenario in international training and development, training & development of international staff, types of expatriate training, HCN training, Career Development, repatriate training, developing international staff and multinational teams, knowledge transfer in multinational companies.

**UNIT-IV International Compensation**-Forms of compensation and factors that influence compensation policy, key components of international compensation, Approaches to international compensation, compensation practices across the countries, social security systems across the countries, global compensation: emerging issues.

**International Labour Relations**- Key issues, response of labour unions to MNCs

**HRM Practices in Different Countries**- Japan, USA, UK, Middle East, India and China.

**REFERENCE**

1. The Global Challenge : Framework for International Human Resource Management, Evans, Pucik, Barsoux, Tata McGraw-Hill Irwin.
2. International Human Resource Management: Peter J Dowling, Denice E Welch, Cengage Learning
3. International Human Resorce Management : K Aswathappa, Sadhna Das, Mc Graw Hill Companies
4. International Human Resource Management: Tony Edwards, Chris Rees, Pearson Education
5. International Human Resource Management: Monir H Tayeb – Oxford University Press.
6. International Human resource Management :PL Rao, Excel Books

**IMS 586(IB) - GLOBAL OUTSOURCING**

**Objective:** To provide an understanding of the mechanism and management of global outsourcing.

**Course Outline**

**Unit-I** International Tendering: Meaning and nature; Bidding for international contracts – methods and strategies. International Sourcing: Importance and strategy alternatives; sourcing decisions and process; Value chain analysis.

**UNIT-II** Commodity Trading: Concept and salient features; Major internationally traded commodities and trends in their production and trade.

**UNIT-III** International Commodity Agreements – Working of important commodity exchanges; Commodity futures

**UNIT-IV** Management structure and shareholding patterns of trading companies; Cartels and their role; Role of speculative/fly by night operators; Case studies of Japanese, U.S., Korean trading experiences. Exposure to contemporary software's used in this field

**Recommended Book(S)**

Philips, Louis, ed., Commodity, Futures and Financial Markets, Kluwer Academic Publishers

**IMS 587(IB) - MANAGEMENT OF MULTI-NATIONAL**

**Objective:** To provide understanding of issues in managing a Multinational company.

**Course Outline**

**Unit I** International Management: Trends, challenges and opportunities; Different schools of thought of international management. Growth and Development of MNCs: Role and Significance of MNCs – Pattern of Growth – Country of Origin – Different Management Styles – Strategic Issues involved.

**Unit II** Comparative Management : Importance and scope; Methods of comparative management ; management styles and practices in US, Japan, China, Korea, India; Organizational design and structure of international corporations; Locus of decision making; Headquarter and subsidiary relations in international firms.

**Unit III** International Business Strategy: Creating strategy for international business; Management of production, Services technology and operations; Marketing financial, legal and political dimensions; Ethics and social responsibility of business. Strategic Alliances: Acquisitions and mergers; Management of joint ventures and other international strategic alliances.

**Unit IV** Indian Perspectives and Policy: Internationalization of Indian business firms and their operations abroad; International Mergers and Acquisitions. Changing government policy on entry of FIs and FIIs

**RECOMMENDED BOOK(S)**

Management of Multinational Corporation by MS Khan - Himalaya Publications

**IMS 588(IB) - INTERNATIONAL BUSINESS LAW & DIPLOMACY**

**Objective:** To acquaint the students with the legal dimensions of international business and enable them to formulate strategies compatible with laws and treaties governing international business operations.

**Course Outline**

**Unit-I: Legal Framework of International Business:**

Nature and Complexities; Code and Common Laws and their implications to business; Legal Provisions; Payment Terms; International Sales Agreements, Rights and Duties of Agents and Distributors; Contract of Enforcement and Dispute Settlement, International Commercial Arbitration

**Unit II: Regulatory Framework of WTO:**

Basic Principles and Charter of GATT/WTO; GATT/WTO Provisions Relating to Preferential Treatment of Developing Countries, Regional Groupings, Subsidies, Technical Standards, Antidumping Duties, and other NTBs, Custom Valuation, Dispute Settlement; Implications of WTO to Important Sectors – GATS; TRIP; TRIMs.

**Unit –III: Regulations and Treaties**

Regulations and Treaties Relating to Licensing, Franchising, Joint Ventures, Patents & Trade Marks, Technology Transfer, Telecommunications, Taxation Treaties. Regulatory Framework Relating to Electronic Commerce

**Unit IV: Indian Laws and Regulations**

Indian Laws and Regulations Governing International Business Transactions – FERA/FEMA, Taxation of Foreign Income, Foreign Investments, Setting up Offices and Branches Abroad, Restrictions on Trade in Endangered Species and Other Commodities.

**RECOMMENDED BOOK(S)**

1. Robert W. Emerson : Business Law
2. Roger Le Roy Miller, Gaylord A. Jentz: Fundamentals of Business Law, South Western Pub
3. Jeffery F. Beatty, Susan S. Samuelson: Introduction of Business Law, South- Western College
4. John E. Adamson, Amanda Morrison: Law For Business And Personal Use, Cengage Learning,
5. Alix Adams : Law For Business Students, Pearson Education, Limited

**SEMESTER – IX**

PAPER NO.	SUBJECTS
IMS 591	Corporate Evolution & Strategic MANAGEMENT
IMS 592	Taxation
IMS 593	Business Research Methods
<b>Opt any one specialisation area from the followings</b>	
<b>Marketing</b>	
IMS 594(M)	Marketing Of Services
IMS 595(M)	Planning And Managing Retail Business
IMS 596(M)	Internet And Social Media Marketing
IMS 597(M)	Logistics And Supply Chain Management
IMS 598(M)	Laws Related To Marketing
<b>Finance</b>	
IMS 594(F)	Corporate Tax Planning
IMS 595(F)	Global Financial Analysis
IMS 596(F)	International Accounting
IMS 597(F)	Management Control System
IMS 598(F)	Management Of Financial Institutions
<b>HR</b>	
IMS 594(HR)	HR Issues In Mergers And Acquisitions
IMS 595(HR)	Personal Effectiveness And Self Leadership
IMS 596(HR)	Psychometric Testing And Competency Mapping
IMS 597(HR)	Quantitative Human Resource Management
IMS 598(HR)	Strategic HRM
<b>IB</b>	
IMS 594(IB)	Int. Economics
IMS 595(IB)	Int. Banking & Financial Services
IMS 596(IB)	Int. Business Modeling & Strategy
IMS 597(IB)	Business Intelligence & Data Mining
IMS 598(IB)	International Advertising And Brand Management

**IMS 591 - CORPORATE EVOLUTION AND STRATEGIC MANAGEMENT**

**Objective**

Aim is to help students learn the concepts related to Strategic Management so as to understand how a successful Business Policies and Strategies are framed at different levels of Management for organizational success and smooth functioning of an organization in today's dynamic environment.

**UNIT I:** Nature and Scope of Strategic Management. Concept of Core Competence, Capability and Organisational learning; Management of *Strategic* Change; Process of Strategic planning and Implementation, Activating Strategies, Strategy and Structure.

**UNIT II:** *Behavioral Implementation: An overview of: Leadership, Corporate Culture, Corporate Politics and Use of Power, Personal Values and Business Ethics.*

*Functional /Operational Implementation: An overview of: Functional Strategies.*

**UNIT III:**

Strategy Evaluation and Control (*Mc Kinsey's 7s Framework*).

*Tailoring Strategy to Fit Specific Industry and Company Situations:*

*Strategies for Competing in Emerging Industries; Strategies for competing in Turbulent, High-Velocity Markets; Strategies for Competing in Maturing Industries; Strategies for Competing in Fragmented Industries; Strategies for Firms in Stagnant or Declining Industries; Strategies for Sustaining Rapid Company Growth; Strategies for Industry Leaders; Strategies for Runner-up Firms; Strategies for Weak and Crisis Ridden Businesses.*



**UNIT IV:** Mergers and Acquisitions: Takeover and Defense Tactics, Laws For Mergers And Acquisitions, Regulatory Framework of Takeovers in India, Cross Border Mergers and Acquisitions. Strategic Management in an International Firm; Strategy and Corporate Evolution in Indian Context.

**Recommended Books**

Strategic Management by Thompson, Strickland, Gamble and Jain. McGraw Hill 2010, 16th edition.

Thomas L. Wheelen & J. David Hunger; Concepts in Strategic Management and Business Policy; Pearson Education

Strategic Management by Azhar Kazmi, Tata McGraw Hill

Mergers and Acquisitions by Jay M Desai, Nisarg A Joshi; Biztantra

**IMS 592 - TAXATION**

**OBJECTIVE:** TO PROVIDE STUDENTS IN-DEPTH KNOWLEDGE OF LAWS AND ACCOUNTS RELATING TO INCOME TAX AND OTHER TAXES IN INDIA.

**COURSE OUTLINE**

**Unit I Income Tax I**

The concept of Income, Heads of Income, Aggregation and clubbing of income, computation of total income and tax liability of individuals, Hindu undivided families and firms.

**Unit II Income Tax II**

Computation of Total income and tax liability of companies. Income Tax authorities, assessment procedures, appeals revision and settlement, deduction of tax at source and advance payment of tax.

**Unit III Wealth Tax**

The concept of Net wealth, deemed wealth exemptions and computation of Net wealth.

**Unit IV Indirect Taxes**

Main provisions of the Law relating to Excise Duties, Custom Duties and Central Sales Tax Act.

**RECOMMENDED BOOK(S)**

Income Tax Law & Practice, by Mehrotra, H.C.

Direct Taxes, by Prasad, Bhagwati

Income Tax Guide, by Singhanian, V.K.

Simplified Approach to Income Tax, by Girish Ahuja & Ravi Gupta

Bare Acts, Income Tax Act 1961, Wealth Tax Act, 1957, Excise & Custom Duties Acts. Central Sales Tax Act.

**IMS 593 - BUSINESS RESEARCH METHODS**

**Course Objectives:** To familiarize students with research process, teach them basic tools and techniques and inculcate fundamental expertise to handle research project.

**Unit-I Introduction to Research Methodology**

Research-Concept, Characteristics, Objectives and motivation of research, Significance of Research in decision making and problem solving, Factors required for a scientific/good research, Types of research, Research process overview

Language of Research: Concept, Construct, Definition, variables, Hypothesis, Theory and models, Research Problem: Identifying a research problem, Sources of identifying research problem, Process of defining a research problem

**Unit-II Research Design and Sampling Design**

Research design: Meaning of research design, Types of Research Design, Concept and techniques of Exploratory Research design, Descriptive Research Design and Experimental Research Design

Sampling design: Census and Sampling Investigation, Characteristics of a good sample, Sampling Design process, Probability and Non Probability Sampling Techniques, Sample size determination

**Unit-III Data Collection and Preparation**

Methods of data collection, developing instruments used in data collection,

Measurement and Scaling: Primary scales of measurement, Scaling Techniques, Editing raw data, Coding of data, Tabulation of data, Cross Tabulation

**Unit-IV Data Analysis and Presentation of the Results:** Univariate, Bi-variate and Multivariate analysis of data, Testing of Hypothesis: Process of testing hypothesis, one tail test and two tail tests, z-test, t-test, F-test and chi square test, Report

Writing: Objective, types, Format of a report, essentials of a good report.

**Prescribed Texts:**

Business Research Methods, William G. Zikmund, Thomson Publication

Business Research Methods, Cooper and Schindler, TMH Publication

Marketing Research: An Applied Orientation Naresh K. Malhotra, PHI

Marketing Research-Text and cases, Nargundkar

Research Methods, William and M.k. Trochim

Research Methodology, R. Panneerselvam

Business Research Methodology, Srivastava and Rego

Complete Business Statistics, Amir D Aczel

Statistics for Management, Levin & Rubin

**IMS 594(M) - MARKETING OF SERVICES**

**Objective:** To provide in- depth understanding of nature, peculiarities and demands on service provider for effective design of marketing strategies for a service business.

**Unit – I** Marketing of Services : Nature, scope, conceptual framework and special characteristics of services. Classification of Services. Technological development in services marketing, Consumer Involvement in Services Processes.

**Unit – II** Role of Marketing in Services organizations, Research Application for Services Marketing. Internal marketing concept in the area of services marketing. Targeting consumers, Creating Value in competitive markets, Positioning a service in market place Managing relationships and building loyalties.

**Unit – III** The services marketing mix, Creating the service product and pricing strategies. Consumer education and Service Promotion. Role of physical evidence. Managing people in services organizations. Developing Service quality and quality standards, Complaint handling and service recovery

**Unit – IV** Marketing of financial Services, Marketing of educational and Consultancy Services, Marketing of Hospitality and Tourism Services, Marketing of Health and Insurance Services. Exposure to contemporary software's used in this field

**Recommended book(s) :**

Helen Woodruffe, Services Marketing.

Zieithaml Valarie, Parasuraman A. and Leonard L. Berry, Delivering Quality Services.

Shetty Y.K. and J.E. Ross, Quality and its Management in Services.

Lovelock Christopher H., Service Marketing.

Rathmell John, Marketing in the Service Sector.

**IMS 595(M) - PLANNING AND MANAGING RETAIL BUSINESS**

**Objective:** Retail being the most prospective sector requires the managers to have specific knowledge and skill sets and this papers aims to develop the same for future growth

**Unit 1** Overview of Retailing-Retailing Defined, Functions of Retailing, Retail Theories, Models, & Formats, Global Retail Industry, Drivers and Challenges for Indian Retail Industry.

**Unit 2.** Retailing Strategy-Factors Influencing the Retail Shoppers, Branding Strategy, Pricing Strategy, SCM Strategy

**Unit 3.** Retail Location-Levels of Location Decision, Trading-Area analysis, Factors Affecting the Attractiveness of a Site Store Layout, Design and Visual Merchandising-Importance of Design, Objective of Store Layout, Types of Store Layout, Space Management, Fixtures, Flooring & Ceiling, Lighting, Color, Signage, Music, Scent.

**Unit 4.** Merchandise Management - Merchandise Assortment-Concept of the Private Label, Category Management – Concept, Role of the Category Captain, Category Management Business Process, Assortment Planning Process.

**Suggested references:** Berman B and Evans J R : Retail Management, Prentice Hall ; Michael Lervy M and Weitz B W : Retailing Management, Tata McGraw- Hill ; Newman A J and Cullen P- Retailing : Environment and Operations, Harcourt Publishers Ltd.; Varley R and Rafiq M : Principles of Retail Management, Palgrave Macmillan, Basingstoke.; A.J. Lamba : The Art of Retailing , McGrawHill ; Swapna Pradhan : Retailing Management – Text & Cases, McGraw-Hill; Suja Nair : Retail Management, Himalaya Publication

**IMS 596(M) - INTERNET AND SOCIAL MEDIA MARKETING**

**Objective:** The course aims to impart the in-depth knowledge of internet marketing and social media world and helps to identify the ways to maximize the benefits using them thereof.

**Unit 1** Introduction to Internet Marketing a. concepts of online Marketing (7Ps, STP) ; Strategy and Planning for Internet Marketing; The Website : Analysis of websites.&. Search Engine Optimization; Online Advertising: Display Advertising; . Pay-Per-Click Marketing; Email Marketing; Blogging, Podcasting, RSS; Social and Business Networking. Product Opinion Sites

**Unit 2.** Purchase Behavior of Consumers in internet Marketing Format - Online Customer Expectations - Online B2C Buying Process - Online B2B Buying Behavior; Forums; Affiliate Marketing and Syndication on the Internet, Internet Enabled Retailing- customizing the offering, Internet Pricing Influences - Price and Customer Value - Online Pricing Strategies and Tactics – Time-based Online Pricing - Personalized Pricing - Bundle Pricing.

**Unit 3.** Traditional Offline Businesses in the Online World , Website Designing - Website Content - Forms of Search Engines – Working of Search Engines - Revenue Models in Search Engine Positioning – SEO - Display Advertising - Trends. The technology behind Internet Marketing, complexities/ snares in running the online business.

**Unit 4.** Integrating Online Communication into IMC Process - Online Advertising – Email Marketing - Viral Marketing - Affiliate Marketing - Participatory Communication Networks - Social Media Communities - Consumer Engagement - Co-Created Content Management-Interactive Digital Networks Global Internet Marketing. Localization and Customization, Measuring Internet Marketing Effectiveness: Metrics and Website Analytics Trust in Internet Marketing. Ethical and Legal Issues. Exposure to contemporary software's used in this field

**Suggested reading-**

Smith P R Chaffey Dave, E-Marketing Excellence: The Heart of E-Business

Butterworth Heinemann, USA 2. Strauss Judy, E-Marketing, Prentice Hall, India

**IMS 597(M) - LOGISTICS AND SUPPLY CHAIN MANAGEMENT**

**Objective:** To familiarize students with the procedures and methods used in managing supply chain and the techniques used in logistics management.

**Unit – I:** Understanding the supply chain and logistics management, Decision phases in supply chain, Process view of a supply chain, supply chain drivers and obstacles

**Unit – II:** Designing in supply chain network: Role of distribution in supply chain, factors influencing distribution in network design, design options for a distribution network, role of network design in supply chain, selection of vendors, relationship with vendor, factors affecting network design decisions, role of supply inventory in supply chain, measuring product availability supply chain, measuring cycle availability, evaluating cycle service level and fill rate and safety inventory.

**Unit – III:** Planning and transporting: Role of transportation in supply chain, factors affecting transportation decisions, modes of transportation.

**Unit – IV:** Technology in supply chain: Role of information technology in the supply chain, supply chain information technology network, future of information technology in supply chain, role of e-business in supply chain, E-business framework, E-business in practice. Exposure to contemporary software's used in this field

#### **Recommended Book(S)**

1. Chopra & Meindl Supply Chain Management – Strategy, Planning and Operation, Pearson/PHI
2. Coyle, Bardi, Longley The management of Business Logistics – A supply Chain Perspective, Thomson
3. Janat Shah, Supply Chain Management , Pearson Publication

### **IMS 598(M) - LAWS RELATED TO MARKETING**

**Objectives-** To give the students an understanding of various laws related to marketing and selling of goods and services.

**Unit I** Legal Issues Relating to Product Quality and Material Movement- Conditions and warranties, Implied Conditions, Laws Relating to Services Marketing- Concept of Service, Deficiency in Service, Sale of Goods Act, 1930, Definition of Sale, Goods, Distinction between Sale and agreement to sale, Distinction between condition and warranty Doctrine of 'Nemo dat quad, Non habet', Caveat emptor and its exceptions. Rights of an unpaid seller

**Unit II** Trade Marks Act ,1999, Procedure for registration of a Trade Mark, effects of Registration, ( Sections 3 to 17, 18 to 26, 28 to 32), Offences, penalties (Sections 101 to 108), Consumer Protection Act, 1986

**Unit III** Definitions of Complainant, Complaint, Consumer, Consumer dispute, Provisions regarding District Forum, State Commission , National, Commission, Information Technology Act,2000, Negotiable Instruments Act, 1881.

**Unit IV** mPromissory Note, Bill of Exchange, Crossing of cheques, Rights of True owner, Penalties in case of dishonor of certain cheques for insufficiency of funds (Sections. 138 to 142), Value Added Tax : Fundamental provisions, implications for marketing, Legal provisions related to the following: Copyright, patents and trademark, Labeling and packaging, food and drug adulteration, vets and measures

#### **Books Recommended**

1. Marketing and the laws M. A. Sujan and Haish Sujan
2. Business and Economics Laws H. K. Saharay
3. Mercantile Law N. D. Kapoor
4. Trade and Merchandise Marks Act T. R. Shriniwas
5. Elements of Mercantile Law M. C. Shukla
6. Commercial and Industrial Law Arun Kumar Sen, Jitendra Kumar Mitra

### **IMS 594(F) - CORPORATE TAX PLANNING**

#### **Course Objective**

To provide in- depth understanding of corporate tax laws for facilitating tax planning for a company form of organisation.

#### **Course outline**

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

The concept of Tax Planning. The scope of tax planning, tax evasion, tax avoidance and tax planning. Tax obligations of Management System of Accounting, Tax-audit, Statutory obligations and Tax procedure.

##### **Unit II : Tax Planning through Organisation Set-up**

Comparative tax obligations of different forms of business organisation-individuals, partnership firms and companies. Tax planning for employee remuneration.

##### **Unit III : Tax Planning for Managerial Decisions**

Corporate Capitalisation, Dividend Policy, Depreciation policy, Inventory policy, make or buy, repair or renovate, own or lease, export & domestic sale, foreign Collaborations. Amalgamation, Mergers.

##### **Unit IV : Tax Planning through Incentives**

Classification of Income and expense, capital gains, other exemptions, deductions, rebates & relief for residential status location, size, set off and carry forward of losses. Exposure to contemporary software's used in this field

#### **RECOMMENDED BOOK(S)**

- Srinivas, E.A., Corporate Tax-Planning  
 Agarwal, J.D. & Agarwal, R.K., Tax Planning for Industrial Units  
 Agarwal, R.K., Tax Obligations under Income-Tax Law  
 Prasad, Bhagwati, Law and Practice of Income-Tax in India  
 Singhanian, V.K., Direct Tax Planning and Management  
 Mehrotra, H.C., Income Tax Law and Practice  
 Shah, D.D., A treaties on Tax-Planning

Santhanam, R., Tax Planning in respect of Capital Gains  
S.P. Goel, Direct Tax Planning and Management

### **IMS 595(F) - GLOBAL FINANCIAL ANALYSIS**

#### **Global Financial Analysis**

**Objective:** The objective of this course is to acquaint students with an in-depth knowledge of the working of international financial markets.

#### **Course contents:**

**Unit I:** History of the international financial system: the risk and fall of Bretton Woods, globalization and the growth of derivatives, the crash of 1994-96 and beyond. Eurocurrency market, Euro-banking and Euro-currency centers, deposit dealing and the term structure of Euro-currency rates, Euro-currency futures and options, syndicated Eurocredits.

**Unit II:** International bond markets: introduction, new issue procedures in the Eurobond markets. Eurobond valuation and hedging. Interest rates and currency swaps, pricing option, features of international bonds, forecasting and the image of the future.

**Unit III:** Central banks and the balance of payments. The European monetary system and other regional artificial currency areas.

**Unit IV:** Miscellaneous: new instruments in international capital markets, international banking and country risk, international portfolio diversification, international transfer pricing. Exposure to contemporary software's used in this field

#### **Suggested readings:**

1. Bhalla, V.K.: international financial management, 2nd ed. New Delhi, Anmol, 2001.
2. Bhalla, V.K.: managing international investment and finance, New Delhi, Anmol, 1997.
3. Buckley, Adrian: multinational finance, 3rd ed. Englewood Cliffs, Prentice hall inc. 1996.
4. Johnson and Giaccotto: options and futures, St. Paul, West, 1995.
5. Kim, Suk and Kim, Seung.: global corporate finance: text and cases, 2nd ed. Miami, Florida, 1993.
6. Shapiro, Alan C.: multinational financial management, New Delhi, Prentice hall of India, 1995.
7. O'Connor, Dennis J.: international dimensions of financial management.

### **IMS 596(F) - INTERNATIONAL ACCOUNTING**

**Objective:** To acquaint the students with the accounting needs of companies having international business exposure for meaningful measurement, reporting and interpretation of financial statements.

#### **Course outline**

**UNIT I** International dimensions of accounting – conceptual development and comparative development patterns;

**UNIT II** Currency transactions; Managing international information systems; International perspective on inflation accounting;

**UNIT III** Financial reporting and Disclosure; Analysing foreign financial statements; Financial management of multinational entities;

**UNIT IV** Transfer pricing and international accounting – International standards and multinational corporations.

#### **RECOMMENDED BOOK(S)**

- Arpon, Jeffrey S & Radebaugh, Lee H., International Accounting and Multinational Enterprises, New York, John Wiley, 1985  
Choi, Frederick D S and Mueller Gerhard G., International Accounting. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1984  
Evans, Thomas G., International Accounting & Reporting. London, MacMillan, 1985  
Prodhan, Bimal, Multinational Accounting. London, Croom-Helm, 1986  
Rathore, Shirin, International Accounting. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1996

### **IMS 597(F) - MANAGEMENT CONTROL SYSTEMS**

**Objective:** To provide in- depth knowledge to the students regarding financial planning and management control systems particularly in a large organisation.

#### **Course outline**

##### **Unit I : Control System**

Concept, nature, scope and significance of Financial Planning and control. General concept of control, organisational, operational and management control, characteristics of management control system. Designing of management control system.

##### **Unit II : Control Structure**

Responsibility accounting and management control. The concept of responsibility centres – their organisation structure, types and performance evaluations.

The expense centre – its concept, controllability of expense, responsibility reporting. The profit centre – its role in an organisation, evaluation of its performance, Profit centre as a motivation tool. The investment centre-measuring the performance, the investment base and its measurement. Key variables as indicators of control.

##### **Unit III : Management Control in Decentralised Organisation**

Evaluating division/segment performance, the problems of transfer pricing, methods of transfer pricing, transfer pricing practices, decentralisation and performance evaluation. Inter-divisional pricing, compensation for divisional performance. Perspective Planning.

**Unit IV : The Process of Control**

Programming and budgeting, budget classification & preparation of budgets. Performance budgeting, Flexible Budgeting and zero base budgeting. Analysis and reporting of budgetary information. Performance evaluation, designing Performance and Evaluation report.

**Recommended book(s)**

P. Anthony & Govind Rajan, Financial Planning and Control Systems.  
Lynch and Williamson, Accounting for Management Planning and Control  
Horngren, Charles T., Management Accounting  
Welsch, et. Al., Budgeting Profit Planning Control  
Anthony & Govind Rajan, Management Control Systems Text & Cases  
Subhash Sharma, Management Control Systems  
Ronald W Hilton, Managerial Accounting

**IMS 598(F) - MANAGEMENT OF FINANCIAL INSTITUTIONS**

**Objective:** To provide in- depth understanding of nature and functions of various financial markets, institutions and instruments.

**Course Outline****Unit I : Management of Apex- Level Financial Institution**

Concept of Apex-Level Institutions, its objectives. Organisation & functions, resource mobilisation Co-ordinational & supervisory role, Financing of other financial Institutions, Direct Financing, Miscellaneous problems.

**Unit II : Management Of Commercial Banks**

Objectives, Functions & Organisational setup, Management of deposits, Mobilisation of Funds, Management of cash position & liquidity, Nature & functions of primary & secondary reserves, Considerations influencing reserves, Management of loan, advance & other investments Management of income, Prudential norms.

**Unit III : Management Of Development Banks**

Concept, Objectives, Nature, Function & Promotional role of development banks. Organisation of a development bank resource planning & mobilisation of funds, Management of funds, policies & practices of All India development banks regarding loans, underwriting & investment etc. loan syndication. Changing role of developmental bank in present environment, Development banks in India.

**Unit IV : Management of Non-Banking Financial Institutions and Mutual Funds**

Policies & practices regarding mobilisation & management of funds in NBFCs their performance. Types & functions of Mutual funds, their legal & accounting aspects, SEBI & mutual funds, Investment & marketing Strategies of mutual funds, performance review of mutual funds currently in India.

**Recommended book(s)****IMS 594(HR) - HR ISSUES IN MERGERS AND ACQUISITIONS****Objective**

To familiarize the students with the Conceptual framework relating to M&A and Organization integration and to enable students to understand Human and cultural related issues arising out of M&A

**UNIT I** Conceptual Framework: Concepts of M&A; Organizational Growth through M&A; M&A in historical perspective; The Indian Scenario of M&A; An overview of HR contributions towards M&A

**UNIT II** Understanding the Strategic Dynamics of M&A: Developing integration models; Human Due diligence; Implementing the integration plan

**UNIT III** HR Related Issues in M&A: Organizational Vision and Mission; Developmental structures and systems; HR policies; Managing Ambiguity; Attracting and retaining high performers; Managing lift-outs; Utilizing and managing excess manpower; Establishing of continuity and integration of culture; Managing insecurity and stress; Organizational Renewal

**UNIT IV** HR Role in Managing M&A: Managing Change; HR Role in Managing change through M&A; M&A Phases and HR Role; Preliminary stage (establishing people and culture fit), M&A phase, Post M&A roles

**Recommended Books**

Mergers and Acquisitions: Managing Culture and Human Resources by Günter Stahl and Mark Mendenhall; Stanford Business Books

Mergers and Acquisitions by Jay M Desai, Nisarg A Joshi; Biztantra

The Human Side of Mergers and Acquisitions by Anthony F. Buono and James L. Bowditch; Beard Books

**IMS 595(HR) - PERSONAL EFFECTIVENESS AND SELF LEADERSHIP****Objective**

To generate an understanding of one's personal leadership style and ways of developing personal effectiveness.

**UNIT I** Understanding your Thinking Process. Identifying the Filters on your World. Enriched Communication through Sensory Specific Language. Managing your Internal Dialogue. Perceptual Positions for Assertiveness

**UNIT II** Anchoring a Resourceful Stage for yourself to Manage Conflicts. Creating Rapport. Powerful Persuasion Strategies. Personality Typing using Enneagram. Introduction to Briggs-Myers Personality Types

**UNIT III** Neuro-Linguistic Programming (NLP) Test. Selling with NLP. Managing with the Power of NLP. Life Planning: Personal Mission and Vision. Principle Centered Leadership

**UNIT IV** Emotional Intelligence. The Road Less Travelled. The Seven Habits of Highly Effective People. Effective Life and Time Management. Spiritual Foundations of Personal Effectiveness

**Recommended Books**

The art of self-leadership: Strategies for personal effectiveness in your life and work by Charles C Manz; Prentice Hall

The Seven Habits of Highly Effective People by Stephen R Covey

Unlocking Self-expression through NLP: Integrated skills activities by Judith Baker; Mario Rinvoluceri; Delta Publication

**IMS 596(HR) - PSYCHOMETRIC TESTING AND COMPETENCY MAPPING**

**Objective**

To instill the need of identifying unique human competencies and to give an idea of how these may be used for improving manpower capabilities.

**UNIT I Methodology of competency mapping:** Competency models, people capability maturity model ,developing competency framework , competency profiling , competency mapping tools , use of psychological testing in competency mapping , the five C's model for evaluating employees, uses of psychological tests, when should assessment instruments be used, choosing a psychometric instrument, characteristics of a good test, classification of tests.

**UNIT II Psychometric testing:** principles of psychological testing, process of test construction, nature and use of psychometric test, classification of psychometric tests, limitations of psychological testing. Attitude measurement: industrial morale: meaning & measurement, job satisfaction, motivation; ability testing: personality testing: self – report inventories

**UNIT III Assessment and development centre :** concepts , importance and uses of assessments centres in selecting employees , identifying potential ,measuring development needs , succession planning , difference between assessment and development centre. Concepts of competence , competency approach to development , assessment centre approach to competence building , designing the assessment centre , assessment centre assignments : management games , in basket exercises , role plays , written exercises , job simulations , individual presentations , psychometric tests , interviews: documentation in a typical assessment centre; preparation of assessment center report.

**UNIT IV** Personality inventories: measurement of personality, personality models: Cattell's 16PF, Myers Briggs personality types theory (MBTI model), FIRO-B personality assessment model, the 'big five' factors personality model. Exposure to contemporary software's used in this field

**Recommended Books**

Psychological Testing and Assessment: An Introduction to Tests and Measurement by Ronald Jay Cohen, Mark E. Swerdlik, Medha M. Kumthekar; McGraw Hill Education (India) Private Limited

**IMS 597(HR) - QUANTITATIVE HUMAN RESOURCE MANAGEMENT**

**Objective**

To bring forth the importance of measuring and quantifying human resource practices and to encourage a study of returns on investment in varied HR activities.

**UNIT I** Principles of HR research and quantitative HRM- Defining HR research and Quantitative HRM- significance and relevance. Types of HR research. Advantages of measuring HRM. Consequences of not measuring HRM, Common problems with metrics.

**UNIT II Attrition metrics-** techniques used to calculate attrition, manpower planning metrics- push model (markov) and pull model (renewal models), quantitative tools for forecasting manpower requirements.

**UNIT III Development metrics-** Training ROI, measuring employee satisfaction, attitude measurement and survey, training evaluation models, tracking the value of career management, measurement , performance metrics, performance matrix- Shingo prize model, EFQM , and Bald Ridge criteria calculation 6-sigma, assessing the training organization , customer focused metrics, BSC, HR scorecard, performance measurement using ranking and rating systems , scales for evaluation of performance HR's role in value chain, HR Accounting.

**UNIT IV Compensation metrics-** connecting it to revenues and expenses, calculating various wage / salary related measures. Variable pay systems, types of executive compensation, quantitative application in compensation – percentiles, cost-benefit analysis, and coma-Employee benefits, calculation of incentives, measuring the impact of weak incentives.

**Recommended Books**

Human Resource Research Methods by Dipak Kumar Bhattacharyya, Oxford University Press

HR Metrics by BVS Prasad & K.Sangeetha, Icfai Publications

**IMS 598(HR) - STRATEGIC HRM**

**Objective**

To develop critical thinking where Strategic insights are linked with Human Resource practices.

**UNIT I:Introduction to strategic HRM**

Definition, need and importance; introduction to business and corporate strategies; integrating hr strategies with business strategies; developing HR plans and policies

**Human Resource Environment**

Technology and structure; workforce diversity; demographic changes temporary and contract labour; global environment; global competition global sourcing of labour; WTO and labour standards

### **Global HR strategies**

Introduction to global HR strategies; developing HR as a value added function

### **UNIT II Recruitment and retention strategies**

Online recruitment; employee referrals; recruitment process outsourcing; head hunting; executive education; flexi timing; telecommuting; quality of work life; work - life balance; employee empowerment; employee involvement; autonomous work teams

### **Training and development strategies**

Creating a learning organization; competency mapping; multi-skilling; succession planning; cross cultural training

### **UNIT III Performance management strategies**

Defining key result areas (KRA); result based performance; linking performance to pay; merit based promotions.

### **Reward and compensation strategies**

Performance based pay; skill based pay; team based pay; broad banding; profit sharing; executive compensation; variable pay

### **UNIT IV Retrenchment strategies**

Downsizing; voluntary retirement schemes (VRS); HR outsourcing; early retirement plans; project based employment

### **Human aspects of strategy implementation**

Behavioral issues in strategy implementation; matching culture with strategy, Human side of mergers and acquisitions; leadership, power and politics; employee morale; personal values and business ethics

### **Recommended Books**

Strategic Human Resource Management and Development by Richard Regis; Excel Publication

Strategic Human Resource Management: An Indian Perspective by Anuradha Sharma and Aradhana Khandekar; Sage Response

## **IMS 594(IB) - INTERNATIONAL ECONOMICS**

**Objective:** To build foundation of International economics required for managing complexity of International Business.

### **Course Outline**

**Unit I Introduction to International Economics:** Concepts of trade, Offer curves, production possibility curves, theories of international trade, absolute cost, comparative cost, factor endowment theory, Hecksher-Ohlin Model, Fleming Mendell Open Economy Model.

**Unit II International Financial Transactions:** Concept of Balance of Trade and Balance of Payments, Current and Capital Account, International capital movement – FDI, FII, Foreign Exchange market, Foreign Exchange rates – Fixed and floating rates, Spot and forward rates, IMF and its role in ensuring world financial stability. Purchasing Power Parity Theory.

**Unit III International Trade Policies and Organisations:** Bilateral and multilateral trade agreements, WTO – its objectives, functions and other issues – Trade in goods, Trade in services. Trade policies – tariffs, quotas and other trade restrictions, ‘optimal’ tariffs.

**Unit IV International Economic Integration:** Meaning, advantages, disadvantages and its various economic stages, working of European Union, FTA. International Economic Associations – NAFTA, SAFTA, ASEAN, EMU, SAARC, G-10, G-20, G-7.

### **RECOMMENDED BOOK(S)**

Managerial Economics, Maheswari

Managerial Economics, Varshney

Managerial Economics, K.K.Dewett.

Managerial Economics, Samuelson.

International economics, Krugman & Obstfeld

## **IMS 595(IB) - INTERNATIONAL BANKING & FINANCIAL SERVICES**

**Course Objective:** The paper focuses on the activities of international banking and financial services which help the students to understand the mechanics and application of International Financial system.

### **Course Structure:**

**UNIT- I Introduction:** Importance of the study of Banking Systems. Developed and Less developed Money Markets, Importance of Developed Money Market in a Banking System. English Banking System – Bank of England, Origin and growth, organizational Structure, Functions, London Money Market.

**UNIT- II Federal Reserve System:** Origin, Organizational Structure and Working, Unit Banking and factors for its growth in USA. German Banking System: Deutsche Bundes Bank ‘German Central Bank’ Organization, structure and functions. Bank of Japan- Structure and Working, Commercial Banking system of Japan, Reserve Bank of India: Functions, Monetary and Credit Policy-its evaluation; Achievements and failures of R.B.I.

**UNIT-III Major Recommendations** - of the various Expert Group on Forex Markets. Various facilities to Exporters and Importers including forfeiting and factoring. Correspondent Banking - Bank Accounts - NOSTRO and VOSTRO accounts - SWIFT, CHIPS, CHAPS, FEDWIRE, international bank wire.

**UNIT-IV Introduction to International Financial Services** - Products and Services, Cash Management

### **REFERENCE**

1. W. Mullineux, Victor Murinde : Handbook of International Banking Edward Elgar , Publishing
2. Rupnarayan Bose : Fundamentals of International Banking Macmillan Publishers India
3. IIBF : International Banking Operations Macmillan , Publishers India
4. R.S Sayers : Modern Banking Oxford. University Press
5. S.K Basu, : Contemporary Banking Trends, Calcutta: Book , Exchange
6. OP Agrawal : International Banking And Finance , Himalaya, Publishing House
7. Machenize, K. : Banking Systems of Great Britain, France, Germany and U.S.A., Macmillan
8. S.L.Hayes : Financial Services- Perspective & Challenges , Harvard Business School
9. Jain, Peyrard & Yadav : International Financial Management Macmillan , India
10. Murice D.Levi : International Finance Tata McGraw Hill

### **IMS 596(IB) - INTERNATIONAL BUSINESS MODELING & STRATEGY**

**Objective:** To acquaint the students with the aspects of crafting an international business strategy

**Course Outline**

**Unit I:** Global Strategy; What are Global Strategy, Nature, Scope and Significance; Modeling of Global Strategy; Decentralization Federation Model; Co-coordinated Federation Model; Centralization Hub Model; Transnational Model; Porter Competitive Advantage Theory

**Unit II:** External Environment Analysis, Environment Analysis for Strategic Condition, Country Evaluation and Selection, International Strategic Choice, Determining the Company's Preparedness for International Operations, Considering the Mode of Entry, Choice of Entry Mode, Developing Competitive Strategy and strategic Options, Factors influencing competitive Success and average industry profitability

**Unit III** The experience Curve innovation Vs followers, An interactive approach to competitive strategy, Technology collaboration and transfer, Gap Analysis, Technological life style, The link between strategy and analysis, M & A and Strategic alliance, Harrigan dynamic model of joint venture activity

**Unit IV:** Analysis of international Competition, Meaning of competition, Understanding competition in international markets, Assessing potential competitor, International HRM and policy, International investment source and avenues, Competitive alliance to enter international markets, Production and operations in international markets; Managing international marketing operations.

**Recommended book(s):**

- McFarlin, Dean B., International Management : Trends, Challenges and Opportunities, International Thomson Publishing  
 Thakur, Manab; Burton, Gene E. and Srivastava, B.N., International Management: Concepts and Cases, Tata McGraw Hill  
 Taggart, James H. and McDermott, Michall L, The Essence of International Business, PHI  
 Davidson, William H., Global Strategic Management, John Wiley & Sons

### **IMS 597(IB) - BUSINESS INTELLIGENCE AND DATA MINING**

**Course Objective:**

To provide you with a theoretical and practical understanding of core data mining concepts and techniques; and to provide you with hands-on experience in applying these techniques to practical real-world business problems using commercial data mining software.

**Course Structure:**

**UNIT I Introduction to data Mining**-Overview, goals of data mining, Myths about data mining, The Data Mining process, **Data Extraction and Manipulation**-the Relational Data Model and Relational DBMS, Enterprise Reporting, Relational Algebra, SQL: The Relational Query Language

**UNIT- II OLAP and Multidimensional Data Analysis**-Data ware housing and Multidimensional Databases, Data Quality, Summarization and Data Cubes, OLAP Tools and Pivot Tables

**UNIT- III Data Exploration and Dimension Reduction**-Data Summarization and Visualization, Association & Market-Based, Analysis, Frequent Item set and Association Rule Mining, Sequential patterns

**UNIT- IV Classification and Predictive Modeling**-Decision Tree induction, Model Evaluation and Interpretation, Predictive, Modeling Using Neural Networks, Introduction to Neural Networks, Neural Networks vs. Regression, Using XL Miner for Association Rule Mining, Finding clusters with XL Miner, Using XL Miner to build decision trees. Exposure to contemporary software's, used in this field

**REFERENCE**

1. Ali ABM Shawkat and Wasimi Saleh A : Data Mining; Method and Technique, Cengage Publication
2. L. T., Moss, S. Atre, A. Wesley : Business Intelligence Roadmap: The Complete Project Lifecycle for Decision- Support Applications, Information, Technology Series.
3. Ralph Hughes : Agile Data Warehousing; Delivering World-Class Business Intelligence Systems Using Scrum and XP, Ceregenics Inc.
4. S. Rizzi & M. Golfarelli : Data Warehouse Design; Modern Principles and Methodologies, Tata McGraw-Hill Education

### **IMS 598(IB) - INTERNATIONAL ADVERTISING AND BRAND MANAGEMENT**

**Objective:** The objective of the paper is to expose students to the rigors of advertising and brand management and equip them to be able to manage the advertising and branding activities in the international markets.



**UNIT-I Advertising:** Its importance and nature; Communication model; Persuasion Process – perception, learning and attitude change; Major advertising decisions and influencing factors; Determining advertising Objectives and budget.

**Developing Advertising Campaign:** Determining advertising message and copy - Headline, body copy, logo, illustration and layout; Creative styles and advertising appeals; Media planning – media selection and scheduling Advertising through Internet.

**UNIT-II International Advertising:** Complexities and issues; Developing international advertising campaign; Advertising of India products abroad.

**Basics of Branding:** Importance of branding; Basic Branding concepts –Brand personality, brand image, brand identify, brand equity and brand loyalty; Product vs. corporate branding; Major branding decisions.

**UNIT-III Brand Creation and Development:** Identifying and selecting brand name Building brand personality, image and identity; Brand positioning and re-launch; Brand extension; Brand portfolio; communication for branding Enhancing brand image through sponsorship and even management.

**UNIT-IV Managing Brand Equity and Loyalty:** Brand Building in Different Sectors - Customers, industrial, retail and service brands. Building brands through Internet.

**Developing International Brands:** Pre-requisites and process; Country-of-origin effects and global branding; Building Indian brands for global markets.

**Suggested Readings:**

**Section A: Advertising**

1. Akaker, David A., Batra, Rajeev and Myers, John G., Advertising Management, Prentice Hall, New Jersey, 1996.
2. Bergh, Bruce, Vanden, G. and Katz, Helen, Advertising Principles: Choice Challenge, and Change, NTC Business Books, Illinois, 1999.
3. Dunn, S. W. and Barbar, A. M., Advertising: Its Role in Modern Marketing Dryden Press.
4. Hard, Norman, The Practice of Advertising, Butter worth Heinemann, Oxford, 1995.
5. Parente, Danald, Advertising Campaign Strategy: A Guide to marketing Communication Plan, 2nd ed., The Dryden Press, Fort Worth, 2000.

**SEMESTER- X**

PAPER NO.	SUBJECTS
LU 510	Preparation of Business Plan
LU 511	Business Research Project Report & Presentation
LU 512	Comprehensive Project Report & Viva-voce exam of
	Summer Training

**MBA, CORPORATE MANAGEMENT****SEMESTER I****Core Papers (All Papers are Credit and Compulsory)**

IMS 011 ESSENTIALS OF MANAGEMENT

IMS012 BUSINESS ENVIRONMENT

IMS 013 FINANCIAL ACCOUNTING

IMS 014 QUANTITATIVE METHODS IN BUSINESS

IMS 015 HUMAN RESOURCE MANAGEMENT

IMS 016 INDIAN VALUE SYSTEM &amp; BUSINESS ETHICS

IMS 017 MARKETING MANAGEMENT

IMS 018 MANAGERIAL ECONOMICS

**Foundation Paper (Non-Credit Compulsory paper)**

LU 011 COMMUNICATIVE ENGLISH

**IMS 011 ESSENTIALS OF MANAGEMENT**

**Objective:** To provide an understanding of the tasks and functions of management and to acquaint the students with the evolution of management thought.

**Course Outline****Unit I**

**Introduction:** Definition, Nature scope and significance of Management, the evolution of Management thought, Approaches of management, Contributions of Taylor, Fayol and Barnard to Management Science Functions of a Manager Social responsibility of Managers, Values and Ethics in management.

**Unit II**

**Planning:** Definition, Nature, Scope and significance of planning, Objectives, Steps of Planning, Decision making as key step in planning. The process and techniques of decision making, long- range planning, strategies and policies.

**Unit III**

**Organisation:** Definition, Nature, scope and significance, Approaches, Departmentation, Line and staff relationships, Delegation and Decentralization, Committee system, Determinants of effective organising, Staffing - nature and significance, Selection, Appraisal and Development of Managers.

**Unit IV**

**Directing & Controlling:** Issues in managing human factors, Motivation - nature and Significance, Theories and Techniques, Leadership and Leadership Styles; Communication - Definition and Significance, Communication Barriers, Building effective communication system. Definition and Elements Control Techniques, Coordination, Determinants of an Effective Control system, Managerial Effectiveness.

**Recommended book(s)**

Donnelly J.H., Gibson, J.L. & Ivancevich, J.M., Fundamentals of Management, Inwin, Inc.

Drucker, P.F. , The Practice of Management, Allied Publishers

Hold, David, H., The Management Principles and Practice, Tata McGraw Hill

Koontz & O'Donnell, Essentials of Management, Tata McGraw Hill

Prasad, L.M., Principles and Practice of Management, Sultan Chand & Sons

Robbins, S.P., and Coulter, M., Management, Pearson Education

**IMS012 BUSINESS ENVIRONMENT**

**Objective:** To facilitate the understanding of the various components of the environmental to be considered for decision making.

**Course Outline****Unit I**

**Introduction:** The concept of Business Environment, its significance and nature. The interaction matrix of different environmental factors – Porters model, the process of Environmental Scanning. Types of economies – socialistic pattern, free market economy and mixed economic structure. Responsibility of business to the society.

**Unit II**

The Politico-Legal Environment – The relationship between business and government in India. Federal structure in India – Centre-State financial relations. An introduction to some important business laws like New Competition Law 2000, MSME Act, FEMA, Important regulations of SEBI affecting Indian business environment.

**Unit III**

Macro Economic Environment – National income aggregates, Fiscal and monetary policy. Balance of trade and balance of payment. Exchange market convertibility of rupee. Trade Cycles – meaning, phases and theories – monetary theories, Samuelson and Hicksian approach. Inflation analysis.

**Unit IV**

Indian Economic Environment – Features of Indian Economy – primary, secondary and tertiary sectors, demographic profile of the Indian economy. The philosophy and strategy of planning in India. Industrial policy in India. Second generation economic

reforms – liberalisation, globalisation and its impact on business environment, Foreign investment in India. Composition and direction of India's foreign trade. Problems of Indian business environment.

**Recommended book(s)**

Cherunilum, Francis, Business Environment, Himalaya Publishing House  
 Dutta and Sundaram, Indian Economy, S. Chand and Co.  
 Mamoria, C.B., Social Problems and Social Disorganization in India, Kitab Mahal  
 Mathew, M.J., Business Environment, RBSA Publishers, Jaipur, 1996.

**IMS 013 FINANCIAL ACCOUNTING**

**Objective:** To develop an insight into the nature and uses of Financial Accounting Information and its reporting.

**Course Outline**

**Unit I**

Nature and functions of financial Accounting, Accounting system, Information perception of different users, Source documents, classification of accounts, recording, posting of transactions, Ethical issues in accounting, basic accounting concepts and conventions, GAAP, Accounting standards.

**Unit II**

Preparation of trial balance for service and merchandise business, capital and revenue expenditures, adjustment entries, completing the accounting cycle, measuring business income, financial statements of manufacturing and trading businesses.

**Unit III**

Internal control systems for cash, bank reconciliation, accounting for receivables and inventories, , depreciation accounting, preparation of financial statements of companies, accounting for share capital, preference share and debentures.

**Unit IV**

Analysis of accounting information, Financial Statement analysis and application, Statement of Cash Flow, preparation and interpretation, contents of an Annual Report.

**Recommended book(s)**

Financial Accounting, A Managerial Perspective, R. Narayanaswamy - Prentice Hall India  
 Financial Accounting for Management, N. Ramachandran & Ram Kumar Kakani, TMH Publication  
 Accounting For Managers, Maheswari & Maheswari, Vikas Publishing house (P) Ltd.  
 Financial Statement Analysis, Wild, Tomson Cengage Learning Ltd.  
 Advanced Accountancy, R.L. Gupta & M. Radhaswamy, Sultan Chand Publications  
 Accounting for Managers, Bhattacharya, Vikas Publications  
 Financial Accounting, Jawaharlal and seema srivastava

**QUANTITATIVE METHODS IN BUSINESS**

**IMS 014**

**Objective:** To acquaint the students with various quantitative techniques helpful in improving their decision making skills.

**Course Outline**

**Unit-I**

Arithmetical and Geometrical Progression; Addition, subtraction and multiplication of Matrix, Identity Matrix, Singular and Non-singular Matrix, Adjoint of a matrix, Inverse of a matrix; Solution of a system of linear equations by using matrices, single linear application of matrices

Calculus; Basic differentiation(First order and second order)and its application.

**Unit-II**

Measures of central tendency-Mean, Mode, Median, Geometric mean, Harmonic Mean; Measures of Dispersion-Range, Quartile Deviation, Standard Deviation, Absolute and Relative Dispersion; Coefficient of variation, Combined standard deviation.

**Unit-III**

Correlation analysis-types of correlation, Methods of studying correlation-scatter diagram method, Karl Pearson's coefficient of correlation, Rank correlation coefficient.

Regression analysis-difference between correlation and regression, Regression lines, Regression equations Y on X and X on Y, Method of Least Squares. Deviations taken from the actual means of X and Y. Deviations taken from the assumed means, Regression coefficients and their properties.

Probability; Probability theory, Theorems of Probability and examples.

**Unit-IV**

Linear Programming-Extreme point theorem: Graphical solution method-maximization problem, minimization problem, Some special cases in Linear Programming-multiple optimal solutions, an unbounded solution an infeasible solution.

Transportation Problem: Methods of finding an initial solution-North-West Corner Method, Least Cost Method, Vogel's Approximation Method.

**Recommended book(s)**

Business Mathematics,by Sancheti & Kapoor(Unit I)  
 Statistics,by S P Gupta and M P Gupta(unit II & Unit III)  
 Operations Research,by JK Sharma(Unit IV)

**IMS 015 HUMAN RESOURCE MANAGEMENT**

**Objective:** To familiarize students to various aspects of acquiring and maintaining the workforce for sustained growth of any organisation.

**Course Outline**

**Unit I**

Nature and scope of Human Resource Management; Human Resource Management in a changing Environment; Strategic Human Resource Management; Human Resource Planning; Job Analysis and Design.

**Unit II**

Attracting and Selecting Human Resources; Orientation and Placement; Manpower Training and Development.

**Unit III**

Performance Appraisal System; Job Evaluation & Employee Remuneration; Employee Benefits and Services.

**Unit IV**

Industrial Relations & Trade Unions; Dispute Resolution & Grievance Management; Employee Welfare and Participative Management.

**Recommended book(s)**

Human Resource Management – Text & Cases, by VSP Rao, Excel Books

Human Resource Management – Text & Cases, by K. Ashwatappa – Tata McGraw Hill

Human Resource Management, by Cynthia Fisher, Shaw – Wiley / Biztantra

Human Resource Management, by Gary Dessler, Person Publications

**IMS 016 INDIAN VALUE SYSTEM & BUSINESS ETHICS**

**Objective:** To develop an appreciation for ethical conduct of business practice and to value the Indian culture and traditions.

**Course Outline**

**Unit I: Indian Society and Indian Philosophy**

Social change in India: Impact of Sanskritisation, Westernisation, Modernisation on Indian Society. Varna and Caste system, Ashrama, Life Goals: Purushartha and Sanskaras. Astanga Yoga and its relevance to management.

**Unit II: Values: Indian scriptures and Indian thinkers**

Indian Scriptures: Relevance of the Bhagvad Gita in current management practices. Management learning from the Arthashastra.

Indian Thinkers: Values given by Mahatma Gandhi, Aurobindo Ghosh, Swami Vivekanand.

**Unit III: Business Ethics**

Theories of Ethics – Natural Law, Utilitarianism, Kantian Virtue. Ethics in Corporate Strategy: Corporate Philanthropy, Strategic Philanthropy, Corporate Governance. Ethical dilemma at workplace and their resolution.

**Unit IV: Application of Business Ethics**

Ethics in the world of business (Intellectual property rights like designs, patents, trademarks, copy rights).

Ethics in marketing (consumer rights, advertising, dumping).

Ethics in finance (financial disclosures, insider trading, window dressing).

Ethics in information technology and systems usage (data confidentiality).

Ethics in human resources management (whistle blowing, discrimination), Environmental ethics (Carbon trading).

**Recommended Books**

Ethics and the Conduct of Business, by Boatright (Pearson Education)

**IMS 017 MARKETING MANAGEMENT**

**Objective:** To develop an understanding of the underlying concepts, strategies and the issues involved in the exchange of products and services and their relevance to marketing tasks.

**Course Outline**

**UNIT I**

Definition of marketing, core marketing concepts (needs, wants, demand, offering, brand, customer value, competition); Marketing concepts (Production, product, selling, marketing, social marketing concepts);

Introduction to the marketing mix ; Concept of Integrated marketing; Market segmentation, targeting and positioning, niche marketing; marketing planning.

Understanding the Marketing environment and adopting marketing to the changing environment An overview of marketing of services and rural marketing

**UNIT II**

Consumer Behaviour- definition, buying motives, consumer motivation, consumer decision making, Organisational buying behavior;

Marketing Research- need, process, and importance , types of research methods(exploratory, descriptive, cause and effect) and tools (questionnaires, interview, projective tests, )

**UNIT III**

PRODUCT:- Definition of product, levels and types of product; Packaging and labeling, Product line management and product mix, Product differentiation, PLC- stages and corresponding strategies, New Product decision, Theory of diffusion of an innovation.

PRICE:- Pricing objectives, factors influencing pricing, Pricing strategies

**UNIT IV**



**SEMESTER II****Core Papers (All Papers are Credit and Compulsory)**

IMS 021	INTERNATIONAL BUSINESS
IMS 022	MANAGEMENT ACCOUNTING
IMS 023	FINANCIAL MANAGEMENT
IMS 024	COMPUTER APPLICATIONS & MIS
IMS 025	PRODUCTION & OPERATIONS MANAGEMENT
IMS 026	RESEARCH METHODOLOGY

**Elective Papers – Credit (Two papers Supportive to the discipline of study)**

MBA (CM) 021	LABOUR MANAGEMENT & INDUSTRIAL RELATIONS
MBA (CM) 022	ENTREPRENEURSHIP & NEW VENTURE PLANNING
MBA (CM)023	STRESS MANAGEMENT

**Foundation Paper (Non-Credit Compulsory paper)**

LU 021	FOREIGN LANGUAGE
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**IMS 021 INTERNATIONAL BUSINESS****Objective**

This course will provide the students an opportunity to learn and understand how business is conducted in the international arena. The syllabus is designed to allow students to gain managerial skills to meet the challenges they will face in the global workplace.

**Unit I** - An Overview of International Business: Introduction, Definition of International Business, difference between international and domestic business, Advantages And Disadvantages Of International Business, Approaches to International Business, Changing Environment of International Business, Globalization of Markets, Trends in Globalization, Effects and Benefits of Globalization, balance of payment and foreign exchange.

**Unit II** -International Trade and Investment Theories: Mercantilism; Absolute Cost theory, Comparative Cost theory, Opportunity Cost theory, factor endowment theory, Complimentary trade theories – stopler – Samuelson theorem, International Product life Cycles. Investment Theories – Theory of Capital Movements, Market Imperfections theory; Internationalisation Theory; Location Specific Advantage Theory; Eclectic Theory, Instruments of Trade Policy- Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy.

**Unit III** - Foreign Exchange Determination Systems: Basic Concepts Relating to Foreign Exchange, Various types of Exchange Rate Regimes – Floating Rate Regimes, Managed Fixed Rate Regime, Purchasing Power Parity Theory, Factors Affecting Exchange Rates, Brief History of Indian Rupees Exchange Rates. India's Foreign Trade: Recent trends in India's Foreign Trade, Export Houses, Export Assistance- SEZ, EPZ, APEDA, export procedures and documentation.

**Unit IV** - International Institution: UNCTAD, Its Basic Principles and Major Achievements, IMF, Role of IMF, IBRD, Features of IBRD, WTO, Role and Advantages of WTO India's patent policy and trips. Regional Economic Integration: Introduction, Levels of Economic Integration, Regional Economic Integration in Europe, Regional Economic Integration in U.S.A: NAFTA, Andean community, ASEAN, SAARC, Integration for Business.

**SUGGESTED READINGS**

1) Agarwal Raj - International Trade (Excel, 1st Ed.) 2) Albaum Duerr - International Marketing and Export management (Pearson, 7th Ed.) 3) Jaiswal Bimal - International Business (Himalaya Publication) 4) Hill C.W. - International Business (TMH, 5th Ed.) 5) Daniels - International Business (Pearson, 1st Ed.) 6) Kumar R and Goel, International Business, (UDH Publications, edition 2013) 7) Cherunilam F - International Trade and Export Management (Himalaya, 2007)8) Varshney R.L, Bhattacharya B - International Marketing Management (Sultan Chand & Sons, 9th Ed.)

**IMS 022 MANAGEMENT ACCOUNTING**

**Objective:** To equip the students with the knowledge of principles, concepts and techniques which may be used in planning, decisions making and control.

**Course Outline**

**Unit I** Management accounting: Definition, differences with Financial Accounting, Management process and accounting, The value chain of business function, introduction to CVP relationships, measurement of cost behaviour.

**Unit II**

Introduction to manufacturing costs and control of overheads, job costing, process costing, activity based costing.

**Unit III**

Relevant information and decision making, special order and addition, deletion of product and services, optimal uses of limited resources, pricing decisions, make or buy decisions, joint cost.

**Unit IV**

Preparing the Master Budget and Functional Budget, Flexible budgets, Variance analysis, Introduction to Management Control Systems, Evaluation of Divisional Performance, Transfer Pricing.

**Recommended book(s)**

Management Accounting, by Atkinson, Pearson / PHI  
Management Accounting, by Sudhindra Bhat, Excel Books

Management Accounting, by Sharma, Sashi K Gupta Kalyani  
 Cost Accounting, by Charles T Horngren, Pearson/PHI

### **IMS 023 FINANCIAL MANAGEMENT**

**Objective:** The provide an insight into various finance functions to be performed in order to maximize shareholder wealth.

#### **Course Outline**

##### **Unit I**

Introduction to financial management: Meaning, Nature, and scope, functions, and , objectives of financial management, time value of money, organization of finance functions,

##### **Unit II**

Long term investment / Capital budgeting decision: Investment evaluation techniques traditional methods and discounted criteria, risk analysis of investment proposal

##### **Unit III**

Finance decision: Sources of funds short term, and long term source of capital, cost of capital computation of cost various sources of capital weighted average of cost of capital.

Capital structure decision: Meaning and factors affecting capital structure, capital structure theories, leverage operating, financial and combined leverage EBIT EPS Analysis

##### **Unit IV**

Dividend decision: Dividend policies, factors affecting dividend policies, dividend theories

Short- term investment decision: Types of working capital, factors affecting working capital, current assets financing policies, estimation of working capital requirement Inventory, cash and receivables management:

#### **Recommended book(s)**

Financial management, theory and practice, by Prasanna Chandra, TMH.

Financial management and policy, by J.C. Vanhorne, PTH.

Financial management, by M.Y. Khan and P.K. Jain, TMH.

Financial management, by I.M. Pandey, Vikas Publication.

### **IMS 024 COMPUTER APPLICATIONS AND MIS**

**Objective:** To develop an appreciation of different softwares and hardware systems and their use in effective design and implementation of MIS.

#### **Course Outline**

**Unit – I** Computer Systems -An Introduction, Characteristics of computer, Elements of a Computer System, Input, Output and storage devices. Processing and CPUs, Classification of computer, Concepts of Networking and Data Communication.

**Unit II** Types of Software, Computer Languages, Translators, Operating system – Basics, functions and types, Concepts of CUI & GUI, MS-Windows as GUI Operating System, Parts of Windows, Text processing software-creating, formatting and processing of text. Spreadsheet Software- Creating and using Spreadsheets. Formulas, Functions and Graphics. Presentation Programmes- Creating, Formatting and Presenting, Concepts of Database and Database Management System.

**Unit III** Definition of Data/Information/Systems, Types of System, System stakeholders, Components of Information System, Evolution of Information Systems, Classification of Information Systems, Flow charts, Algorithm, Decision tables, Decision tree, DFS and ERD with examples, Selected Case Studies.

**Unit IV** Introduction, Meaning and role of MIS, Definition of MIS, System Development Life Cycle, E-commerce, Introduction to mobile commerce, electronic payments, EDI, Business Function Information System, Selected Case Studies.

#### **Recommended book(s)**

Balaguruswamy, Introduction to Computers

B. Ram, Computer Fundamental

Ron Mansfield, Working in Microsoft Office

Greg Perry, Teach Yourself Office 97

Brein James, O., Computers in Business Management : An Introduction

Bentley Trevoi, Management Information Systems and Data Process

### **IMS 025 PRODUCTION & OPERATIONS MANAGEMENT**

**Objective:** To familiarize the students with theories and techniques of Production, Operations and Logistics Management.

#### **Course Outline**

**Unit I** Nature and scope of production management, production analysis and planning, production functions, objective and functions of production management, responsibilities of the production manager, types of manufacturing processes and plant layout, plant location, assembly line balancing. Production Planning and Control (PPC).

**Unit II** Materials managements – its scope and importance. Purchasing function and procedure, store-keeping, material planning function, Inventory control, relevant costs, economic lot size, reordering point, Inventory classification techniques.

**Unit III** Productivity – definition and concept, productivity measurement, productivity improvements, Product development and design, stages of product development, techniques of product development (standardization, simplification and specialization, automation).

**Unit IV** Development of efficient work methods, work measurement – concept & techniques; material flow process chart, manflow process chart, principles of motion economy, comparison of alternate work methods, maintenance of production facilities, quality control and inspection, sampling inspection, control charts for attributes and variables charts.

**Recommended book(s)**

Production and Operations Management, by K. Ashwathappa, K Sridhar Bhat, Himalaya Pub  
 Production & Operations Management, by Upendra Kachru, Excel Books.  
 Operations Now, by Byron J Finch, Tata Mc Grawhill  
 by Gaither & Fraizer, Thomson South Western.  
 Theory and Problems in Production and Operations Management by S.N. Chary

**RESEARCH METHODOLOGY**

**IMS026**

Course Objectives: To familiarize students with research process, teach them basic tools and techniques and inculcate fundamental expertise to handle research project.

**Unit-I Introduction to Research Methodology**

Research-Concept, Characteristics, Objectives and motivation of research, Significance of Research in decision making and problem solving, Factors required for a scientific/good research, Types of research, Research process overview  
 Language of Research: Concept, Construct, Definition, variables, Hypothesis, Theory and models, Research Problem: Identifying a research problem, Sources of identifying research problem, Process of defining a research problem

**Unit-II Research Design and Sampling Design**

Research design: Meaning of research design, Types of Research Design, Concept and techniques of Exploratory Research design, Descriptive Research Design and Experimental Research Design  
 Sampling design: Census and Sampling Investigation, Characteristics of a good sample, Sampling Design process, Probability and Non Probability Sampling Techniques, Sample size determination

**Unit-III Data Collection and Preparation**

Methods of data collection, developing instruments used in data collection,  
 Measurement and Scaling: Primary scales of measurement, Scaling Techniques, Editing raw data, Coding of data, Tabulation of data, Cross Tabulation

**Unit-IV Data Analysis and Presentation of the Results: Univariate, Bi-variate and Multivariate analysis of data, Testing of**

Hypothesis: Process of testing hypothesis, one tail test and two tail tests, z-test, t-test, F-test and chi square test, Report

Writing: Objective, types, Format of a report, essentials of a good report.

Prescribed Texts:

Business Research Methods, William G. Zikmund, Thomson Publication  
 Business Research Methods, Cooper and Schindler, TMH Publication  
 Marketing Research: An Applied Orientation Naresh K. Malhotra, PHI  
 Marketing Research-Text and cases, Nargundkar  
 Research Methods, William and M.k. Trochim  
 Research Methodology, R. Panneerselvam  
 Business Research Methodology, Srivastava and Rego  
 Complete Business Statistics, Amir D Aczel  
 Statistics for Management, Levin & Rubin

**MBA (CM) 021**

**LABOUR MANAGEMENT & INDUSTRIAL RELATIONS**

**Objective:** To familiarise the students with the theory, concepts, complexities and developing trends in Labour Management and Industrial Relations.

Course Outline

Unit I Industry as a Social System, Industrialisation and Work Environment, Techno-cultural Development and Social Change, Declaration of Philadelphia 1944, Impact of ILO on Indian Labour Scene, Ratification & Implementation of ILO Conventions. Constitutional framework and Indian Labour Force. Unionisation & National Labour Federation, Employees Federations (FICCI, AIOE, EFI, ASSOCHAM), Labour Administrative Machinery Central Board of Workers Education, Unfair Practices, Judicial interpretations and Social Justice, ILO in pursuit of Dignity of Labour.

**Unit II** Industrial Relations – Concept, scope and Objectives, Functional Approaches and theories in IR, Rationalisation and automation; Instruments of Economic Coercion – strike, lockout, gherao, lay off, retrenchment, closure; Labour welfare and social security; Some issues and concerns – unorganised labour, agricultural labour, need for integrated social security.

**Unit III** Industrial Democracy – Code of Conduct, Code of Discipline, Works Committee, Shop councils, joint management council, collective bargaining, labour co-partnership, Indian experiences, Participation of workers in Management Bill, 1990.

**Unit IV** Preventive Maintenance in IR – Need for Environment friendly legislation (TU Act, ID Act, ESI Corpn, etc.) Recommendations of NCI; Labour Management Cooperation : Psychological determinants of Industrial Efficiency; Coercive interventions & voluntary agreements; HRD functions & IR; Future of IR in India.

**Recommended book(s)**

Saxena, R.C., Labour Problems and Social Welfare.  
 Sharma, A.M., Aspect of Labour Welfare and Social Security  
 Surendra Singh, Labour Management and Industrial Relations.  
 Mamoria, C.B., Dynamics of Industrial Relations In India



Sinha,G.P., Industrial Relations & Labour legislation

Monappa, Arun, Industrial Relations

Agrawal,R.D., Dynamics of Industrial Relations In India

Giri,V.V., Labour Problems in Indian Industry

Report of the National Commission on Labour, 1969.

The Industrial Disputes Act, 1947: The Industrial Employment (Standing Orders) Act,1946; The trade Union Act, 1926.

### **MBA (CM) 022 ENTREPRENEURSHIP & NEW VENTURE PLANNING**

**Objective:** To promote entrepreneurship and equip the student with the skills required for preparing feasible and successful business plans.

#### **Course Outline**

#### **Unit I Entrepreneurship and New Venture Planning**

The early career dilemmas of an entrepreneur, the entrepreneurs role, task and personality, a typology of entrepreneurs: defining survival and success, entrepreneurship as a style of management, the entrepreneurial venture and the entrepreneurial organization

#### **Unit II Choosing a direction for New Venture**

Opportunity recognition and entry strategies: New product, Franchising, Partial momentum, Sponsorship and Acquisition, The strategic window of opportunity: scanning, positioning and analyzing, Intellectual Property: Creation and protection

#### **Unit III Opening the window: gaining commitment**

Gathering the resources which are not available, the business plan as an entrepreneurial tool, financial Projections: how to do them the right way, debt, venture capital and other forms of financing, sources of external support, developing entrepreneurial marketing: Competencies, networks and frameworks

#### **Unit IV Closing the window: sustaining competitiveness**

Maintaining competitive advantage, the changing role of the entrepreneur: mid career dilemmas, harvesting 'Strategies versus Go for Growth', strategic execution of new ventures and their assessment after execution; **Strategic Issues:** New Venture planning in competitive environment, New Venture Planning and Legal Issues, Precautions and after effects, Use of Information Technology tools for New Venture planning: e-CRM, ERP etc.

#### **Recommended book(s)**

Dr. Mathew J. Manimala, Entrepreneurship theory at crossroads, Biztantra

Vasant Desai, Entrepreneurial Development & Management, Himalaya Publishing House

Maddhurima Lall, Shikha Sahai, Entrepreneurship, Excel Books

### **MBA (CM) 023 STRESS MANAGEMENT**

#### **Objective**

To equip the student in understanding the triggers of stress and in better managing stress.

**UNIT I** Concept of Stress: Origin - a) Basic concepts of the theory of H. Selye (Stressors; Basic Stress-reactions; Distress); b)Principles of Adaptation: From Darwin up to modern military psychology (Degeneration, Idioadaptation, Aromorphosis; Hierarchy of needs and orgiastic principle; Diagnostics of adaptation in a group; Adaptation to extreme activity conditions)

**UNIT II** Individual and popular concepts of stress, Exercises on definition of actual models of stress and its reduction, Stress and psychological disorders (Sleep disorders; Eating disorders; Emotional disorders)

Practical skills of stress management: SM in positive psychotherapy (Comprehension vs. Estimation; National features of dealing with stress);

**UNIT III** Stress management in NLP (Words- and formulas- parasites; their genetics and morphology; Stress-patterns: discovering; breaking; transformation; Reframing of habitual stress-reactions; Question of psychological ecology)

**UNIT IV** Extreme approaches to SM: military techniques of self-control a)Regulation of sleeping regime b) Muscular tension reduction c) Emotional tension reduction

#### **Recommended Books**

1. Ann Edworthy, Managing Stress, Open University Press, Buckingham, Phildephia.

2. K.Hari Gopal, Organizational Stress, University Press.

3. Dr.Rakesh Chopra Santosh Sharma, The stress Cyclone Suffer or Emerge out: The choice of yours, Institute of corporate Management, Excel Books.

**MBA (CORPORATE MANAGEMENT)****SEMESTER III****Core Papers (Two Papers, Both are Credit and Compulsory)**

IMS 031	Strategic Management - I
IMS 032	Business Laws

**Foundation Paper**

LU 031	Foreign Language (Non credit) Compulsory Paper
LU032	Summer Internship Report (Credit)

**Elective Papers – Credit** (Select any one group, Total No. of elective paper in a semester will be five)

**A. (3-5 Papers Supportive to the discipline of study)****Marketing**

MBA (CM) M-031	Marketing Research
MBA (CM) M-032	Marketing Communication
MBA (CM) M-033	Consumer Behaviour
MBA (CM) M-034	Industrial Marketing
MBA (CM) M-035	International marketing

**Finance**

MBA (CM) F-031	Working Capital Management
MBA (CM) F-032	International Financial Management
MBA (CM) F-033	Indian Financial System
MBA (CM) F-034	Corporate Restructuring
MBA (CM) F-035	Investment Analysis and Portfolio Management

**HRM**

MBA (CM) HR-031	Organizational Behaviour
MBA (CM) HR-032	Labour Legislations
MBA (CM) HR-033	Labour Management & IR
MBA (CM) HR-034	Dynamics of Human behaviour
MBA (CM) HR-035	Human Resource Information System

**B. For Expanded range of study up to two paper of any stream of specialization available in the same semester of any of the IMS-MBA programs****IMS 031 STRATEGIC MANAGEMENT - I**

**Objective:** To acquaint the students with the concept of strategy, its formulation and different strategic alternatives.

**Course Outline****Unit I:**

Business Policy as a Field of Study: Nature, importance, purpose and objectives of Business Policy.; Strategic Management Process: Strategists and Their Role in Strategic Management.; Hierarchy of Strategic Internet: Vision, Mission, Business Definition, Goals and Objectives

**Unit II:**

Environmental Appraisal: Environmental Scanning, Appraising the Environment; Organizational Appraisal: Organisational Capability Factors, Considerations in Organisational Appraisal, Methods and Techniques used for Organisational Appraisal, Structuring Organisational Appraisal.

**Unit III:**

Company level strategies: Grand, Stability, Expansion, Retrenchment & Combination Strategies & Corporate Restructuring; Business Level strategy: Business-level, Generic Business & Tactics for Business Strategies.

**Unit IV:**

Strategic Analysis and Choice: Process of Strategic Choice, Corporate-level and business-level Strategic Analysis.; Routes to Competitive advantage

**Recommended book(s)**

Crafting and executing strategy, by Thompson, Strickland & Gamble, TMH  
 Strategic Management – An Integrated Approach, by Charles W.L. Hill, Gareth R. Jones – Biztantra  
 Business Policy, by Azhar Kazmi

### **IMS 032 BUSINESS LAW**

**Objective:** To familiarize the student with legal aspects of conducting business.

#### **Course Outline**

##### **Unit I**

Indian Contract Act, 1872 Contract- Meaning, Essentials, Kinds, Offer and Acceptance, Contractual Capacity, Free Consent, Consideration, Void Agreements, Quasi Contracts. Modes of discharge of contract and remedies for breach of contract. Contract of Indemnity and Guarantee. Law of Agency.

##### **Unit II**

The Sale of Goods Act, 1930 Meaning of Contract of sale, Difference between Sale and Agreement to Sell. Conditions and Warranties, Transfer of Property in Goods, Unpaid Seller and his Rights.

##### **Unit III**

Indian Partnership Act, 1932. Meaning and test of Partnership, Implied Authority of a partner, Position of a minor in partnership, Consequences of Non Registration of a partnership, Firm Expansion, Death and Insolvency of a partner, Dissolution of firm

##### **Unit IV**

The Negotiable Instruments Act, 1881 Meaning, and characteristics of promissory note, bill of exchange and cheque. Holder and Holder in due course. Negotiation and assignment. Crossing of cheque, bouncing of cheques. Elements of company law; Meaning and types of companies, Formation and incorporation Memorandum of Association, Articles of Association, Prospectus.

#### **Recommended book(s)**

Elements of Mercantile Law, by N D Kapoor, Sultan Chand  
 Legal Aspects of Business, by Akhileshwar Pathak, Tata Mc GRAW HILL  
 Business Law, by M C Kuchhal -Vikas

### **MBA (CM) M-031 MARKETING RESEARCH**

#### **COURSE OBJECTIVES**

The course is designed to familiarise the students with the concepts, significance and application of marketing research to meet the ever – changing challenges in the marketing world.

#### **COURSE OUTLINE**

##### **Unit I : Introductory**

Concept, nature, scope, importance and limitations of marketing research, difference between marketing and market research, scientific methods of research, marketing information and decisions – making, environment analysis and information value. Bayesian analysis, managerial application of decision theory.

##### **Unit II : Marketing Research Process and Analysis of Data**

Research procedure, research design, types of research designs, hypothesis, data-collection : Questionnaire designing, attitude measurement and scaling techniques, survey administration, administering questionnaire, interview, observation, sampling techniques, procedure and problems. Scrutiny, classification, tabulation, analysis and statistical evaluation of data, tests of significance : chi-square test, t-test, z-test and f-test, factor analysis, correlation and regression (simple and multiple), time-series analysis, data analysis and other methods.

##### **Unit III : Functional Research Areas and Problems**

Analysis of market opportunities, product and consumer research, formulation of product policies, branding and packaging research, motivational research, projective techniques, advertising research, marketing and sales research.

##### **Unit IV : Managing Marketing Research**

Ethical issues in marketing research, organisation of marketing research department, effectiveness of marketing research department. Role of research agencies, status of marketing research in India and its future.

#### **SUGGESTED READINGS**

1. Luck and Robbins : Marketing Research
2. Byod and Wetfall : Marketing Research : Text and Cases
3. Oswald & Mascarentias : New Product Development, Marketing Research and Management
4. George & Kress : Marketing Research
5. Green & Tull : Research for Marketing Decisions
6. Luck, Wales & Taylor : Marketing Research
7. Patel & Kulkarni : Modern Marketing and Management
8. Sethna, B.N. : Research Methods in Marketing and Management
9. Sharma, D.C. : Marketing Research : Principles, Application and cases
10. Barket, Raymond : Marketing Research : Text and Cases
11. Beri, G.C. : Marketing Research : Text and Cases
12. Kinner, T.C. & Taylor, J.R. : Marketing Research and Applied Approach

**MBA (CM) M-032 MARKETING COMMUNICATION****COURSE OBJECTIVE**

To provide an intensive input about various aspects of communication as a vital tool of marketing function.

**COURSE OUTLINE****Unit I**

Communication – Meaning, needs, process elements, sender, message-receiver, feedback, interpersonal Vs. mass communication, impact of groups in Communication. Promotional Tools. Marketing Communication – process, role, mix, models, channels, role of product, price and place in marketing communication. Communication Network, Models of Communication, Marketing – Decision support system.

**Unit II**

Designing Communication and Promotion Mix strategies. Steps in developing effective communication. Identifying the target audience. Determining communication, objectives, designing the message, selecting the communication channels, establishing the total promotion budget, deciding on the promotional mix, organising and managing integrated marketing communication. Advertising : Designing effective advertising programs, setting the advertising goal, deciding the advertising budget, designing the advertising message, message-generation, evaluation, selection and executive, deciding the media, deciding on reach, frequency and impact, choosing among major media types, deciding media timing.

**Unit III**

Evaluation of Effectiveness of marketing communication process and its redesigning. Marketing Communication strategy and responses. Sales Promotions; Purpose and Major Decisions in Sales Promotion & Tools. Managing the Sales Force : Designing, Managing, Improving the Sales Force, Personal Selling, Negotiations Relationship Marketing.

**Unit IV**

Public Relations, MRP, Major Decisions & Tools in MPR. Journals, Company Literature & Audio-Visual Techniques. Direct & On-line Marketing, Electronic – Business, Customer databases, Integrated Direct Marketing, Public & Ethical Issues in Direct Marketing.

**SUGGESTED READINGS**

- Wayne Delozier M. : Marketing Communication  
Edgar Crane : Marketing Communication

**MBA (CM) M-033 CONSUMER BEHAVIOUR****Course Objectives**

To provide on exposure to the students with the basic techniques of studying consumer behaviour.

**Course Outline****Unit I : Study of Consumer**

Meaning of Consumer, concept of consumer behaviour Consumer's Need and Motives, Consumer as a Perceiver and Learner, Influence of Personality and Attitude on Buying Behaviour; Determinants of Consumer Behaviour, Cultural, Social and Economic Factor Affecting consumer behaviour; Consumer attitude formation and change. Environmental Influences on consumer behaviour.

**Unit II : Individual Factors & Group Influences**

Factors Affecting Purchase decision; Fundamental Group of sensation; Perception, emotion, motivation, Cognition. Group Influence; Role, Status, Norms; Family Influences; Life-Cycle Effects, Family Decision making.

**Unit III : Models of Consumer Behaviour**

Models of individual and Industrial Buying Behaviour. Consumer Behaviour and market segmentation consumer psychology, consumer motivation, research and techniques.

**Unit IV : Communication with Consumer**

Two-step flow of Communication theory, Adoption, diffusion of innovation, cognitive Dissonance. Socio-economic and Cultural Aspects of Indian Consumer Market.

**SUGGESTED READINGS**

- Schiffman, L.G., Kanuk, and L.L. : Consumer Behaviour  
Engel, J.F., Kollat and Blackwell, R.D. : Consumer Behaviour  
Kotler, P. And Co., K. : Marketing Management and Strategy  
Bennett, P.D. and Kassastjian, H.H. : Consumer Behaviour  
Shenth, Jagdish, N. : Model of Buyer Behaviour.  
Howard, Joh., A. And Shenth, Jagdish, N. : The Theory of Buyer Behaviour  
Nicosia, Hranceso M. : Customer Decision Process  
Walters : Consumer Behaviour

**MBA (CM) M-034 INDUSTRIAL MARKETING**

**Objective:** To developing an understanding of issues involved in marketing of industrial products .

**Course Outline****Unit – I**

The environment of Industrial Marketing, Industrial Marketing Perspective. Dimensions of Organizational Buying, Organizational Buying Behaviour, Access marketing opportunities, Industrial Marketing Planning.

**Unit – II**

Managing the Industrial Product Line, Industrial Marketing Channels : Channel Participation, Industrial Marketing Channels : Design and Management, Industrial Marketing Channels : Logistical Interface, Pricing Strategy.

**Unit – III**

Advertising and Sales Promotions, Managing the industrial advertising effort, supplementary promotion tools, personal selling, models for industrial sales force management.

**Unit – IV**

Industrial Marketing Research. Evaluation of Industrial Marketing Strategy, Norms and Standards, Control and Monitoring of Industrial Marketing process.

**Recommended book(s) :**

Alexander Cross and Hill, Industrial Marketing.

Webster, F.E., Industrial Marketing Strategy.

Hass W., Industrial Marketing Management.

Cox, E., Industrial Marketing Research.

Meyers, Industrial Relations in India.

Reider and Reider, Industrial Marketing.

**MBA (CM) M-035 INTERNATIONAL MARKETING**

**Objective:** The course is focused towards imparting requisite awareness amongst the marketing students for conducting and managing international marketing activities, thereby handling challenges in this competitive global world.

**Unit 1.** Importance and Challenge of International Marketing-Definition of International Marketing: Domestic Marketing Vs. International Marketing; Categories of International marketing Involvements; International Marketing Task; Nature of International Marketing Management; Analysis of International Marketing Environment and Identifying Foreign Markets - Political Considerations and Governmental Influences; Cultural and Social Dynamics; Economic Development and Geographical Conditions; Competitive Conditions; Legal and Financial Influences.

**Unit 2** International Marketing Intelligence and Research - Analysis of World Market; Market analysis; Purposes and Methods; Marketing Intelligence; International Marketing Research. Planning Entry and Operations Strategies-Export; Franchise, Joint Ventures; Direct Investment; Multinational Operations.

**Unit 3.** International Product Policies - Strategic Considerations in Making Multinational Product Decisions; Alternative Strategies in Multi-national Product Planning; Methodology in Making Multinational product Decisions. International Pricing Decisions-Price Escalation; International Transfer Pricing; Pricing Strategy; Factors influencing the Establishment of International Prices; Export Pricing; Differential Pricing.

**Unit 4** International Distribution System and Logistics-International Marketing Channel Decisions; Importance and Scope of Channel Decisions; Channels between Nations; International Physical Distribution Decisions; Nature of Physical Distribution; The Systems Concept; Trade Terms; Structure of International Physical Distribution. International Marketing Communication-Communication with Foreign Buyers; Planning and Preparing International Promotional Programmes; Media Structure; Planning Media Strategy; Cooperative Advertising. Emerging Issues and Developments in International Marketing

**Suggestive readings:.**

International Marketing by Cateora

Global Marketing Management by Warren Keegan

Global Marketing Strategies by Jeannet

International Marketing Management by Subhash Jain

International Business Environment-Francis Cherunilam;

Global Marketing-Foreign Entry,Local Marketing and Global Management- Johny K.Johanson;

Varshney & Bhattacharya : International Marketing Management, Sultan Chand & Sons ;

S.C. Jain : International Marketing Management, Boston : Kent Publishing ;

S. Hollensen, A. Thornhill, P. Lewis : Global Marketing-A Decision Oriented Approach, Pearson Edu. Limited

**MBA (CM) F-031 WORKING CAPITAL MANAGEMENT****COURSE OBJECTIVE**

The objective of this course is to acquaint the students with the problems of working capital management.

**COURSE OUTLINE****Unit I**

Approaches to working capital financing, Liquidity vs. Profitability trade-off, decision towards an optimal policy, tools for analysis of working capital of a concern.

**Unit II : Management of Cash and Marketable Securities**

Motives for holding cash, the cash budget, efficiency of cash management; compensating balances, reasons for holding marketable securities, alternative strategies, choice of securities.

**Unit III : Management of Receivables and Inventories**

Nature of Receivables, cost of maintaining receivables factors affecting size of receivables, policies for managing Accounts receivables, determination of potential credit policy and credit standit standards. Benefits of holding inventory, risks and costs associated with inventories, inventory. Management Minimizing cost in inventory.

**Unit IV : Current Assets Financing in India**

Forecasting future cash requirements, shorts terms credit alternative strategies for financing working capital, accrued wages and taxes accounts payable, cost of trade credit, bank loan' commercial papers, secured loan. Pattern and sources of working capital financing in India with reference to Government policies.

**SUGGESTED READINGS**

Hampton J. John	Financing Decision Making – Concepts, Problems and Cases
Brigham, Gegene, F.	Fundamentals of Financial Management
Wright	Financial Management
Mishra, R.K.	Management of Working Capital In India
Khan & Jain	Financial Management
Pandey, I.M.	Financial Management
Prasanna Chandra	Financial Management
James C. Vanhorne	Financial Management and Policy
Block & Brit	Foundations of Financial Management

**MBA (CM) F-032 INTERNATIONAL FINANCIAL MANAGEMENT****Course Objectives**

The objective of the course is to give insight relating to financial management applications in the realm of international business with special reference to international financial markets systems & problems of MNCs

**Course Outline****Unit I : International Financial Environment, International Financial Market & International Financing**

The rise of Multinational Corporation, International Financial System. The Foreign exchange market, the determination of exchange rates. The international monetary system & international economic linkages. Financing Foreign Operations, International financial markets, the Euro Markets, the Development Banks e.g IMF, World Bank & Asian development bank . Short term Financing-objectives, Options & strategy, Special financing vehicles -International leasing, Interest rate & Currency swaps. LDC - Debt equity swaps the GDRs.

**Unit II : BoP, Foreign Trade Financing & Foreign Exchange Risk Management**

Payment terms in international trade, Balance of payment & categories, the international flow of goods services & capital, Financing technique in international trade, Export Financing & Credit insurance, Counter trade, Foreign exchange risk Management with special reference to Financial Management .

**Unit III : International Currency Asset Management**

International Cash, Accounts Receivable & Inventory Management , Inter Company fund flow mechanism .

**Unit IV : Foreign Investment Analysis**

Corporate Strategy and FDI , Dessigning a global expansion strategy , Capital budgeting for the Multinational Corporation - Issues in foreign investment analysis , foreign project appraisal, political risk analysis & its Management . Cost of capital for foreign Investments .

**Suggested Readings**

1. Varn Horn Financial Management & Policy (PHI )
2. Wod d Bryne J International Business Finance (Mc Millan)
3. Rita m Rudrigues International Financial Management (PHI)
4. Zeneoff D & Zwick J International Financial Management (PHI)
5. Shapiro A.C. International Financial Management (PHI)

**MBA (CM) F-033 INDIAN FINANCIAL SYSTEM****COURSE OBJECTIVE**

The aim of the course is to enable the students to understand the structure and systems of Indian Financial Markets and financial institutions.

**COURSE OUTLINE****Unit I : Financial Systems & Money Market**

Definition, Significance and its relationship with economic development. An overview of the Indian Financial Sytems. The constiuents of a Financial System Markets, Financial Market as a part of Financial System. Its various components e.g. Call Money, treasury bill, commercial bill, commercial paper, financial guarantee, discount market etc. present position of Indian Money Market.

**Unit II : Capital Market**

Concept, characteristics and functions. The primary (New Issue market) and the secondary market. Instruments of Capital Market, Capital market institutions – The stock exchange, its organisation, functions and control, capital market in India, SEBI, Stock holding corporation of India, OTCEI and N.S.F.

**Unit III : Banking Institutions**

The RBI, Commercial banks and development banks – their objectives, function and present position.

**Unit IV : Non Banking Financial Intermediaries**

Investment institutions like – LIC, GIC, ICICI and UTI etc. and other non-banking financial intermediaries –their objectives, functions, organisation and present position, international financial institutions.

**SUGGESTED READINGS**

Bhole, M.K.	:	Financial Markets and Institutions
Khan, M.Y.	:	Indian Financial Systems
Srivastava, R.M.	:	Management of Indian Financial Institutions
Kuchal, S.C.	:	Corporation Finance
Khan, M.Y.	:	Industrial Finance
Desai, V.	:	Development Banking
Kuchhal, S.C.	:	The Industrial Economy of India

**MBA (CM) F-034 CORPORATE RESTRUCTURING**

**Objective:** To provide an in-depth understanding of all aspects and intricacies of law affecting and arising out of corporate restructuring.

**Course Outline****Unit I**

**Introduction:** Meaning of corporate restructuring, need, scope and modes of restructuring, global scenario, national scenario.

**Mergers and Amalgamations:** Concept, need and reasons, legal aspects, procedural aspects relating to commencing of meetings and presentation of petition including documentation, economic aspects including effect on the interest of small investors; accounting aspects, financial aspects including valuation of shares, taxation

aspects, stamp duty and allied matters, filing of various forms.

**Unit II**

**Takeovers:** Meaning and concept, types of takeovers, legal aspects - SEBI takeover regulations, procedural aspects, economic aspects, financial aspects, accounting aspects, taxation aspects, stamp duty and allied matters, payment of consideration, bail out

Takeovers, takeover of sick units.

**Revival and Restructuring of Sick Companies:** The problem of sick industries and their revival with special reference to the law relating to sick industrial companies.

**Unit III**

**Funding of Mergers and Takeovers:** Financial alternatives, merits and demerits, funding through various types of financial instruments including preference shares, non-voting shares, buy-back of shares, hybrids, options and securities with differential rights, employer stock options and securities with differential rights, takeover finance, ECBs, funding through financial institutions and banks, rehabilitation finance, management buyouts.

**Valuation of Shares and Business:** Introduction, need and purpose; factors influencing valuation; methods of valuation.

**Unit IV**

**Corporate Demergers/Splits and Divisions:** Difference between demerger and reconstruction; modes of demerger – by agreement, under scheme of arrangement, by voluntary winding up; tax aspects, tax reliefs, Indian scenario, reverse mergers.

**Financial Restructuring:** Buy-back of shares – concept and necessity; SEBI guidelines; Government's guidelines, procedure and practice for buy-back of shares.

**Alliances:** Integrating alliances into corporate strategy; preparing for alliance, cross cultural alliances; implementing and managing the alliances. Legal Documentation.

**Recommended book(s)**

Value Creation From Mergers And Acquisitions, by Sudi Sudarsanan – Pearson Education

Valuation for mergers Buyouts & Restructuring, by Arzak – Wiley India (P) Ltd.

Merger Acquisitions & Corporate Restructuring, by C.K. Murthy & S.R. Vishwanath – Sage Pub.

Takeovers, Restructuring & Corporate Governance, by Weston, Mitchel & Mulherin –

**MBA (CM) F-035 INVESTMENT ANALYSIS AND PORTFOLIO MANGEMENT COURSE OBJECTIVE**

The basic objective of the course is to equip the students with investment analysis, selection and management.

**COURSE OUTLINE****Unit I : Investment – Fundamentals and Environment**

An overview of investments, Investment fundamentals, Securities markets: Operations and regulation, Investment information, Investment strategies.

**Unit II : Analysis of Equity and other Investments**

Equity shares basics and economic analysis, Industry and company analysis, Equity share valuation, Technical analysis, Market efficiency. Preference shares, Convertible securities, Options, warrants and rights, Commodity futures, Financial futures, real estate.

**Unit III : Analysis of Fixed Income Securities**

Fixed income securities – fundamentals, Valuation: Returns and risks, Investment strategies and portfolio considerations.

**Unit IV : Portfolio Management**

Portfolio Risk and Return, Portfolio Theory, Optimum Portfolio, Capital Market Theory, CAPM, Portfolio Balancing, Portfolio Performance Evaluation. Mutual Funds Investing Internationally.

**SUGGESTED READINGS**

1. Fisher, D.E. & John, R.J. : Security Analysis and Portfolio Management
2. Preeti Singh : Investment Management
3. Edward A. Moses & John M. Cheney : Investment Analysis Selection and Management
4. Dobbins and Witt : Portfolio Theory and Investment Management
5. Richard Pike and Richard Dobbins : Investment Decision and Financial Strategy

**MBA (CM) HR-031 ORGANIZATIONAL BEHAVIOUR****COURSE OBJECTIVE**

The course aims to sharpen skills in Organisation behaviour and to manage change and develop the Organisations.

**COURSE OUTLINE****UNIT I : BASIC CONCEPTS AND ELEMENTS OF ORGANISATIONAL BEHAVIOUR**

Concept of Behaviour, nature, scope and significance, Formal and informal relations. Individual and Inter-personal behaviour – individual and organisational behaviour. Leadership, communication, motivation, morale and skills.

**Unit II : Group Dynamics and Behaviour Groups**

Group Dynamics, Formation of Formal Groups, Emergence of informal groups - their characteristics, types and functions. Merits and demerits of groups. Management and the group, organisational culture, quality of life at work.

**Unit III : Basics of Decision Making**

Types of decisions, elements in a decision situation, decision making environment, factors affecting decision making, decision making process, decision making theories and models.

**UNIT IV : ORGANISATIONAL CHANGE**

Its causes, process of change accommodation, resistance to change, management of change, management of conflict and crisis, organisational development.

**SUGGESTED READINGS**

1. Robins, Stephen P. : Organizational Behaviour
2. Schen : Organizational Psychology
3. Hicks & Gullet : Organisations : Theory and Behaviour
4. Davis, K & Newstorm : Human Behaviour at Work
5. Luthans : Organizational Behaviour
6. Prasad, L.M. : Organizational Behaviour
7. Pathak, R.D. : Organizational Behaviour
8. Simon Herbert : The New Science of Management Decisions
9. Radford, K.J. : Modern Managerial Decision Making
10. Shull, F. et. al. : Organizational Decision Making
11. Harrison, Frank E. : The Managerial Decision Making

**MBA (CM) HR-032 LABOUR LEGISLATIONS****Course Objective**

The Chief aim of this course is to equip the students with the knowledge of various labour laws.

**Course Outline****Unit I**

Evolution of Labour Laws in India. The Factories Act, 1948, Shops and Commercial Establishments Act.

**Unit II**

The Payment of Wages Act, The Payment of Bonus Act, 1965, The Workmen Compensation Act, 1923

**Unit III**

The Industrial Disputes Act, 1947, The Trade Unions Act, 1926, Employee's State Insurance Act, 1948



**Unit IV:**

Machinery for the settlement and administration of labour disputes – Conciliation, collective bargaining, principles of natural justice, unfair labour practices and arbitration. Disciplinary Proceedings – Mis-conduct, dismissal, discharge and domestic enquiry. Miscellaneous laws and leading cases.

**Suggested readings**

- 1.Kapoor, N.D. : Hand Book of Labour Laws  
2.Nabhi : Labour Laws One Should Know

**MBA (CM) HR-033****LABOUR MANAGEMENT AND INDUSTRIAL RELATIONS****Course Objectives**

The objective of the course is to familiarise students with theory, concept, complexities and developing trends in Labour Management and Industrial Relation with a view to manage industry for productive out - put.

**Course Outline****Unit I :**

Industry as a Social System, Industrialisation and Work Environment, Techno-cultural Development and Social Change, Declaration of Philadelphia 1944, Impact of ILO on Indian Labour Scene, Ratification & Implementation of ILO Conventions. Constitutional framework and Indian Labour Force. Unionisation & National Labour Federation, Employees Federations (FICCI, AIOE, EFI, ASSOCHAM), Labour Administrative Machinery Central Board of Workers Education, Unfair Practices, Judicial interpretations and Social Justice, ILO in pursuit of Dignity of Labour.

**Unit II**

Industrial Relations – Concept, scope and Objectives, Functional Approaches and theories in IR, Rationalisation and automation; Instruments of Economic Coercion – strike, lockout, gherao, lay off, retrenchment, closure; Labour welfare and social security; Some issues and concerns – unorganised labour, agricultural labour, need for integrated social security.

**Unit III**

Industrial Democracy – Code of Conduct, Code of Discipline, Works Committee, Shop councils, joint management council, collective bargaining, labour co-partnership, Indian experiences, Participation of workers in Management Bill, 1990.

**Unit IV**

Preventive Maintenance in IR – Need for Environment friendly legislation (TU Act, ID Act, ESI Corpn, etc.) Recommendations of NCI; Labour Management Cooperation : Psychological determinants of Industrial Efficiency; Coercive interventions & voluntary agreements; HRD functions & IR; Future of IR in India.

**Suggested Readings**

- Saxena,R.C. : Labour Problems and Social Welfare.  
Sharma, A.M. : Aspect of Labour Welfare and Social Security  
Surendra Singh : Labour Management and Industrial Relations.  
Mamoria,C.B. : Dynamics of Industrial Relations In India  
Sinha,G.P. : Industrial Relations & LABOUR IEGISATION  
Monappa, Arun : Industrial Relations  
Agrawal,R.D. : Dynamics of Industrial Relations In India  
Giri,V.V. : Labour Problems in Indian Industry

Report of the National Commission on Labour, 1969.

The Industrial Disputes Act, 1947 : The Industrial Employment (Standing Orders) Act,1946; The trade Union Act, 1926.

**MBA (CM) HR-034****DYNAMICS OF HUMAN BEHAVIOUR**

**Objective:** To develop an understanding of the dynamics of human behavior for successful handling of management issues and promote better understanding amongst members of the organization.

**Course Outline****Unit I**

**Cognitive Processes** - Thinking and Problems Solving, Thinking, Concept, Theoretical Perspectives; Types, Convergent, Divergent Lateral, Reasoning, Decision Making Process, Approaches, People Focussed & Product focused., Strategies employed, Creating Positive Mindsets Problem Solving, Concept, Approaches in Managerial Perspectives, Brain Storming, Sensitivity Training, T Groups, Encounter Groups. Emotional Intelligence, Concept, Nature, E.Q. for Improving Emotional Intelligence

**Unit-II**

Personality- Concept, Theoretical perspective- Trait & Type Approach (Brief); Self Concept, Meaning & Nature, Self Growth Movement, Type A, B, C, Personality, Healthy Personality (All port's Mature), Jungs Personality Indicators

**Unit-III**

Mental Health: Concept Principles of Deviance and Disability, Act; Who is Mentally Ill?; Stigma, National Mental Health Act Provision for the Attitude Job Satisfaction and Mental Health & Work Ethics; Mentally ill? Parameters of Positive Mental Health; National Services for the Mentally Ill.

**Unit IV**

Stress: Concept Types, Physiological Arousal as Base Reactions and Coping (Task Oriented, Ego Defense Mechanism), and Managing Stress- Time Management Skills Relaxation Exercises Handling External Toxins. Behavioral Change: Concept Significance Self Awareness, Methods and Techniques of Self Development

**Recommended book(s)**

Arnold, John, Robertson, Iran T. and Cooper, Cary L., Work Psychology- Understanding Human Behaviour in the Work Place, Mac Millan  
Baron, Robert A. and Greenberg, Jerald, Behaviour in Organisations, Prentice Hall International  
McConnel, James V., Understanding Human Behaviour, Holt Rinehart and Winston  
Spencer, Christopher and Scelt, Peter, Psychology : A Contemporary Introduction, Black Well  
Tiffin, J. and McGormick, B.J., Industrial Psychology, Prentice Hall of India

**MBA (CM) HR-035            HUMAN RESOURCE INFORMATION SYSTEM**

**Objective**

To acquaint the student with the necessity of working with Information Systems in the realm of Human Resource and to highlight the specific areas where IS can contribute and facilitate working.

**UNIT-I**

Evolution of Human Resource Management and Human Resource Information Systems: The Role of Information Technology. Database Concepts and Applications in Human Resource Information Systems. Systems Considerations in the Design of an HRIS: Planning for Implementation. Human Resource Information Systems Needs Analysis.

**UNIT II**

System Design and Acquisition. Project Management and Human Resource Management Advice for Human Resource Information Systems Implementation. HR Metrics and Workforce Analytics. Cost Justifying HRIS Investments.

**UNIT III**

Change Management: Implementation, Integration, and Maintenance of the Human Resource Information System. Human Resources Administration and Human Resource Information Systems. Talent Management. Recruitment and Selection in an Internet Context

**UNIT IV**

Training and Development: Issues and Human Resource Information Systems Applications. Performance Management, Compensation, Benefits, Payroll, and the Human Resource Information System. Human Resource Information Systems and International Human Resource Management. HRIS Privacy and Security. The Future of Human Resource Information Systems: Emerging Trends in HRM and IT. Exposure to contemporary software's used in this field

**Recommended Books**

Human Resource Information Systems : Basics, Applications, And Future Directions by Michael J. Kavanagh, Mohan Thite and Richard D Johnson; Sage Publications

**SEMESTER IV****Core Papers (Two Paper, Both are Credit and Compulsory)**

IMS 041	Strategic Management – II
IMS 042	Organizational Effectiveness & Change
<b>Foundation Paper</b>	
LU 041	Research Report/Business Plan(Credit & Compulsory)
<b>Elective Papers – Credit (Select any one group)</b>	
A. 2-4 Papers Supportive to the discipline of study	
<b>Marketing</b>	
MBA (CM) M-041	Sales Promotion & Advertising
MBA (CM) M-042	Product and Brand Management
MBA (CM) M-043	Management of International Business
MBA (CM) M-044	Rural Marketing
<b>Finance</b>	
MBA (CM) F-041	Corporate Financial Policy
MBA (CM) F-042	Capital Investment Decisions
MBA (CM) F-043	Corporate Taxation and Planning
MBA (CM) F-044	Corporate Project Appraisal Management
<b>HRM</b>	
MBA (CM) HR-041	Performance Management
MBA (CM) HR-042	Corporate Governance & CSR
MBA (CM) HR-043	HR Issues in Mergers and Acquisitions
MBA (CM) HR-044	Quantitative Human Resource Management

- B. For Expanded range of study up to two papers of any stream of specialization available in the same semester of any of the IMS-MBA programs

**IMS 041 STRATEGIC MANAGEMENT - II**

**Objective:** To comprehend strategic management process, understand interrelationship between formulation and implementation and apply administrative and leadership skills for successful implementation of strategies.

**Course Outline****Unit I:**

Nature and Scope of Strategic Management. Concept of Core Competence, Capability and Organisational learning; Managing of Change; Process of Strategic planning and Implementation, Activating Strategies, Strategy and Structure.

**Unit II:**

Organisational values and their Impact on Strategy: Power Games amongst Competing Players, Behavioural Implementation, Functional and Operational Implementation.

**Unit III:**

Chief Executive and Board: Work of Top Management: Turnaround Management; Management of Strategic Change, Strategy Evaluation and Control

**Unit IV:**

Mergers and Acquisitions; Strategic Management in an International Firm; Strategy and Corporate Evolution in Indian Context.

**Recommended book(s)**

Strategic Management Concepts & Cases, by Fred R. David, Pearson Education/PHI.

Strategic Management Building & Sustaining Competitive Advantage, by Pitts & Lei, Thomson South Western

Crafting and executing strategy, by Thompson, Strickland & Gamble, TMH

**IMS 042 ORGANIZATIONAL EFFECTIVENESS & CHANGE**

**Objective:** To understand the facilitative forces for organisational effectiveness and management of change.

**Course Outline**

**Unit I**

**Understanding Organizational Effectiveness and Change.** Concept and Process of Organizational Effectiveness; Concept and Process of Organizational development; Design, Development and application OD interventions.

**Unit II**

**Organizational Learning and Learning Organizations:** Process of organizational learning; Characteristics of learning organizations; Creativity and innovations; Organisational Change.

**Unit III**

**Interpersonal Relationships:** Individual's Behaviour, Individual's in Group; Perception, motivation, attitudes, values, personality. Interpersonal Communication: Types of Interpersonal Relationship Inter group behaviour & collaborations; Team building & team management; **Transaction Analysis.**

**Unit IV**

**Organizational Culture and Climate.** Organizational Ethos; Dimensions and process of organizational climate; Dimensions and process of organizational culture; Power and Politics. Corporate Governance; Conflict Dynamics; Conflict and Negotiations; Stress Management.

**Recommended book(s):**

Organizational Behaviour, by Stephen P. Robbins

Organizational Effectiveness and Change, by Cummins (South Western Thompson)

Management of Organizational Change, by Hari Gopal

**MBA (CM) M-041****SALES PROMOTION AND ADVERTISING****Course Objective**

To provide and exposure to the innovations in advertising as an effective technique of sales promotion.

**COURSE OUTLINE****Unit I**

Concept and nature of advertising – importance, evolution, advertising and marketing, effectiveness of advertising an production, market consumers, industrial growth and the society as a whole.

**Unit I : Advertising Planning**

Determining objectives environment and analysis of consumer behaviour, selection of strategy, advertising budget – media selection and advertising agency, advertising process – communication, persuasion personal influence, ethics in advertising – measuring advertising effectiveness, advertising research – advertising messages.

**Unit III : Sales Promotion & Personal Setting**

Concept, significance of sales promotional, objectives strength and limitations, forms of sales promotion, sales promotion programmes and strategies. The Modern concept of salesmanship, features and types of salesmanship, qualities of a good salesman – physical social, mental and moral qualities. The sales process – collaborative selling, Personal selling process – Types of personal selling.

**Unit IV**

Measuring effectiveness of advertising and sales promotion measures, Sales promotion measures in a globally competitive environment.

**SUGGESTED READINGS**

- 1.Mishra, M.N. : Sales Promotion and Advertising Management
- 2.Kazmi & Badra : Advertising management
- 3.Ayker & Mayer : Advertising management
- 4.Ayker & Batra : Advertising management

**MBA (CM) M-042****PRODUCT AND BRAND MANAGEMENT****COURSE OUTLINE****UNIT I : BASIC CONCEPTS**

Need for product management, product management functions. Product management decisions : product-mix product-modification, planning and diversification concepts of Product line and Brand line, branding and packaging decision. Product Portfolio : BCG Matrix, strategy to balance product – portfolio, changing role of product managers – Authorities and Responsibilities.

**UNIT II : PRODUCT PLANNING**

Matrix approach to product planning. Product life cycle – an aid to product planning Product life cycle – as a tool to plan market share strategies.

**UNIT III : NEW PRODUCT DEVELOPMENT AND NEW PRODUCT LAUNCHING**

Setting Responsibilities for New Product Development, Structural units for new product development, Adoption process, classification of adopters, integrated approach to new product development, generation, screening and development of new product ideas. Purpose and strategies for New Product Launching Segmentation and Targeting for New Product, Test Marketing strategy for New Product Launching

**UNIT IV : BRANDING AND PACKAGING**

A Brand, Product differentiation, Importance of brand positioning for marketing success, Brand Building and Brand Positioning. Brand Name Selection Process and values of a Brand Name, Brand dimensioning. Ingredients of a leadership position, positioning of Followers, Nichers and Niche marketers. Packaging Concept, importance of packaging, functions

of packaging, cost effectiveness, social and legal aspects of packaging, packaging and product differentiation, packaging and Brand position.

### **MBA (CM) M-043                   MANAGEMENT OF INTERNATIONAL BUSINESS**

#### **COURSE OBJECTIVES**

The course is designed to provide an insight into the International Business Environment and various machineries existing at international level to meet the growing challenges of multinationals and international trade.

#### **COURSE OUTLINE**

##### **Unit I                                   :           Introduction to International Business**

Nature, scope and challenges in international business, alternative strategies, difference between internal and domestic business, pre-requisites for success in international business. Theories of international trade, balance of payment and foreign exchange.

##### **Government Role**

Government Influence on international business, role of government market protection and barriers, Tariff barriers, quantitative restrictions, and non tariff barriers, generalised system of preference, export assistance, state trading and trade policy, institutional infrastructure.

##### **Unit II                                   :           Economic Institutions**

WTO, UNCTAD, IBRD, IFM, European Union, NAFTA etc. regional economic integration and strategic implications.

##### **Unit III                               :           World Market Analysis**

International business research and its problems, socio-economic, geographic, business customs and legal factors, international business environmental influence on purchase behaviour, marketing strategies relating to products, channels of distribution, pricing and promotion in the area of International Business, EURO.

##### **Unit IV                               :           India's Foreign Trade**

Recent trends in India's Foreign Trade, international set-up for export, financial role of export – house and export promotion agencies, risk in foreign trade, export procedures and documentation, India's trade and payment agreements.

#### **SUGGESTED READINGS**

1. Thorell, H.B.	: Internatinal Marketing Strategy
2. Indian Institute of Foreign Trade	: Case in International Marketing
3. Pathak, A.V.	: Managng Multinational Corporations
4. Johri, L.M.	: International Marketing Policies & Practices
5. Fayer Weather, John	: International Marketing
6. Terpstra V.	: International Marketing
7. Warren, Keegan	: International Marketing Marketing
8. Zenoff, D.B. & Zwick, J.	: International Financial Management
9. Casteova, P.R.	: Strategic International Marketing
10. Miracle, G.E.	: International Marketing Management
11. Varshney & Bhattacharya	: International Marketing
12. Stanley, A.C.	: Handbook of International Marketing

### **MBA (CM) M-044                   RURAL MARKETING**

**Objective:** To familiarise the students with the concepts, tools & techniques useful to a manager in the field of rural marketing.

#### **Course Outline**

##### **Unit – I**

Conceptualization, Nature and Scope of rural marketing, growth of rural markets and opportunities, rural market environment, Classification of rural markets, characteristics of rural consumers, problems, difficulties and challenges in rural marketing, marketing research, MIS, Marketing Communication –media accessibility, exposures, buying and planning.

##### **Unit – II**

Marketing of agricultural inputs – seeds, fertilizers, pesticides, tractors, diesel pump sets and other agricultural implements/ machinery, marketing of agricultural produces, regulated markets, dairying, marketing of rural industrial products, handicrafts, crafts/ artisans products, cooperative marketing.

##### **Unit – III**

Marketing of FMCGs, Marketing of Consumer durables, managing marketing mix, rural marketing strategies – segmentation, product strategies, pricing strategies, distribution and logistics strategies, promotion strategies.

##### **Unit – IV**

Organization and Development of services marketing of rural services – health, education, tourism, banking, insurance, charities, finance, social etc., green marketing, micro–finance and micro–enterprises, role of finance in marketing of FMCGs and durables, services marketing mix.

#### **Recommended book(s) :**

Gopaldaswamy, T.P. – Rural Marketing, Wheeler.  
Sukhpal Singh, Rural Marketing Management, Vikas.  
Samiuddin et.al. (Ed.), Rural Marketing, National.

Sanal Kumar, Rural Marketing, Response Books.  
 Raja Gopal, Rural Marketing, Rawat.  
 Raja Gopal, Organizing Rural Business, Sage.

### **MBA (CM) F-041 CORPORATE FINANCIAL POLICY**

#### **Course Objective**

The course aims at accounting the students with the use of Financial tools & techniques for assisting the management in formulating sound Financial policies .

#### **Course Outline**

##### **Unit I**

Concept, Nature, scope & significance of Corporate Financial Policy & Strategy, Goals , Mission & Objectives , Interface between Finance and strategy.

##### **Unit II**

Financial Policy & Financing Decisions , Capital structure planning & designing , Dividend Policies. Financial Strategy & Financial Instruments ,Financial Engineering & Financial Innovations ,Off Balance Sheet financing , Working Capital strategy .

##### **Unit III**

Mergers , Acquisitions& Corporate Restructuring Mergers - Features , Types, Legal & regulatory Frame-Work , steps involved in Merger, Tender Offer , Merger as a Capital Budgeting decision . Takeovers -Legal framework,leveraged buyouts , defensive strategies against takeovers . The restructuring strategy .

##### **Unit IV**

Corporate Distress Restructuring , Bankruptcy , Liquidation, Reorganisation, Sickness, Managing distress situations .

#### **Suggested Readings**

- |                                |   |                               |
|--------------------------------|---|-------------------------------|
| 1. James C Vanhorne            | : | Financial Management & Policy |
| 2. R. M.Srivastava             | : | Financial Decisions           |
| 3. I. M. Pandey                | : | Financial Management          |
| 4. S.C.Kuchal                  | : | Financial Management          |
| 5. P. chandra                  | : | Financial Management          |
| 6. Hurt . Williams & Donaldson | : | Basic Business Finance        |
| 7. Hampton                     | : | Financial Decisions           |
| 8. Khan & Jain                 | : | Financial Management          |

### **MBA (CM) F-042 CAPITAL INVESTMENT DECISION**

#### **COURSE OBJECTIVES**

The course aims at providing in-depth knowledge of long-term investment decisions and their financing patterns.

#### **COURSE OUTLINE**

##### **Unit I : Introductory**

Concept, nature, scope and significance of long-term investments, types of long-term decisions. Financing decision and investment decisions, linkages between financing and investment decisions. The value maximization objective (VMO) VMO and NPV rule.

##### **Unit II : Capital Budgeting**

Capital Budgeting decisions, types of projects, estimation of inputs and outputs, Traditional techniques of ranking and projects : Payback, ARR, NPV and IRR. Choice of methods, Capital rationing.

##### **Unit II : Capital Budgeting under Uncertainty and Risk**

Concept of risk and uncertainty, various approaches of evaluation of risk-conventional methods, statistical methods for independent and correlated cash flows, capital budgeting and CAPM.

##### **Unit IV : Financing Decisions**

Various instruments and institutions of long-term funding. Financing through capital markets, financial institutions and newer modes of financing. Theories of Capital Structure, Contribution of Miller and Modigliani, later developments. Managing the Capital structure, optimal capital structure traditional theories, Analysing leverage, Capital asset pricing view. The Dividend policy-in perfect markets, in efficient markets and in imperfect markets.

#### **SUGGESTED READINGS**

- |                      |   |  |
|----------------------|---|--|
| 1. Hampton J. John   | : | Financing Decision Making – Concepts, Problems and Cases |
| 2. Srivastava, R.M.  | : | Financial Decisions                                      |
| 3. Khan & Jain       | : | Financial Management                                     |
| 4. Pandey, I.M.      | : | Financial Management                                     |
| 5. Prasanna Chandra  | : | Financial Management                                     |
| 6. James C. Vanhorne | : | Financial Management and Policy                          |
| 7. Hampton J.J.      | : | Modern Financial Theory                                  |

### **MBA (CM) F-043 CORPORATE TAXATION AND PLANNING**

#### **COURSE OBJECTIVES**

The course aims at, basically, to sharpen the skills of the students to enable them to organise planning of Corporate taxes.

**COURSE OUTLINE****Unit I : Introduction**

The concept of Tax Planning. The scope of tax planning, tax evasion, tax avoidance and tax planning. Tax obligations of Management System of Accounting, Tax-audit, Statutory obligations and Tax procedure.

**Unit II : Tax Planning through Organisation Set-up**

Comparative tax obligations of different forms of business organisation-individuals, partnership firms and companies. Tax planning for employee remuneration.

**Unit III : Tax Planning for Managerial Decisions**

Corporate Capitalisation, Dividend Policy, Depreciation policy, Inventory policy, make or buy, repair or renovate, own or lease, export & domestic sale, foreign Collaborations. Amalgamation, Mergers etc.

**Unit IV : Tax Planning through Incentives**

Classification of Income and expense, capital gains, other exemptions, deductions, rebates & relief for residential status location, size, set off and carry forward of losses.

**SUGGESTED READINGS**

1. Srinivas, E.A. : Corporate Tax-Planning
2. Agarwal, J.D. & Agarwal, R.K. : Tax Planning for Industrial Units
3. Agarwal, R.K. : Tax Obligations under Income-Tax Law
4. Prasad, Bhagwati : Law and Practice of Income-Tax in India
5. Singhanian, V.K. : Direct Tax Planning and Management
6. Mehrotra, H.C. : Income Tax Law and Practice
7. Shah, D.D. : A treaties on Tax-Planning
8. Santhanam, R. : Tax Planning in respect of Capital Gains
9. S.P. Goel : Direct Tax Planning and Management

**MBA (CM) F-044****CORPORATE PROJECT APPRAISAL & MANAGEMENT**

**Objective:** To equip the students with understanding of project formulation, evaluation and implementation with practical prospective.

**Course outline****Unit I : Basic Concept**

Concept of a Project, categories of projects, project development cycle. The concept of project management, tools & techniques of project management. Forms of Project organisations.

**Unit II : Project Formulation**

Project identification, Project formulation and preparation : Market and Demand estimation, market survey, demand forecasting technical factors – Material Inputs, technology, production, plant capacity, location and site, civil works, charts layouts, work schedule, cost of project, means of financing, estimates of cost, financial projections.

**Project Appraisal Criteria**

Payback period, ARR, NPVI, IRR and social cost-benefit analysis, and risk analysis.

**Unit III : Process of Project Appraisal**

Technical, economic, financial, legal and social appraisal of the industrial projects, problems arising due to rate of discount, wage-rates, exchange rates, treatment of taxes, social cost-benefits, treatment of risk and uncertainty, sensitivity analysis and probability approach single as well as multiple projects.

**Unit IV : Implementation, Monitoring and Control of Projects**

Project scheduling, network techniques for resource and cost budgeting and scheduling, project management teams and coordination. Monitoring and post implementation, evaluation of the projects.

**Recommended book(s)**

- Prasanna Chandra, Project : Preparation, Appraisal, Budgeting and Implementation  
 P.K. Matto, Project Formulation in Developing Countries  
 Chitale, Project Viability in Inflationary Condition  
 Dass Gupta & Sen, Guidelines for Project Evaluation  
 Cleland and Kind, System Analysis and Project Management  
 Nagendra P. Singh, Emerging Trends in Entrepreneurship Development  
 D.K. Jain, Project Planning and Appraisal in Planned Economy  
 M. Mohsin, Project Planning and Control

**MBA (CM) HR-041****PERFORMANCE MANAGEMENT****Objective**

The objective of this course is to equip students with comprehensive knowledge and practical skills to improve their ability for performance appraisal in their organizations. It is particularly intended for future managers and supervisors who will conduct the performance appraisal of their subordinates.

**UNIT I**

**Fundamentals of Performance Management:** Introduction to Performance Management; Defining and Measuring Performance; Historical Perspective of Performance Management; Goal Setting Theory and Expectancy Theory; Performance Management Model and System

#### UNIT II

**Performance Management Process I:** Performance Planning; Performance Standards; Key Performance Areas and Key Result Areas; Competence and Competency Mapping; Performance Execution and Monitoring

#### UNIT III

**Performance Management Process II:** Performance Appraisal; 360-Degree Appraisal; Performance Review and Feedback; Employee Development through Performance Management; Coaching, Counseling and Mentoring; Performance Related Pay

#### UNIT IV

**Team and Organizational Performance Management:** Managing Team Performance; High Performance Work Teams; Balanced Scorecard; Integrated Performance and Concept of Maturity Alignment; Case Studies. Exposure to contemporary software's used in this field

#### Recommended Books

Performance Management by C Appa Rao; Biztantra

### MBA (CM) HR-042 CORPORATE GOVERNANCE & CSR

**Objective:** To enable the students to understand the domain of accountability, control, reporting and disclosures for a corporate citizen.

#### Course Outline

##### Unit I

Meaning, Accountability issues, current context of Corporate Governance in India, Broad objectives and strategies, role of independent directors, board structure, performance evaluation of board, training and development of directors, accounting standards and accounting disclosures. Corporate Reputation, Corporate Legitimacy and Corporate Crime.

##### Unit II

Corporate Board: Attributes, Duties, Responsibilities, Liabilities. Shaping Directorial Competence and Board Effectiveness. Financial Institutions and Nominee Directors. SEBI Regulations on Corporate Disclosure and Investor Protection., Globalisation and Corporate Governance. Emerging Trends in Corporate Governance.

##### Unit III

Corporate Social Responsibility – meaning and scope. Multi-stakeholder perspective in viewing CSR issues. Factors affecting ethical choices. Criteria for ethical decision making – Utilitarian approach, Individualism approach, Moral Rights approach and Justice approach.

##### Unit IV

Evaluating Corporate Social Performance - Economic Responsibilities, Legal Responsibilities, Ethical Responsibilities, Discretionary Responsibilities. Managing Company Ethics and Social Responsibility. Ethical Challenges in Turbulent Times - Economic Performance, Social Entrepreneurship. Impact of CSR implementation on corporate culture.

#### Recommended book(s):

Gupta, LC., Corporate Boards and Nominee Directors, Oxford University Press.

N. Gopaldasamy, Corporate Governance, Wheeler Publishing

Vedpuriswar, A.V. , Leadership and Corporate Governance, ICFAI, 2002.

Chandratre, K. R. , Bharat's guide to Company Directors, Bharat Law House, 1999.

Buxi, Corporate governance, Excel Books

Prasad, Corporate governance, PHI

Gopaldaswamy, Corporate governance, New Age International

Werther, W.B. and Chandler, D (2011), Strategic Corporate Social Responsibility. Sage

### MBA (CM) HR-043 HR ISSUES IN MERGERS AND ACQUISITIONS

#### Objective

To familiarize the students with the Conceptual framework relating to M&A and Organization integration and to enable students to understand Human and cultural related issues arising out of M&A

##### UNIT I

Conceptual Framework: Concepts of M&A; Organizational Growth through M&A; M&A in historical perspective; The Indian Scenario of M&A; An overview of HR contributions towards M&A

##### UNIT II

Understanding the Strategic Dynamics of M&A: Developing integration models; Human Due diligence; Implementing the integration plan

##### UNIT III

HR Related Issues in M&A: Organizational Vision and Mission; Developmental structures and systems; HR policies; Managing Ambiguity; Attracting and retaining high performers; Managing lift-outs; Utilizing and managing excess manpower; Establishing of continuity and integration of culture; Managing insecurity and stress; Organizational Renewal

##### UNIT IV

HR Role in Managing M&A: Managing Change; HR Role in Managing change through M&A; M&A Phases and HR Role; Preliminary stage (establishing people and culture fit), M&A phase, Post M&A roles



**Recommended Books**

Mergers and Acquisitions: Managing Culture and Human Resources by Günter Stahl and Mark Mendenhall; Stanford Business Books

Mergers and Acquisitions by Jay M Desai, Nisarg A Joshi; Biztantra

The Human Side of Mergers and Acquisitions by Anthony F. Buono and James L. Bowditch; Beard Books

**MBA (CM) HR-044            QUANTITATIVE HUMAN RESOURCE MANAGEMENT**

**Objective**

To bring forth the importance of measuring and quantifying human resource practices and to encourage a study of returns on investment in varied HR activities.

**UNIT I**

Principles of HR research and quantitative HRM- Defining HR research and Quantitative HRM- significance and relevance. Types of HR research. Advantages of measuring HRM. Consequences of not measuring HRM, Common problems with metrics.

**UNIT II**

**Attrition metrics-** techniques used to calculate attrition, manpower planning metrics- push model (markov) and pull model (renewal models), quantitative tools for forecasting manpower requirements.

**UNIT III**

**Development metrics-** Training ROI, measuring employee satisfaction, attitude measurement and survey, training evaluation models, tracking the value of career management, measurement , performance metrics, performance matrix-Shingo prize model, EFQM , and Bald Ridge criteria calculation 6-sigma, assessing the training organization , customer focused metrics, BSC, HR scorecard, performance measurement using ranking and rating systems , scales for evaluation of performance HR's role in value chain, HR Accounting.

**UNIT IV**

**Compensation metrics-** connecting it to revenues and expenses, calculating various wage / salary related measures. Variable pay systems, types of executive compensation, quantitative application in compensation – percentiles, cost-benefit analysis, and coma-Employee benefits, calculation of incentives, measuring the impact of weak incentives.

**Recommended Books**

Human Resource Research Methods by Dipak Kumar Bhattacharyya, Oxford University Press

HR Metrics by BVS Prasad & K.Sangeetha, Icfai Publications

**MBA, FINANCE & CONTROL****SEMESTER I****Core Papers (All Papers are Credit and Compulsory)**

IMS 011 ESSENTIALS OF MANAGEMENT

IMS012 BUSINESS ENVIRONMENT

IMS 013 FINANCIAL ACCOUNTING

IMS 014 QUANTITATIVE METHODS IN BUSINESS

IMS 015 HUMAN RESOURCE MANAGEMENT

IMS 016 INDIAN VALUE SYSTEM &amp; BUSINESS ETHICS

IMS 017 MARKETING MANAGEMENT

IMS 018 MANAGERIAL ECONOMICS

**Foundation Paper (Non-Credit Compulsory paper)**

LU 011 COMMUNICATIVE ENGLISH

**IMS 011 ESSENTIALS OF MANAGEMENT**

**Objective:** To provide an understanding of the tasks and functions of management and to acquaint the students with the evolution of management thought.

**Course Outline****Unit I**

**Introduction:** Definition, Nature scope and significance of Management, the evolution of Management thought, Approaches of management, Contributions of Taylor, Fayol and Barnard to Management Science Functions of a Manager Social responsibility of Managers, Values and Ethics in management.

**Unit II**

**Planning:** Definition, Nature, Scope and significance of planning, Objectives, Steps of Planning, Decision making as key step in planning. The process and techniques of decision making, long- range planning, strategies and policies.

**Unit III**

**Organisation:** Definition, Nature, scope and significance, Approaches, Departmentation, Line and staff relationships, Delegation and Decentralization, Committee system, Determinants of effective organising, Staffing - nature and significance, Selection, Appraisal and Development of Managers.

**Unit IV**

**Directing & Controlling:** Issues in managing human factors, Motivation - nature and Significance, Theories and Techniques, Leadership and Leadership Styles; Communication - Definition and Significance, Communication Barriers, Building effective communication system. Definition and Elements Control Techniques, Coordination, Determinants of an Effective Control system, Managerial Effectiveness.

**Recommended book(s)**

Donnelly J.H., Gibson, J.L. & Ivancevich, J.M., Fundamentals of Management, Inwin, Inc.

Drucker, P.F. , The Practice of Management, Allied Publishers

Hold, David, H., The Management Principles and Practice, Tata McGraw Hill

Koontz & O'Donnell, Essentials of Management, Tata McGraw Hill

Prasad, L.M., Principles and Practice of Management, Sultan Chand & Sons

Robbins, S.P., and Coulter, M., Management, Pearson Education

**IMS012 BUSINESS ENVIRONMENT**

**Objective:** To facilitate the understanding of the various components of the environmental to be considered for decision making.

**Course Outline****Unit I**

**Introduction:** The concept of Business Environment, its significance and nature. The interaction matrix of different environmental factors – Porters model, the process of Environmental Scanning. Types of economies – socialistic pattern, free market economy and mixed economic structure. Responsibility of business to the society.

**Unit II**

The Politico-Legal Environment – The relationship between business and government in India. Federal structure in India – Centre-State financial relations. An introduction to some important business laws like New Competition Law 2000, MSME Act, FEMA, Important regulations of SEBI affecting Indian business environment.

**Unit III**

Macro Economic Environment – National income aggregates, Fiscal and monetary policy. Balance of trade and balance of payment. Exchange market convertibility of rupee. Trade Cycles – meaning, phases and theories – monetary theories, Samuelson and Hicksian approach. Inflation analysis.

**Unit IV**

Indian Economic Environment – Features of Indian Economy – primary, secondary and tertiary sectors, demographic profile of the Indian economy. The philosophy and strategy of planning in India. Industrial policy in India. Second generation economic

reforms – liberalisation, globalisation and its impact on business environment, Foreign investment in India. Composition and direction of India's foreign trade. Problems of Indian business environment.

**Recommended book(s)**

Cherunilum, Francis, Business Environment, Himalaya Publishing House  
Dutta and Sundaram, Indian Economy, S. Chand and Co.  
Mamoria, C.B., Social Problems and Social Disorganization in India, Kitab Mahal  
Mathew, M.J., Business Environment, RBSA Publishers, Jaipur, 1996.

**IMS 013 FINANCIAL ACCOUNTING**

**Objective:** To develop an insight into the nature and uses of Financial Accounting Information and its reporting.

**Course Outline**

**Unit I**

Nature and functions of financial Accounting, Accounting system, Information perception of different users, Source documents, classification of accounts, recording, posting of transactions, Ethical issues in accounting, basic accounting concepts and conventions, GAAP, Accounting standards.

**Unit II**

Preparation of trial balance for service and merchandise business, capital and revenue expenditures, adjustment entries, completing the accounting cycle, measuring business income, financial statements of manufacturing and trading businesses.

**Unit III**

Internal control systems for cash, bank reconciliation, accounting for receivables and inventories, depreciation accounting, preparation of financial statements of companies, accounting for share capital, preference share and debentures.

**Unit IV**

Analysis of accounting information, Financial Statement analysis and application, Statement of Cash Flow, preparation and interpretation, contents of an Annual Report.

**Recommended book(s)**

Financial Accounting, A Managerial Perspective, R. Narayanaswamy - Prentice Hall India  
Financial Accounting for Management, N. Ramachandran & Ram Kumar Kakani, TMH Publication  
Accounting For Managers, Maheswari & Maheswari, Vikas Publishing house (P) Ltd.  
Financial Statement Analysis, Wild, Tomson Cengage Learning Ltd.  
Advanced Accountancy, R.L. Gupta & M. Radhaswamy, Sultan Chand Publications  
Accounting for Managers, Bhattacharya, Vikas Publications  
Financial Accounting, Jawaharlal and seema srivastava

**QUANTITATIVE METHODS IN BUSINESS**

**IMS 014**

**Objective:** To acquaint the students with various quantitative techniques helpful in improving their decision making skills.

**Course Outline**

**Unit-I**

Arithmetical and Geometrical Progression; Addition, subtraction and multiplication of Matrix, Identity Matrix, Singular and Non-singular Matrix, Adjoint of a matrix, Inverse of a matrix; Solution of a system of linear equations by using matrices, single linear application of matrices

Calculus; Basic differentiation(First order and second order)and its application.

**Unit-II**

Measures of central tendency-Mean, Mode, Median, Geometric mean, Harmonic Mean; Measures of Dispersion-Range, Quartile Deviation, Standard Deviation, Absolute and Relative Dispersion; Coefficient of variation, Combined standard deviation.

**Unit-III**

Correlation analysis-types of correlation, Methods of studying correlation-scatter diagram method, Karl Pearson's coefficient of correlation, Rank correlation coefficient.

Regression analysis-difference between correlation and regression, Regression lines, Regression equations Y on X and X on Y, Method of Least Squares. Deviations taken from the actual means of X and Y. Deviations taken from the assumed means, Regression coefficients and their properties.

Probability; Probability theory, Theorems of Probability and examples.

**Unit-IV**

Linear Programming-Extreme point theorem: Graphical solution method-maximization problem, minimization problem, Some special cases in Linear Programming-multiple optimal solutions, an unbounded solution an infeasible solution.

Transportation Problem: Methods of finding an initial solution-North-West Corner Method, Least Cost Method, Vogel's Approximation Method.

**Recommended book(s)**

Business Mathematics,by Sancheti & Kapoor(Unit I)  
Statistics,by S P Gupta and M P Gupta(unit II & Unit III)  
Operations Research,by JK Sharma(Unit IV)

**IMS 015**

**HUMAN RESOURCE MANAGEMENT**

**Objective:** To familiarize students to various aspects of acquiring and maintaining the workforce for sustained growth of any organisation.

**Course Outline**

**Unit I**

Nature and scope of Human Resource Management; Human Resource Management in a changing Environment; Strategic Human Resource Management; Human Resource Planning; Job Analysis and Design.

**Unit II**

Attracting and Selecting Human Resources; Orientation and Placement; Manpower Training and Development.

**Unit III**

Performance Appraisal System; Job Evaluation & Employee Remuneration; Employee Benefits and Services.

**Unit IV**

Industrial Relations & Trade Unions; Dispute Resolution & Grievance Management; Employee Welfare and Participative Management.

**Recommended book(s)**

Human Resource Management – Text & Cases, by VSP Rao, Excel Books

Human Resource Management – Text & Cases, by K. Ashwatappa – Tata McGraw Hill

Human Resource Management, by Cynthia Fisher, Shaw – Wiley / Biztantra

Human Resource Management, by Gary Dessler, Person Publications

**IMS 016 INDIAN VALUE SYSTEM & BUSINESS ETHICS**

**Objective:** To develop an appreciation for ethical conduct of business practice and to value the Indian culture and traditions.

**Course Outline**

**Unit I: Indian Society and Indian Philosophy**

Social change in India: Impact of Sanskritisation, Westernisation, Modernisation on Indian Society. Varna and Caste system, Ashrama, Life Goals: Purushartha and Sanskaras. Astanga Yoga and its relevance to management.

**Unit II: Values: Indian scriptures and Indian thinkers**

Indian Scriptures: Relevance of the Bhagvad Gita in current management practices. Management learning from the Arthashastra.

Indian Thinkers: Values given by Mahatma Gandhi, Aurobindo Ghosh, Swami Vivekanand.

**Unit III: Business Ethics**

Theories of Ethics – Natural Law, Utilitarianism, Kantian Virtue. Ethics in Corporate Strategy: Corporate Philanthropy, Strategic Philanthropy, Corporate Governance. Ethical dilemma at workplace and their resolution.

**Unit IV: Application of Business Ethics**

Ethics in the world of business (Intellectual property rights like designs, patents, trademarks, copy rights).

Ethics in marketing (consumer rights, advertising, dumping).

Ethics in finance (financial disclosures, insider trading, window dressing).

Ethics in information technology and systems usage (data confidentiality).

Ethics in human resources management (whistle blowing, discrimination), Environmental ethics (Carbon trading).

**Recommended Books**

Ethics and the Conduct of Business, by Boatright (Pearson Education)

**IMS 017 MARKETING MANAGEMENT**

**Objective:** To develop an understanding of the underlying concepts, strategies and the issues involved in the exchange of products and services and their relevance to marketing tasks.

**Course Outline**

**UNIT I**

Definition of marketing, core marketing concepts (needs, wants, demand, offering, brand, customer value, competition); Marketing concepts (Production, product, selling, marketing, social marketing concepts);

Introduction to the marketing mix ; Concept of Integrated marketing; Market segmentation, targeting and positioning, niche marketing; marketing planning.

Understanding the Marketing environment and adopting marketing to the changing environment An overview of marketing of services and rural marketing

**UNIT II**

Consumer Behaviour- definition, buying motives, consumer motivation, consumer decision making, Organisational buying behavior;

Marketing Research- need, process, and importance , types of research methods(exploratory, descriptive, cause and effect) and tools (questionnaires, interview, projective tests, )

**UNIT III**

**PRODUCT:-** Definition of product, levels and types of product; Packaging and labeling, Product line management and product mix, Product differentiation, PLC- stages and corresponding strategies, New Product decision, Theory of diffusion of an innovation.

**PRICE:-** Pricing objectives, factors influencing pricing, Pricing strategies

**UNIT IV**

**DISTRIBUTION:-** Types of distribution channels; Role of intermediaries, Channel strategy decisions, Physical distribution management.

**PROMOTION:** promotion mix, Advertising- 5 M's, Role and functions of advertising, Sales Promotion: Types of sales promotion (Trade promotion, consumer promotion), advertising vs. sales promotion, S.P. tools, Personal selling: challenges and responsibilities, Personal selling skills, Managing Public Relations

**Recommended book(s)**

Marketing – Concepts, strategies, by William M Pride, O C Fewell, Biztantra  
 Marketing Management, by Ramaswamy & Namakumari, Macmillan  
 Marketing Management, by Arun Kumar & Meenakshi, Vikas  
 Principles of Marketing, by Philip Kotler, Armstrong, Pearson Education

**IMS 018           MANAGERIAL ECONOMICS**

**Objective:** To impart basic knowledge of the concepts and tools of Economic Analysis as relevant for Business Decision-Making.

**Course Outline**

**UNIT – I**

Nature and Scope of Managerial Economics: Basic Tools- Opportunity Cost principle, Incremental principle, Equi-Marginal Principle. Principle of Time perspective, Discounting Principle. Uses of Managerial Economics.

Demand Analysis: Demand Theory, The concepts of Demand, Determinants of Demand. Demand Function and Elasticity of Demand, Demand Estimation and Demand Forecasting.

**UNIT – II**

Production Analysis: Concept of Production, Factors, Laws of Production, Economies of Scale, Economies of Scope, Production functions.

Cost Analysis: Cost Concept, Types of Costs, Cost function and cost curves, Costs in short and long run, LAC and Learning Curve.

**UNIT – III**

Market Analysis: Price-output determination in different markets, Perfect, Monopoly, Monopolistic competition, Duopoly and Oligopoly markets, Elements of Game theory, Price discrimination, Different pricing policies.

**UNIT – IV**

Profit Analysis: Nature and Management of Profit, Profit Theories, Function of Profits, Profit policies. Basic BEP Analysis – concepts and its applications in business decisions, margin of safety, theories of firm – Baumol, Williamson and Morris Model.

**Recommended book(s)**

JV Vaishampayan	Managerial Economics
Thomas & Maurice	Managerial Economics
A.Koutsoyiannis,	Modern Micro Economics
P. Samuelson,	Micro Economics
M.Adhikari,	Managerial: Economics
Cambell R.Mc Counell,	Economics

**LU 011           COMMUNICATIVE ENGLISH**

**Objective:** The course is designed to meet the English conversational proficiency needs of individuals..

**Course Outline**

**Unit – I**

Practice of conversation covering every day activities, functional grammar – Subject, Verb, Noun, Adjectives, Tenses, Sentences, Articles, Prepositions.

**Unit – II**

Vocabulary – extend vocabulary, Phrases, Idioms, Improve reading skills – sounds, stress intonation, rhythm voice quality, develop listening comprehension, develop soft skills – interpersonal skills, ability to handle diverse roles, Role Play & body language.

**Unit – III**

Conference briefing, addressing seminar, group discussion, compeering, reading comprehension e.g. editorials, book reviews, articles, advertisements and fine prints, letter writing notices, invitations & resumes, report writing and presentation, function as mentors & be creative in organising programmes.

**Unit – IV**

Public speaking, presentation, mock interviews, picture reading, e-mailing. Reading - to analyze grammatical error, paragraph writing letter writing, précis writing, job application, resume (for content appraisal)

Learning Approach – interactive learning process with emphasis on participation, evaluation and feedback.

**Recommended Book(S)**

Wren and Martin	:	English Grammar and Composition
John C. Maxwell, Jim Dornan	:	Becoming a person of Influence
Ken Blanchard	:	Empowerment Takes More than a Minute
Zig Ziglar	:	You Can Reach the Top
Hello English	:	Orient Longman
English is Easy	:	Orient Longman
Dale Carnegie	:	How to develop Self- Confidence & Influence People by Public Speaking

Speak English Audiocassettes & student's books – Orient Longman

**SEMESTER II****Core Papers (All Papers are Credit and Compulsory)**

IMS 021	INTERNATIONAL BUSINESS
IMS 022	MANAGEMENT ACCOUNTING
IMS 023	FINANCIAL MANAGEMENT
IMS 024	COMPUTER APPLICATIONS & MIS
IMS 025	PRODUCTION & OPERATIONS MANAGEMENT
IMS 026	RESEARCH METHODOLOGY

**Elective Papers – Credit (Two papers Supportive to the discipline of study)**

MBA (FC) 021	WORKING CAPITAL MANAGEMENT
MBA (FC) 022	FINANCIAL DECISIONS & POLICY
MBA (FC) 023	INSURANCE AND RISK MANAGEMENT

**Foundation Paper (Non-Credit Compulsory paper)**

LU 021	FOREIGN LANGUAGE
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**IMS 021 INTERNATIONAL BUSINESS****Objective**

This course will provide the students an opportunity to learn and understand how business is conducted in the international arena. The syllabus is designed to allow students to gain managerial skills to meet the challenges they will face in the global workplace.

**Unit I** - An Overview of International Business: Introduction, Definition of International Business, difference between international and domestic business, Advantages And Disadvantages Of International Business, Approaches to International Business, Changing Environment of International Business, Globalization of Markets, Trends in Globalization, Effects and Benefits of Globalization, balance of payment and foreign exchange.

**Unit II** -International Trade and Investment Theories: Mercantilism; Absolute Cost theory, Comparative Cost theory, Opportunity Cost theory, factor endowment theory, Complimentary trade theories – stopler – Samuelson theorem, International Product life Cycles. Investment Theories – Theory of Capital Movements, Market Imperfections theory; Internationalisation Theory; Location Specific Advantage Theory; Eclectic Theory, Instruments of Trade Policy- Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy.

**Unit III** - Foreign Exchange Determination Systems: Basic Concepts Relating to Foreign Exchange, Various types of Exchange Rate Regimes – Floating Rate Regimes, Managed Fixed Rate Regime, Purchasing Power Parity Theory, Factors Affecting Exchange Rates, Brief History of Indian Rupees Exchange Rates. India's Foreign Trade: Recent trends in India's Foreign Trade, Export Houses, Export Assistance- SEZ, EPZ, APEDA, export procedures and documentation.

**Unit IV** - International Institution: UNCTAD, Its Basic Principles and Major Achievements, IMF, Role of IMF, IBRD, Features of IBRD, WTO, Role and Advantages of WTO India's patent policy and trips. Regional Economic Integration: Introduction, Levels of Economic Integration, Regional Economic Integration in Europe, Regional Economic Integration in U.S.A: NAFTA, Andean community, ASEAN, SAARC, Integration for Business.

**SUGGESTED READINGS**

1) Agarwal Raj - International Trade (Excel, 1st Ed.) 2) Albaum Duerr - International Marketing and Export management (Pearson, 7th Ed.) 3) Jaiswal Bimal - International Business (Himalaya Publication) 4) Hill C.W. - International Business (TMH, 5th Ed.) 5) Daniels - International Business (Pearson, 1st Ed.) 6) Kumar R and Goel, International Business, (UDH Publications, edition 2013) 7) Cherunilam F - International Trade and Export Management (Himalaya, 2007)8) Varshney R.L, Bhattacharya B - International Marketing Management (Sultan Chand & Sons, 9th Ed.)

**IMS 022 MANAGEMENT ACCOUNTING**

**Objective:** To equip the students with the knowledge of principles, concepts and techniques which may be used in planning, decisions making and control.

**Course Outline****Unit I**

Management accounting: Definition, differences with Financial Accounting, Management process and accounting, The value chain of business function, introduction to CVP relationships, measurement of cost behaviour.

**Unit II**

Introduction to manufacturing costs and control of overheads, job costing, process costing, activity based costing.

**Unit III** Relevant information and decision making, special order and addition, deletion of product and services, optimal uses of limited resources, pricing decisions, make or buy decisions, joint cost.

**Unit IV** Preparing the Master Budget and Functional Budget, Flexible budgets, Variance analysis, Introduction to Management Control Systems, Evaluation of Divisional Performance, Transfer Pricing.

**Recommended book(s)**

Management Accounting, by Atkinson, Pearson / PHI  
 Management Accounting, by Sudhindra Bhat, Excel Books  
 Management Accounting, by Sharma, Sashi K Gupta Kalyani

Cost Accounting, by Charles T Horngren, Pearson/PHI

### **IMS 023 FINANCIAL MANAGEMENT**

**Objective:** The provide an insight into various finance functions to be performed in order to maximize shareholder wealth.

#### **Course Outline**

##### **Unit I**

Introduction to financial management: Meaning, Nature, and scope, functions, and , objectives of financial management, time value of money, organization of finance functions,

##### **Unit II**

Long term investment / Capital budgeting decision: Investment evaluation techniques traditional methods and discounted criteria, risk analysis of investment proposal

##### **Unit III**

Finance decision: Sources of funds short term, and long term source of capital, cost of capital: computation of cost of various sources of capital, weighted average of cost of capital. Capital structure decision: Meaning and factors affecting capital structure, capital structure theories, leverage operating, financial and combined leverage EBIT & EPS Analysis.

##### **Unit IV**

Dividend decision: Dividend policies, factors affecting dividend policies, dividend theories Short- term investment decision: Types of working capital, factors affecting working capital, current assets financing policies, estimation of working capital requirement, Inventory, cash and receivables management:

#### **Recommended book(s)**

Financial management, theory and practice, by Prasanna Chandra, TMH.

Financial management and policy, by J.C. Vanhorne, PTH.

Financial management, by M.Y. Khan and P.K. Jain, TMH.

Financial management, by I.M. Pandey, Vikas Publication.

### **IMS 024 COMPUTER APPLICATIONS AND MIS**

**Objective:** To develop an appreciation of different softwares and hardware systems and their use in effective design and implementation of MIS.

#### **Course Outline**

##### **Unit – I**

Computer Systems -An Introduction, Characteristics of computer, Elements of a Computer System, Input, Output and storage devices. Processing and CPUs, Classification of computer, Concepts of Networking and Data Communication.

##### **Unit II**

Types of Software, Computer Languages, Translators, Operating system – Basics, functions and types, Concepts of CUI & GUI, MS-Windows as GUI Operating System, Parts of Windows, Text processing software-creating, formatting and processing of text. Spreadsheet Software- Creating and using Spreadsheets. Formulas, Functions and Graphics. Presentation Programmes-Creating, Formatting and Presenting, Concepts of Database and Database Management System.

##### **Unit III**

Definition of Data/Information/Systems, Types of System, System stakeholders, Components of Information System, Evolution of Information Systems, Classification of Information Systems, Flow charts, Algorithm, Decision tables, Decision tree, DFS and ERD with examples, Selected Case Studies.

##### **Unit IV**

Introduction, Meaning and role of MIS, Definition of MIS, System Development Life Cycle, E-commerce, Introduction to mobile commerce, electronic payments, EDI, Business Function Information System, Selected Case Studies.

#### **Recommended book(s)**

Balaguruswamy, Introduction to Computers

B. Ram, Computer Fundamental

Ron Mansfield, Working in Microsoft Office

Greg Perry, Teach Yourself Office 97

Brein James, O., Computers in Business Management : An Introduction

Bentley Trevoi, Management Information Systems and Data Process

### **IMS 025 PRODUCTION & OPERATIONS MANAGEMENT**

**Objective:** To familiarize the students with theories and techniques of Production, Operations and Logistics Management.

#### **Course Outline**

##### **Unit I**

Nature and scope of production management, production analysis and planning, production functions, objective and functions of production management, responsibilities of the production manager, types of manufacturing processes and plant layout, plant location, assembly line balancing. Production Planning and Control (PPC).

##### **Unit II**

Materials managements – its scope and importance. Purchasing function and procedure, store-keeping, material planning function, Inventory control, relevant costs, economic lot size, reordering point, Inventory classification techniques.

##### **Unit III**

Productivity – definition and concept, productivity measurement, productivity improvements, Product development and design, stages of product development, techniques of product development (standardization, simplification and specialization, automation).

#### **Unit IV**

Development of efficient work methods, work measurement – concept & techniques; material flow process chart, manflow process chart, principles of motion economy, comparison of alternate work methods, maintenance of production facilities, quality control and inspection, sampling inspection, control charts for attributes and variables charts.

#### **Recommended book(s)**

Production and Operations Management, by K. Ashwathappa, K Sridhar Bhat, Himalaya Pub

Production & Operations Management, by Upendra Kachru, Excel Books.

Operations Now, by Byron J Finch, Tata Mc Grawhill

Operations Management, by Gaither & Fraizer, Thomson South Western.

Theory and Problems in Production and Operations Management by S.N. Chary

### **RESEARCH METHODOLOGY**

#### **IMS026**

Course Objectives: To familiarize students with research process, teach them basic tools and techniques and inculcate fundamental expertise to handle research project.

#### **Unit-I**

##### **Introduction to Research Methodology**

Research-Concept, Characteristics, Objectives and motivation of research, Significance of Research in decision making and problem solving, Factors required for a scientific/good research, Types of research, Research process overview

Language of Research: Concept, Construct, Definition, variables, Hypothesis, Theory and models, Research Problem: Identifying a research problem, Sources of identifying research problem, Process of defining a research problem

#### **Unit-II**

##### **Research Design and Sampling Design**

Research design: Meaning of research design, Types of Research Design, Concept and techniques of Exploratory Research design, Descriptive Research Design and Experimental Research Design

Sampling design: Census and Sampling Investigation, Characteristics of a good sample, Sampling Design process, Probability and Non Probability Sampling Techniques, Sample size determination

#### **Unit-III**

##### **Data Collection and Preparation**

Methods of data collection, developing instruments used in data collection,

Measurement and Scaling: Primary scales of measurement, Scaling Techniques, Editing raw data, Coding of data, Tabulation of data, Cross Tabulation

#### **Unit-IV**

Data Analysis and Presentation of the Results: Univariate, Bi-variate and Multivariate analysis of data, Testing of Hypothesis: Process of testing hypothesis, one tail test and two tail tests, z-test, t-test, F-test and chi square test, Report Writing: Objective, types, Format of a report, essentials of a good report.

Prescribed Texts:

Business Research Methods, William G. Zikmund, Thomson Publication

Business Research Methods, Cooper and Schindler, TMH Publication

Marketing Research: An Applied Orientation Naresh K. Malhotra, PHI

Marketing Research-Text and cases, Nargundkar

Research Methods, William and M.k. Trochim

Research Methodology, R. Panneerselvam

Business Research Methodology, Srivastava and Rego

Complete Business Statistics, Amir D Aczel

Statistics for Management, Levin & Rubin

### **MBA (FC) 021 WORKING CAPITAL MANAGEMENT**

**Objective:** To acquaint the students with the issues in management of current assets and current liabilities for smooth operation of a business enterprise.

#### **Course Outline**

##### **Unit I**

Concept of Working Capital, Importance of working Capital, Kinds of Working Capital, factors Determining Working Capital, Estimating Working Capital Requirements; Management of Cash – Motives for Holding cash and marketable securities; Cash System, Managing the Cash Flows, Types of Collection Systems, Cash concentration Strategies, Disbursement Tools, Investment in Marketable Securities; Forecasting Cash Flows.

##### **Unit II**

Managing Corporate Liquidity and financial Flexibility; Measures of Liquidity, Determining the Optimum Level of Cash Balances, Receivable Management – Determining the Appropriate receivable Policy, Marginal Analysis, Credit analysis.

##### **Unit III**

Inventory Management – kinds of Inventories, benefits and Costs of Holding Inventories, Inventory Management and Valuation, Inventory control Models.



**Unit IV**

Short-term financing; Programming working Capital Management; Integrating working Capital and Capital Investment Processes; Monetary system; Money Market in India Banking system in India; the Restructuring Process; Working capital Control and Banking Policy in India, Instruments of the International Money market; Managing Short-term International transactions.

**Recommended book(s)**

Management of Working Capital In India, by Mishra, R.K.,  
 Financial Management, by Khan & Jain,  
 Financial Management, by Pandey, I.M.,  
 Financial Management and Policy, by James C. Vanhorne,

**MBA (FC) 022 FINANCIAL DECISIONS & POLICY**

**Objective:** The course is intended to provide exposure to the broad domain of investment in assets/ new products and determining the best mix of financing and dividend decisions.

**Course Outline**

**Unit I: Required Returns through integrated decisions**

Goal and functions of finance, concepts in valuation, market risks and returns, principles of capital investment, risk and real options in capital budgeting, creating value through required returns

**Unit II: Financing and dividend policies**

Theory and practice of capital structure decisions, determinants of dividend policy

**Unit III: Tools of financial analysis and control**

Financial ratio analysis and financial planning

**Unit IV: Long term financing, extension and contraction**

Long term financing, lease financing, issue of securities, hybrid financing and management of financial risk, mergers & acquisition decisions, International financial management

**Recommended book(s)**

Financial Management & Policy, by James C. Van Horne  
 Contemporary Financial Management, by Moyer, McGuigan and Kretlow  
 Financial Management, by I.M. Pandey

**MBA (FC) 023 INSURANCE AND RISK MANAGEMENT**

**Objectives**

This course will focus primarily on those concepts, techniques and issues in the context of a person aspiring for a career in insurance and risk management.

**UNIT I:** Risk: Alternative Definitions, Types of Risk, Risk Management Process and Methods, Objectives of Risk Management, fundamentals of corporate risk management- risk management and shareholder's wealth, Risk Pooling and Insurance including Review of Probability Concepts

**UNIT II:** Institutions for Insurance and Reinsurance - Economic Rationale and requirements, Insurance Laws and Regulation, principles of insurance contract- documentation/underwriting and claims.

**UNIT III:** Insurance Pricing, Asymmetric Information / Moral Hazard / Adverse Selection, Marketing of insurance products- Co-insurance, Life Insurance, Auto Insurance, Home Insurance, Worker Compensation / ESIC, Health Insurance Commercial Insurance: Transport, Marine, Catastrophe, Liability etc

**UNIT IV:** Pension Plans, Corporate Risk Management and Insurance, Actuarial Mathematics

**RECOMMENDED BOOKS**

1. Risk and insurance – Denenberg, Eilers, Melone and Zelton.
2. Introduction to insurance – Dorfman.
3. Property and liability insurance – Huebner, Black and Cline.
4. Insurance principles and practices – Riegel, Miller and Williams.
5. Life insurance – Black and Skipper.

**SEMESTER III****Core Papers (Two Papers, Both are Credit and Compulsory)**

IMS 031 STRATEGIC MANAGEMENT - I

IMS 032 BUSINESS LAWS

**Elective Papers – Credit** (Total No. of elective papers in a semester will be five)**A. (3-5 Papers Supportive to the discipline of study)**

MBA (FC) 031 STRATEGIC MANAGEMENT ACCOUNTING

MBA (FC) 032 FINANCIAL SYSTEMS

MBA (FC) 033 BANKING OPERATIONS MANAGEMENT

MBA (FC) 034 CORPORATE TAX PLANNING

MBA (FC) 035 PROJECT APPRAISAL &amp; MANAGEMENT

MBA (FC) 036 SECURITY ANALYSIS &amp; PORTFOLIO MANAGEMENT

**B. For Expanded range of study up to two paper of any stream of specialization available in the same semester of any of the IMS-MBA programs****Foundation Paper**

LU 031 FOREIGN LANGUAGE ( Non Credit) Compulsory Paper

LU 032 SUMMER INTERNSHIP REPORT – (CREDIT) COMPULSORY

**IMS 031 STRATEGIC MANAGEMENT – I****Objective:** To acquaint the students with the concept of strategy, its formulation and different strategic alternatives.**Course Outline****Unit I:**

Business Policy as a Field of Study: Nature, importance, purpose and objectives of Business Policy.; Strategic Management Process: Strategists and Their Role in Strategic Management.; Hierarchy of Strategic Internet: Vision, Mission, Business Definition, Goals and Objectives

**Unit II:****Environmental Appraisal:** Environmental Scanning, Appraising the Environment; **Organizational Appraisal:** Organisational Capability Factors, Considerations in Organisational Appraisal, Methods and Techniques used for Organisational Appraisal, Structuring Organisational Appraisal.**Unit III:****Company level strategies:** Grand, Stability, Expansion, Retrenchment & Combination Strategies & Corporate Restructuring; **Business Level strategy:** Business-level, Generic Business & Tactics for Business Strategies.**Unit IV:****Strategic Analysis and Choice:** Corporate-level (*BCG Matrix & GE 9 cell Matrix*) and business-level (*Life Cycle Analysis, Porter's Five Forces of Industry Analysis*). *Concept of Strategic Decision Making. Subjective Factors in Strategic Choice and Process of Strategic Choice.* Routes to Competitive advantage**Recommended book(s)**

Crafting and executing strategy, by Thompson, Strickland &amp; Gamble, TMH

Strategic Management – An Integrated Approach, by Charles W.L. Hill, Gareth R. Jones – Biztantra

Business Policy, by AzharKazmi

**IMS 032 BUSINESS LAW****Objective:** To familiarize the student with legal aspects of conducting business.**Course Outline****Unit I**

Indian Contract Act, 1872 Contract- Meaning, Essentials, Kinds, Offer and Acceptance, Contractual Capacity, Free Consent, Consideration, Void Agreements, Quasi Contracts. Modes of discharge of contract and remedies for breach of contract. Contract of Indemnity and Guarantee. Law of Agency.

**Unit II** The Sale of Goods Act, 1930 Meaning of Contract of sale, Difference between Sale and Agreement to Sell. Conditions and Warranties, Transfer of Property in Goods, Unpaid Seller and his Rights.**Unit III** Indian Partnership Act, 1932. Meaning and test of Partnership, Implied Authority of a partner, Position of a minor in partnership, Consequences of Non Registration of a partnership, Firm Expansion, Death and Insolvency of a partner, Dissolution of firm**Unit IV** The Negotiable Instruments Act, 1881 Meaning, and characteristics of promissory note, bill of exchange and cheque. Holder and Holder in due course. Negotiation and assignment. Crossing of cheque, bouncing of cheques. Elements of company law; Meaning and types of companies, Formation and incorporation Memorandum of Association, Articles of Association, Prospectus.**Recommended book(s)**

Elements of Mercantile Law, by N D Kapoor, Sultan Chand  
 Legal Aspects of Business, by Akhileshwar Pathak, Tata Mc GRAW HILL  
 Business Law, by M C Kuchhal -Vikas

### **MBA (FC) 031: Strategic Management Accounting**

**Objective:** To equip the students with the Strategies knowledge of principles, concepts and techniques which may be used in planning, decisions making and control.

#### **Course Outline**

##### **Unit I**

Strategic Management accounting: Concepts, functions and scope, Strategic Management Accounting Techniques , Activity based costing and management-Factors, activity based cost system, Determining the cost drivers for each activity, cost driver analysis ,assigning cost of activities , outgrowth of A, Implementing an ABC.

##### **Unit II**

Strategic cost management; Introduction, basic concepts, strategic options, value system analysis, value chain analysis, activity analysis, cost drivers analysis, analysis of vertical linkages, Uniform costing and inter-firm comparison, Evaluation of divisional performance and transfer pricing, variances and their interpretation

##### **Unit III**

Relevant costing and tactical decisions: differential opportunity and relevant cost, make or buy, joint products: decision to sell or process further, decision to accept or reject, special order, decision to continue or abandon a project, Evaluation of capital expenditure proposals and risk management, product planning.

##### **Unit IV**

Emerging issues in management accounting: life cycle costing, target costing, value chain analysis, JIT, balanced score card, benchmarking; value analysis and cost reduction; cost benefit analysis; international issues in management accounting

#### **Recommended book(s)**

Management Accounting, by Atkinson, Pearson / PHI  
 Management Accounting, by Sudhindra Bhat, Excel Books  
 Management Accounting, by Sharma, Sashi K Gupta Kalyani  
 Cost Accounting, by Charles T Horngren, Pearson/PHI

### **MBA (FC) 032 FINANCIAL SYSTEMS**

**Objective:** The aim of the course is to enable the students to understand the structure and systems of Financial Markets and financial institutions.

#### **Course Outline**

##### **Unit I : Financial Systems & Money Market**

Definition, Significance and its relationship with economic development. An overview of the Indian Financial Systems. The constituents of a Financial System Markets, Financial Market as a part of Financial System. Its various components e.g. Call Money, treasury bill, commercial bill, commercial paper, financial guarantee, discount market etc. present position of Indian Money Market.

##### **Unit II : Capital Market**

Concept, characteristics and functions. The primary (New Issue market) and the secondary market. Instruments of Capital Market, Capital market institutions – The stock exchange, its organisation, functions and control, capital market in India, SEBI, OTCEI and N.S.E & B.S.E.

##### **Unit III : Banking Institutions**

The RBI, Commercial banks function and present position; problems of capital adequacy, risk management in banks – BASEL norms & other commercial banking reforms.

##### **Unit IV : Non Banking Financial Intermediaries**

Investment institutions like – LIC, GIC, Mutual Funds and other non-banking financial intermediaries --their objectives, functions, organisation and present position, international financial institutions.

#### **Recommended Book(S)**

Financial Markets and Institutions, by Bhole, M.K.,  
 Indian Financial Systems, by Khan, M.Y.,  
 Management of Indian Financial Institutions, by Srivastava, R.M.,  
 Corporation Finance, by Kuchal, S.C.,  
 Industrial Finance, by Khan, M.Y.,  
 Development Banking, by Desai, V.,  
 The Industrial Economy of India, by Kuchhal, S.C.,

### **MBA (FC) 033 BANKING OPERATIONS MANAGEMENT**

**Objective:** To enable the students to get acquainted with banking procedures and operations necessary for running business enterprise.

#### **Course Outline**

##### **UNIT - I**

*Evolution of Banking. Bank nationalisation: Justification and Impact.* Banker - Customer Relationship : Definition and Meaning of “Banker” and “Customer”- Permitted activities of Commercial Banks in India - General and Special Features of their relationship, their rights and duties. *Credit creation* by commercial banks.

**UNIT - II**

Operational Aspect of commercial banks in India, Relationship between Banker and customers, Types of customer a/c, Cheques, Endorsement, Presentment, Dishonour, Rights and liabilities of Paying and collecting Banker, Employment of funds by Commercial Banks, Types of securities, mode of creating charge, Bank guarantees,

**UNIT - III**

Banking Instruments : Definitions of Negotiable Instruments [NI] - Different Types of NIs and Other Instruments - Parties to NIs - Crossing - Endorsements - Payment and Collection of Cheques - Forged Instruments - Bouncing of Cheques and their implications - Regulatory Environment for commercial bank in Indian core banking, *Customers' passbook – nature and importance.*

**UNIT - IV**

Banking ancillary services, Ombudsman and Customer Services - Fraud Detection and Control, Asset – liability management in commercial Banks, Basel norms.

**Recommended Book(s):**

Banking Law & Practice, by P.N. Varshney.  
Banking Operations Management by Bimal Jaiswal  
Banking Theory & Practice by M.L.Jhinghan  
Practice & Law of Banking, by H.R. Suneja.  
Practice & Law of Banking, by H.C. Agrawal.  
Commercial Banking Vol. I & II, by Indian Institute of Bankers.

**MBA (FC) 034 Corporate Tax Planning****Unit I:**

1. Basic concepts of income tax
2. Tax evasion and tax avoidance; tax planning and tax management
3. Residential status of a company and incidence of taxation
4. Corporate tax liability- computation of income under various of heads of income

**Unit II**

1. Set off and carry forward of corporate losses
2. Scope of tax planning for setting of new business
3. Location of business undertaking
4. Nature and size of business
5. Form of business and ownership pattern
6. Employee remuneration

**Unit III**

1. Tax considerations in specific financial and managerial decisions
2. Lease or own decision
3. Make or buy decision
4. Repair/renewal or replacement of an asset
5. Capital structure decision
6. Dividend policy and tax considerations

**Unit IV**

1. Double taxation relief
2. Tax provisions regulating transfer pricing
3. Tax planning relating to amalgamation and merger of companies
4. Tax planning with reference to sale of scientific research assets

**Books Recommended:**

1. Corporate tax planning and business tax procedures by Dr. Vinod k. Singhanian, Taxmann
2. Corporate tax planning and management by Dr. Girish Ahuja and Dr. Ravi Gupta, Bharat Law House.

**MBA (FC) 035 PROJECT APPRAISAL & MANAGEMENT**

**Objective:** To equip the students with understanding of project formulation, evaluation and implementation with practical prospective.

**Course Outline****Unit I : Basic Concept**

Concept of a Project, categories of projects, project development cycle. The concept of project management, tools & techniques of project management. Forms of Project organisations.

**Unit II : Project Formulation**

Project identification, Project formulation and preparation : Market and Demand estimation, market survey, demand forecasting technical factors – Material Inputs, technology, production, plant capacity, location and site, civil works, charts layouts, work schedule, cost of project, means of financing, estimates of cost, financial projections.

**Project Appraisal Criteria**

Payback period, ARR, NPVI, IRR and social cost-benefit analysis, and risk analysis.

**Unit III : Process of Project Appraisal**

Technical, economic, financial, legal and social appraisal of the industrial projects, problems arising due to rate of discount, wage-rates, exchange rates, treatment of taxes, social cost-benefits, treatment of risk and uncertainty, sensitivity analysis and probability approach single as well as multiple projects.

**Unit IV : Implementation, Monitoring and Control of Projects**

Project scheduling, network techniques for resource and cost budgeting and scheduling, project management teams and coordination. Monitoring and post implementation, evaluation of the projects.

**Recommended Book(S)**

Prasanna Chandra, Project : Preparation, Appraisal, Budgeting and Implementation

P.K. Matto, Project Formulation in Developing Countries

Chitale, Project Viability in Inflationary Condition

Dass Gupta & Sen, Guidelines for Project Evaluation

Cleland and Kind, System Analysis and Project Management

Nagendra P. Singh, Emerging Trends in Entrepreneurship Development

D.K. Jain, Project Planning and Appraisal in Planned Economy

M. Mohsin, Project Planning and Control

**MBA (FC) 036****SECURITY ANALYSIS & PORTFOLIO MANAGEMENT****Objective**

To develop competencies for analyzing different investment opportunities and construct an optimal portfolio of investments as per risk profile and investment objectives.

**Course Outline****Unit I :**

Nature and scope of investment decision, Investment & speculation, type of investment, investment opportunities, investment in securities & other instruments, Risk & Return, Trade off; **Investment Environment**

Investment Environment, Investment process, Investment media, Procedure of investment in securities market, Stock Market Indices

**Unit II :**

**Equity Analysis & Valuation:** General valuation framework, Time value of money, discounting & compounding, valuation of equity & preference shares different models, equity analysis, Risk and Return (mean variance criterion, Single Index Model), Fundamental Analysis, Efficient Market Hypothesis & its implications to investors. **Bond Analysis** Bonds: Characteristics, valuation, risk & return, Bond Price & interest rate relationship, bond theorems, Bond duration and eminization

**Unit III :**

**Portfolio Management:** Nature and Scope, Traditional Vs Modern Portfolio Management, Portfolio Risk and Return – Diversification & Portfolio Risk, Mean Variance Criterion and Single Index Model. **Portfolio Construction:** Markowitz Theory, Portfolio Analysis & Construction- Feasible set and the efficient set of Markowitz drawing the efficient set with two securities, three securities, n securities, effect of risk free lending & borrowing, optimum portfolio for an investor, construction of optimum portfolio under single index model, EGP model

**Unit IV :**

**Pricing of capital Assets:** Capital Market Theory, CAPM model- capital market line, security market line. Multi factor model, Arbitrage pricing theory. **Portfolio Revision & Performance Valuation:** Need for revision of portfolio, formula plans, portfolio performance evaluation, risk adjusted measures of portfolio performance evaluations, Fama's performance attribution model, managed portfolio & its performance evaluation

**Recommended Book(S)**

**SEMESTER IV****Core Papers (Two Papers, Both are Credit and Compulsory)**

IMS 041	STRATEGIC MANAGEMENT - II
IMS 042	ORGANIZATIONAL EFFECTIVENESS & CHANGE

**Elective Papers – Credit**

A. 2-4 Papers Supportive to the discipline of study

MBA (FC) 041	FINANCIAL DERIVATIVES
MBA (FC) 042	INTERNATIONAL FINANCIAL MANAGEMENT
MBA (FC) 043	MANAGEMENT CONTROL SYSTEMS
MBA (FC) 044	MANAGEMENT OF FINANCIAL INSTITUTIONS
MBA (FC) 045	MERCHANT BANKING & FINANCIAL SERVICES
MBA (FC) 046	INTERNATIONAL ACCOUNTING

B. For Expanded range of study up to two papers of any stream of specialization available in the same semester of any of the IMS-MBA programs

**Foundation Paper**

LU 041	RESEARCH PROJECT/BUSINESS PLAN (Credit and Compulsory)
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**IMS 041 STRATEGIC MANAGEMENT – II Objective:** To comprehend strategic management process, understand interrelationship between formulation and implementation and apply administrative and leadership skills for successful implementation of strategies.

**Course Outline****Unit I:**

Nature and Scope of Strategic Management. Concept of Core Competence, Capability and Organisational learning; Management of *Strategic* Change; Process of Strategic planning and Implementation, Activating Strategies, Strategy and Structure.

**Unit II:**

**Behavioral Implementation:** An overview of: Leadership, Corporate Culture, Corporate Politics and Use of Power, Personal Values and Business Ethics.

**Functional /Operational Implementation:** An overview of: Functional Strategies.

**Unit III:**

Strategy Evaluation and Control (*Mc Kinsey's 7s Framework*).

**Tailoring Strategy to Fit Specific Industry and Company Situations:**

*Strategies for Competing in Emerging Industries; Strategies for competing in Turbulent, High-Velocity Markets; Strategies for Competing in Maturing Industries; Strategies for Competing in Fragmented Industries; Strategies for Firms in Stagnant or Declining Industries; Strategies for Sustaining Rapid Company Growth; Strategies for Industry Leaders; Strategies for Runner-up Firms; Strategies for Weak and Crisis Ridden Businesses.*

**Unit IV:**

Mergers and Acquisitions: *Takeover and Defense Tactics, Laws For Mergers And Acquisitions, Regulatory Framework of Takeovers in India, Cross Border Mergers and Acquisitions.*; Strategic Management in an International Firm; Strategy and Corporate Evolution in Indian Context.

**Recommended book(s)**

1. Strategic Management by Thompson, Strickland, Gamble and Jain. McGraw Hill 2010, 16th edition.
2. Thomas L. Wheelen & J. David Hunger; Concepts in Strategic Management and Business Policy; Pearson Education
3. Strategic Management by Azhar Kazmi, Tata McGraw Hill
4. Mergers and Acquisitions by Jay M Desai, Nisarg A Joshi; Biztantra

**IMS 042 ORGANIZATIONAL EFFECTIVENESS & CHANGE**

**Objective:** To understand the facilitative forces for organisational effectiveness and management of change.

**Course Outline**

**Unit I Understanding Organizational Effectiveness and Change.** Concept and Process of Organizational Effectiveness; Concept and Process of Organizational development; Design, Development and application OD interventions.

**Unit II Organizational Learning and Learning Organizations:** Process of organizational learning; Characteristics of learning organizations; Creativity and innovations; Organisational Change.

**Unit III Interpersonal Relationships:** Individual's Behaviour, Individual's in Group; Perception, motivation, attitudes, values, personality. Interpersonal Communication: Types of Interpersonal Relationship Inter group behaviour & collaborations; Team building & team management; **Transaction Analysis.**

**Unit IV Organizational Culture and Climate.** Organizational Ethos; Dimensions and process of organizational climate; Dimensions and process of organizational culture; Power and Politics. Corporate Governance; Conflict Dynamics; Conflict and Negotiations; Stress Management.

**Recommended book(s):**

Organizational Behaviour, by Stephen P. Robbins  
 Organizational Effectiveness and Change, by Cummins (South Western Thompson)  
 Management of Organizational Change, by Hari Gopal  
 Change Management, by Neelkant Ramanarayan

**MBA (FC) 041 FINANCIAL DERIVATIVES**

**Objective:** To provide understanding of various derivatives instruments and their respective markets.

**Course outline:**

**UNIT I : INTRODUCTION**

Meaning and definition of derivatives, characteristics of derivatives, forward contracts, meaning and problems in forward contracting future contract, mechanism and participants in future market.

**UNIT II: OPTION TRADING**

Meaning, definition and features of options contract, distinction between futures and options, important terms, advantages and disadvantages of options. Factor affecting the pricing of options, call and put options, trading strategies involving options.

**UNIT III : OTHER DERIVATIVES**

Credit derivatives, SWAPS, uses of derivatives, types of margins, risk associated with derivatives, risk management through derivatives, Black and Scholes option pricing model- assumptions of the model and valuation of put options with the model

**UNIT IV : STOCK INDEX FUTURES**

Features of stock Index Futures and its uses, reasons for its popularity, Derivatives Market in India, Criteria for derivatives Trading, types of traders

**Recommended Book(S)**

**MBA (FC) 042 INTERNATIONAL FINANCIAL MANAGEMENT**

**Objective:** To give insights relating to financial management applications in the realm of international business with special reference to international financial markets systems & operations of MNCs

**Course Outline**

**Unit I : International Financial Environment**

The rise of Multinational Corporation, International Financial System. The Foreign exchange market, the determination of exchange rates. The international monetary system & international economic linkages.

**Unit II : Foreign Trade Financing & Foreign Exchange Risk Management**

Payment terms in international trade ,Balance of payment & categories, the international flow of goods services & capital, Financing technique in international trade ,Export Financing & Credit insurance , Counter trade , Foreign exchange risk Management with special reference to Financial Management .

**Unit III : International Financial Market & International Financing**

Financing Foreign Operations, International financial markets, the Euro Markets, the Development Banks e.g IMF, World Bank & Asian development bank . Short term Financing-objectives, Options & strategy, Special financing vehicles -International leasing, Interest rate & Currency swaps . LDC - Debt equity swaps the GDRs Foreign Direct Investment . International Currency Asset Management - International Cash , Accounts Receivable & Inventory Management , Inter Company fund flow mechanism .

**Unit IV : Foreign Investment Analysis**

Corporate Strategy and FDI , Designing a global expansion strategy , Capital budgeting for the Multinational Corporation - Issues in foreign investment analysis , foreign project appraisal, political risk analysis & its Management . Cost of capital for foreign Investments .

**Recommended book(s)**

Varn Horn, Financial Management & Policy, PHI)  
 Wod d Bryne J, International Business Finance, Mc Millan  
 Rita m Rodrigues, International Financial Management, PHI  
 Zeneoff D & Zwick J, International Financial Management, PHI  
 Shapiro A.C., International Financial Management, PHI

**MBA (FC) 043 MANAGEMENT CONTROL SYSTEMS**

**Objective:** To provide in- depth knowledge to the students regarding financial planning and management control systems particularly in a large organisation.

**Course outline**

**Unit I : Control System**

Concept, nature,scope and significance of Financial Planning and control. General concept of control, organisational, operational and management control, characteristics of management control system. Designing of management control system.

**Unit II : Control Structure**

Responsibility accounting and management control. The concept of responsibility centres – their organisation structure, types and performance evaluations.

The expense centre – its concept, controllability of expense, responsibility reporting. The profit centre – its role in an organisation, evaluation of its performance, Profit centre as a motivation tool. The investment centre-measuring the performance, the investment base and its measurement. Key variables as indicators of control.

**Unit III : Management Control in Decentralised Organisation**

Evaluating division/segment performance, the problems of transfer pricing, methods of transfer pricing, transfer pricing practices, decentralisation and performance evaluation. Inter-divisional pricing, compensation for divisional performance. Perspective Planning.

**Unit IV : The Process of Control**

Programming and budgeting, budget classification & preparation of budgets. Performance budgeting, Flexible Budgeting and zero base budgeting. Analysis and reporting of budgetary information. Performance evaluation, designing Performance and Evaluation report.

**Recommended book(s)**

P. Anthony & Govind Rajan, Financial Planning and Control Systems.  
Lynch and Williamson, Accounting for Management Planning and Control  
Horngren, Charles T., Management Accounting  
Welsch, et. Al., Budgeting Profit Planning Control  
Anthony & Govind Rajan, Management Control Systems Text & Cases  
Subhash Sharma, Management Control Systems  
Ronald W Hilton, Managerial Accounting

**MBA (FC) 044 MANAGEMENT OF FINANCIAL INSTITUTIONS**

**Objective:** To provide in- depth understanding of nature and functions of various financial markets, institutions and instruments.

**Course Outline**

**Unit I : Management of Apex- Level Financial Institution**

Concept of Apex-Level Institutions, its objectives. Organisation & functions, resource mobilisation Co-ordinational & supervisory role, Financing of other financial Institutions, Direct Financing, *Asset-Liability management in Commercial Banks*. Miscellaneous problems.

**Unit II : Management of Commercial Banks**

Objectives, Functions & Organisational setup , Management of deposits, Mobilisation of Funds, Management of cash position & liquidity, Nature & functions of primary & secondary reserves, Considerations influencing reserves , Management of loan, advance & other investments Management of income, Prudential norms.

**Unit III : Management of Non-Banking Financial Institutions and Mutual Funds**

Concept, Objectives, Nature, Function & Promotional role of NBFIs, Management of funds, Changing role of NBFIs in present environment, Policies & practices regarding mobilisation & management of funds in NBFIs their performance. Types & functions of Mutual funds, their legal & accounting aspects, SEBI & mutual funds, Investment & marketing Strategies of mutual funds, performance review of mutual funds currently in India

**Unit IV : Insurance**

Concept, nature and types of policies. Advantages. Actuarial considerations (probability). Social aspect. Impact on Economy. Current scenario and contemporary problems.

**Recommended book(s)**

**MBA (FC) 045 MERCHANT BANKING & FINANCIAL SERVICES**

**Objective:** To develop understanding of various financial services for managing long-term and short-term assets and liabilities.

**Course outline**

**Unit I : Merchant Banking and Venture Capital**

The concept of Merchant Banking Services in India: Rules Regulation's and categorization . The lead manager and its functions management of capital issues. Fixed Deposits and debenture issue. International finance underwriting, Venture capital; the concept and characteristics, process and problems of venture capital financing, growth of venture capital services in India.

**Unit II : Leasing and Consumer Finance**

Leasing concept - types, legal tax and accounting aspects. Financial evaluation of lease structuring, Qualitative factors in lease decisions. Lease agreements, import and cross border leasing. Hire Purchase agreement – Types, difference between hire purchase and lease. Flat and effective rates of interest.

**Unit III : Other Financial Services**

Credit Rating – Concept and types, functions of credit rating agencies, credit rating of Debt and other securities. Credit rating agencies in India - their rating scale and rating process. Factoring – The concept and characteristics, Types of factoring, legal and financial aspects, factoring in India. Factoring and Bill rediscounting, Forfeiting.

**Unit IV : Marketing of Financial Services**

Concept, Nature, significance, types and environment. Marketing environment, financial services, Marketing Vs. Consumer and Industrial Goods Marketing, Planning, organising and analysis of Financial services marketing.

**Recommended Book(S)**

J.C. Verma, Merchant Banking  
P. Chandra, Financial Management  
J. Vanhorne, Financial Management & Policy

**MBA (FC) 046 INTERNATIONAL ACCOUNTING**



**Objective:** To acquaint the students with the accounting needs of companies having international business exposure for meaningful measurement, reporting and interpretation of financial statements.

**Course outline**

**UNIT I** International dimensions of accounting – conceptual development and comparative development patterns;

**UNIT II** Currency transactions; Managing international information systems; International perspective on inflation accounting;

**UNIT III** Financial reporting and Disclosure; Analysing foreign financial statements; Financial management of multinational entities;

**UNIT IV** Transfer pricing and international accounting – International standards and multinational corporations.

**Recommended Book(S)**

Arpon, Jeffrey S & Radebaugh, Lee H., International Accounting and Multinational Enterprises, New York, John Wiley, 1985

Choi, Frederick D S and Mueller Gerhard G,. International Accounting. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1984

Evans, Thomas G., International Accounting & Reporting. London, MacMillan, 1985

Prodhan, Bimal, Multinational Accounting. London, Croom-Helm, 1986

Rathore, Shirin, International Accounting. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1996

**MBA, HUMAN RESOURCE & INDUSTRIAL RELATIONS**

**SEMESTER I**

**Core Papers (All Papers are Credit and Compulsory)**

IMS 011 ESSENTIALS OF MANAGEMENT

IMS012 BUSINESS ENVIRONMENT

IMS 013 FINANCIAL ACCOUNTING

IMS 014 QUANTITATIVE METHODS IN BUSINESS

IMS 015 HUMAN RESOURCE MANAGEMENT

IMS 016 INDIAN VALUE SYSTEM & BUSINESS ETHICS

IMS 017 MARKETING MANAGEMENT

IMS 018 MANAGERIAL ECONOMICS

**Foundation Paper (Non-Credit Compulsory paper)**

LU 011 COMMUNICATIVE ENGLISH

**IMS 011 ESSENTIALS OF MANAGEMENT**

**Objective:** To provide an understanding of the tasks and functions of management and to acquaint the students with the evolution of management thought.

**Course Outline**

**Unit I**

**Introduction:** Definition, Nature scope and significance of Management, the evolution of Management thought, Approaches of management, Contributions of Taylor, Fayol and Barnard to Management Science Functions of a Manager Social responsibility of Managers, Values and Ethics in management.

**Unit II**

**Planning:** Definition, Nature, Scope and significance of planning, Objectives, Steps of Planning, Decision making as key step in planning. The process and techniques of decision making, long- range planning, strategies and policies.

**Unit III**

**Organisation:** Definition, Nature, scope and significance, Approaches, Departmentation, Line and staff relationships, Delegation and Decentralization, Committee system, Determinants of effective organising, Staffing - nature and significance, Selection, Appraisal and Development of Managers.

**Unit IV**

**Directing & Controlling:** Issues in managing human factors, Motivation - nature and Significance, Theories and Techniques, Leadership and Leadership Styles; Communication - Definition and Significance, Communication Barriers, Building effective communication system. Definition and Elements Control Techniques, Coordination, Determinants of an Effective Control system, Managerial Effectiveness.

**Recommended book(s)**

Donnelly J.H., Gibson, J.L. & Ivancevich, J.M.,

Fundamentals of Management, Inwin, Inc.

Drucker, P.F. ,

The Practice of Management, Allied Publishers

Hold, David, H.,

The Management Principles and Practice, Tata McGraw Hill

Koontz & O'Donnell,

Essentials of Management, Tata McGraw Hill

Prasad, L.M.,

Principles and Practice of Management, Sultan Chand & Sons

**IMS012 BUSINESS ENVIRONMENT**

**Objective:** To facilitate the understanding of the various components of the environmental to be considered for decision making.

**Course Outline**

**Unit I**

**Introduction:** The concept of Business Environment, its significance and nature. The interaction matrix of different environmental factors – Porters model, the process of Environmental Scanning. Types of economies – socialistic pattern, free market economy and mixed economic structure. Responsibility of business to the society.

**Unit II**

The Politico-Legal Environment – The relationship between business and government in India. Federal structure in India – Centre-State financial relations. An introduction to some important business laws like New Competition Law 2000, MSME Act, FEMA, Important regulations of SEBI affecting Indian business environment.

**Unit III**

Macro Economic Environment – National income aggregates, Fiscal and monetary policy. Balance of trade and balance of payment. Exchange market convertibility of rupee. Trade Cycles – meaning, phases and theories – monetary theories, Samuelson and Hicksian approach. Inflation analysis.

**Unit IV**

Indian Economic Environment – Features of Indian Economy – primary, secondary and tertiary sectors, demographic profile of the Indian economy. The philosophy and strategy of planning in India. Industrial policy in India. Second generation economic reforms – liberalisation, globalisation and its impact on business environment, Foreign investment in India. Composition and direction of India's foreign trade. Problems of Indian business environment.

**Recommended book(s)**

Cherunilum, Francis, Business Environment, Himalaya Publishing House

Dutta and Sundaram, Indian Economy, S. Chand and Co.

Mamoria, C.B., Social Problems and Social Disorganization in India, Kitab Mahal

Mathew, M.J., Business Environment, RBSA Publishers, Jaipur, 1996.

### **IMS 013 FINANCIAL ACCOUNTING**

**Objective:** To develop an insight into the nature and uses of Financial Accounting Information and its reporting.

#### **Course Outline**

##### **Unit I**

Nature and functions of financial Accounting, Accounting system, Information perception of different users, Source documents, classification of accounts, recording, posting of transactions, Ethical issues in accounting, basic accounting concepts and conventions, GAAP, Accounting standards.

##### **Unit II**

Preparation of trial balance for service and merchandise business, capital and revenue expenditures, adjustment entries, completing the accounting cycle, measuring business income, financial statements of manufacturing and trading businesses.

##### **Unit III**

Internal control systems for cash, bank reconciliation, accounting for receivables and inventories, , depreciation accounting, preparation of financial statements of companies, accounting for share capital, preference share and debentures.

##### **Unit IV**

Analysis of accounting information, Financial Statement analysis and application, Statement of Cash Flow, preparation and interpretation, contents of an Annual Report.

#### **Recommended book(s)**

Financial Accounting, A Managerial Perspective, R. Narayanaswamy - Prentice Hall India

Financial Accounting for Management, N. Ramachandran & Ram Kumar Kakani, TMH Publication

Accounting For Managers, Maheswari & Maheswari, Vikas Publishing house (P) Ltd.

Financial Statement Analysis, Wild, Tomson Cengage Learning Ltd.

Advanced Accountancy, R.L. Gupta & M. Radhaswamy, Sultan Chand Publications

Accounting for Managers, Bhattacharya, Vikas Publications

Financial Accounting, Jawaharlal and seema srivastava

### **QUANTITATIVE METHODS IN BUSINESS**

#### **IMS 014**

**Objective:** To acquaint the students with various quantitative techniques helpful in improving their decision making skills.

#### **Course Outline**

##### **Unit-I**

Arithmetical and Geometrical Progression; Addition, subtraction and multiplication of Matrix, Identity Matrix, Singular and Non-singular Matrix, Adjoint of a matrix, Inverse of a matrix; Solution of a system of linear equations by using matrices, single linear application of matrices

Calculus; Basic differentiation(First order and second order)and its application.

##### **Unit-II**

Measures of central tendency-Mean, Mode, Median, Geometric mean, Harmonic Mean; Measures of Dispersion-Range, Quartile Deviation, Standard Deviation, Absolute and Relative Dispersion; Coefficient of variation, Combined standard deviation.

##### **Unit-III**

Correlation analysis-types of correlation, Methods of studying correlation-scatter diagram method, Karl Pearson's coefficient of correlation, Rank correlation coefficient.

Regression analysis-difference between correlation and regression, Regression lines, Regression equations Y on X and X on Y, Method of Least Squares. Deviations taken from the actual means of X and Y. Deviations taken from the assumed means, Regression coefficients and their properties.

Probability; Probability theory, Theorems of Probability and examples.

##### **Unit-IV**

Linear Programming-Extreme point theorem: Graphical solution method-maximization problem, minimization problem, Some special cases in Linear Programming-multiple optimal solutions, an unbounded solution an infeasible solution.

Transportation Problem: Methods of finding an initial solution-North-West Corner Method, Least Cost Method, Vogel's Approximation Method.

#### **Recommended book(s)**

Business Mathematics,by Sancheti & Kapoor(Unit I)

Statistics,by S P Gupta and M P Gupta(unit II & Unit III)

Operations Research,by JK Sharma(Unit IV)

### **IMS 015 HUMAN RESOURCE MANAGEMENT**

**Objective:** To familiarize students to various aspects of acquiring and maintaining the workforce for sustained growth of any organisation.

#### **Course Outline**

##### **Unit I**

Nature and scope of Human Resource Management; Human Resource Management in a changing Environment; Strategic Human Resource Management; Human Resource Planning; Job Analysis and Design.

**Unit II**

Attracting and Selecting Human Resources; Orientation and Placement; Manpower Training and Development.

**Unit III**

Performance Appraisal System; Job Evaluation & Employee Remuneration; Employee Benefits and Services.

**Unit IV**

Industrial Relations & Trade Unions; Dispute Resolution & Grievance Management; Employee Welfare and Participative Management.

**Recommended book(s)**

- Human Resource Management – Text & Cases, by VSP Rao, Excel Books
- Human Resource Management – Text & Cases, by K. Ashwatappa – Tata McGraw Hill
- Human Resource Management, by Cynthia Fisher, Shaw – Wiley / Biztantra
- Human Resource Management, by Gary Dessler, Person Publications

**IMS 016 INDIAN VALUE SYSTEM & BUSINESS ETHICS**

**Objective:** To develop an appreciation for ethical conduct of business practice and to value the Indian culture and traditions.

**Course Outline**

**Unit I: Indian Society and Indian Philosophy**

Social change in India: Impact of Sanskritisation, Westernisation, Modernisation on Indian Society. Varna and Caste system, Ashrama, Life Goals: Purushartha and Sanskaras. Astanga Yoga and its relevance to management.

**Unit II: Values: Indian scriptures and Indian thinkers**

Indian Scriptures: Relevance of the Bhagvad Gita in current management practices. Management learning from the Arthashastra. Indian Thinkers: Values given by Mahatma Gandhi, Aurobindo Ghosh, Swami Vivekanand.

**Unit III: Business Ethics**

Theories of Ethics – Natural Law, Utilitarianism, Kantian Virtue. Ethics in Corporate Strategy: Corporate Philanthropy, Strategic Philanthropy, Corporate Governance. Ethical dilemma at workplace and their resolution.

**Unit IV: Application of Business Ethics**

- Ethics in the world of business (Intellectual property rights like designs, patents, trademarks, copy rights).
- Ethics in marketing (consumer rights, advertising, dumping).
- Ethics in finance (financial disclosures, insider trading, window dressing).
- Ethics in information technology and systems usage (data confidentiality).
- Ethics in human resources management (whistle blowing, discrimination), Environmental ethics (Carbon trading).

**Recommended Books**

- Ethics and the Conduct of Business, by Boatright (Pearson Education)

**IMS 017 MARKETING MANAGEMENT**

**Objective:** To develop an understanding of the underlying concepts, strategies and the issues involved in the exchange of products and services and their relevance to marketing tasks.

**Course Outline**

**UNIT I**

Definition of marketing, core marketing concepts (needs, wants, demand, offering, brand, customer value, competition); Marketing concepts (Production, product, selling, marketing, social marketing concepts); Introduction to the marketing mix ; Concept of Integrated marketing; Market segmentation, targeting and positioning, niche marketing; marketing planning. Understanding the Marketing environment and adopting marketing to the changing environment An overview of marketing of services and rural marketing

**UNIT II**

Consumer Behaviour- definition, buying motives, consumer motivation, consumer decision making, Organisational buying behavior; Marketing Research- need, process, and importance , types of research methods(exploratory, descriptive, cause and effect) and tools (questionnaires, interview, projective tests, )

**UNIT III**

**PRODUCT:-** Definition of product, levels and types of product; Packaging and labeling, Product line management and product mix, Product differentiation, PLC- stages and corresponding strategies, New Product decision, Theory of diffusion of an innovation.

**PRICE:-** Pricing objectives, factors influencing pricing, Pricing strategies

**UNIT IV**

**DISTRIBUTION:-** Types of distribution channels; Role of intermediaries, Channel strategy decisions, Physical distribution management.

**PROMOTION:** promotion mix, Advertising- 5 M's, Role and functions of advertising, Sales Promotion: Types of sales promotion (Trade promotion, consumer promotion), advertising vs. sales promotion, S.P. tools, Personal selling: challenges and responsibilities, Personal selling skills, Managing Public Relations

**Recommended book(s)**

- Marketing – Concepts, strategies, by William M Pride, O C Fewell, Biztantra

Marketing Management, by Ramaswamy & Namakumari, Macmillan  
 Marketing Management, by Arun Kumar & Meenakshi, Vikas  
 Principles of Marketing, by Philip Kotler, Armstrong, Pearson Education

### IMS 018           MANAGERIAL ECONOMICS

**Objective:** To impart basic knowledge of the concepts and tools of Economic Analysis as relevant for Business Decision-Making.

#### Course Outline

##### UNIT – I

Nature and Scope of Managerial Economics: Basic Tools- Opportunity Cost principle, Incremental principle, Equi-Marginal Principle. Principle of Time perspective, Discounting Principle. Uses of Managerial Economics.

Demand Analysis: Demand Theory, The concepts of Demand, Determinants of Demand. Demand Function and Elasticity of Demand, Demand Estimation and Demand Forecasting.

##### UNIT – II

Production Analysis: Concept of Production, Factors, Laws of Production, Economies of Scale, Economies of Scope, Production functions.

Cost Analysis: Cost Concept, Types of Costs, Cost function and cost curves, Costs in short and long run, LAC and Learning Curve.

##### UNIT – III

Market Analysis: Price-output determination in different markets, Perfect, Monopoly, Monopolistic competition, Duopoly and Oligopoly markets, Elements of Game theory, Price discrimination, Different pricing policies.

##### UNIT – IV

Profit Analysis: Nature and Management of Profit, Profit Theories, Function of Profits, Profit policies. Basic BEP Analysis – concepts and its applications in business decisions, margin of safety, theories of firm – Baumol, Williamson and Morris Model.

#### Recommended book(s)

JV Vaishampayan	Managerial Economics
Thomas & Maurice	Managerial Economics
A.Koutsoyiannis,	Modern Micro Economics
P. Samuelson,	Micro Economics
M.Adhikari,	Managerial: Economics
Cambell R.Mc Counell,	Economics

### LU 012           COMMUNICATIVE ENGLISH

**Objective:** The course is designed to meet the English conversational proficiency needs of individuals..

#### Course Outline

##### Unit – I

Practice of conversation covering every day activities, functional grammar – Subject, Verb, Noun, Adjectives, Tenses, Sentences, Articles, Prepositions.

##### Unit – II

Vocabulary – extend vocabulary, Phrases, Idioms, Improve reading skills – sounds, stress intonation, rhythm voice quality, develop listening comprehension, develop soft skills – interpersonal skills, ability to handle diverse roles, Role Play & body language.

##### Unit – III

Conference briefing, addressing seminar, group discussion, compeering, reading comprehension e.g. editorials, book reviews, articles, advertisements and fine prints, letter writing notices, invitations & resumes, report writing and presentation, function as mentors & be creative in organising programmes.

##### Unit – IV

Public speaking, presentation, mock interviews, picture reading, e-mailing. Reading - to analyze grammatical error, paragraph writing letter writing, précis writing, job application, resume (for content appraisal)

Learning Approach – interactive learning process with emphasis on participation, evaluation and feedback.

#### Recommended Book(S)

Wren and Martin	:	English Grammar and Composition
John C. Maxwell, Jim Dornan	:	Becoming a person of Influence
Ken Blanchard	:	Empowerment Takes More than a Minute
Zig Ziglar	:	You Can Reach the Top
Hello English	:	Orient Longman
English is Easy	:	Orient Longman
Dale Carnegie	:	How to develop Self- Confidence & Influence People by Public Speaking

Speak English Audiocassettes & student’s books – Orient Longman

**SEMESTER II****Core Papers (All Papers are Credit and Compulsory)**

IMS 021	INTERNATIONAL BUSINESS
IMS 022	MANAGEMENT ACCOUNTING
IMS 023	FINANCIAL MANAGEMENT
IMS 024	COMPUTER APPLICATIONS & MIS
IMS 025	PRODUCTION & OPERATIONS MANAGEMENT
IMS 026	RESEARCH METHODOLOGY

**Elective Papers – Credit (Two papers Supportive to the discipline of study)**

MBA (HR) 021	FOUNDATIONS OF HUMAN RELATIONS
MBA (HR) 022	DYNAMICS OF HUMAN BEHAVIOUR
MBA (HR) 023	STRESS MANAGEMENT

**Foundation Paper (Non-Credit Compulsory paper)**

LU 021	FOREIGN LANGUAGE
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**IMS 021 INTERNATIONAL BUSINESS****Objective**

This course will provide the students an opportunity to learn and understand how business is conducted in the international arena. The syllabus is designed to allow students to gain managerial skills to meet the challenges they will face in the global workplace.

**Unit I** - An Overview of International Business: Introduction, Definition of International Business, difference between international and domestic business, Advantages And Disadvantages Of International Business, Approaches to International Business, Changing Environment of International Business, Globalization of Markets, Trends in Globalization, Effects and Benefits of Globalization, balance of payment and foreign exchange.

**Unit II** -International Trade and Investment Theories: Mercantilism; Absolute Cost theory, Comparative Cost theory, Opportunity Cost theory, factor endowment theory, Complimentary trade theories – stopler – Samuelson theorem, International Product life Cycles. Investment Theories – Theory of Capital Movements, Market Imperfections theory; Internationalisation Theory; Location Specific Advantage Theory; Eclectic Theory, Instruments of Trade Policy- Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy.

**Unit III** - Foreign Exchange Determination Systems: Basic Concepts Relating to Foreign Exchange, Various types of Exchange Rate Regimes – Floating Rate Regimes, Managed Fixed Rate Regime, Purchasing Power Parity Theory, Factors Affecting Exchange Rates, Brief History of Indian Rupees Exchange Rates. India's Foreign Trade: Recent trends in India's Foreign Trade, Export Houses, Export Assistance- SEZ, EPZ, APEDA, export procedures and documentation.

**Unit IV** - International Institution: UNCTAD, Its Basic Principles and Major Achievements, IMF, Role of IMF, IBRD, Features of IBRD, WTO, Role and Advantages of WTO India's patent policy and trips. Regional Economic Integration: Introduction, Levels of Economic Integration, Regional Economic Integration in Europe, Regional Economic Integration in U.S.A: NAFTA, Andean community, ASEAN, SAARC, Integration for Business.

**SUGGESTED READINGS**

1) Agarwal Raj - International Trade (Excel, 1st Ed.) 2) Albaum Duerr - International Marketing and Export management (Pearson, 7th Ed.) 3) Jaiswal Bimal - International Business (Himalaya Publication) 4) Hill C.W. - International Business (TMH, 5th Ed.) 5) Daniels - International Business (Pearson, 1st Ed.) 6) Kumar R and Goel, International Business, (UDH Publications, edition 2013) 7) Cherunilam F - International Trade and Export Management (Himalaya, 2007)8) Varshney R.L, Bhattacharya B - International Marketing Management (Sultan Chand & Sons, 9th Ed.)

**IMS 022 MANAGEMENT ACCOUNTING**

**Objective:** To equip the students with the knowledge of principles, concepts and techniques which may be used in planning, decisions making and control.

**Course Outline****Unit I**

Management accounting: Definition, differences with Financial Accounting, Management process and accounting, The value chain of business function, introduction to CVP relationships, measurement of cost behaviour.

**Unit II**

Introduction to manufacturing costs and control of overheads, job costing, process costing, activity based costing.

**Unit III** Relevant information and decision making, special order and addition, deletion of product and services, optimal uses of limited resources, pricing decisions, make or buy decisions, joint cost.

**Unit IV** Preparing the Master Budget and Functional Budget, Flexible budgets, Variance analysis, Introduction to Management Control Systems, Evaluation of Divisional Performance, Transfer Pricing.

**Recommended book(s)**

Management Accounting, by Atkinson, Pearson / PHI

Management Accounting, by Sudhindra Bhat, Excel Books  
 Management Accounting, by Sharma, Sashi K Gupta Kalyani  
 Cost Accounting, by Charles T Horngren, Pearson/PHI

**IMS 023 FINANCIAL MANAGEMENT**

**Objective:** The provide an insight into various finance functions to be performed in order to maximize shareholder wealth.

**Course Outline**

**Unit I**

Introduction to financial management: Meaning, Nature, and scope, functions, and , objectives of financial management, time value of money, organization of finance functions,

**Unit II**

Long term investment / Capital budgeting decision: Investment evaluation techniques traditional methods and discounted criteria, risk analysis of investment proposal

**Unit III**

Finance decision: Sources of funds short term, and long term source of capital, cost of capital computation of cost various sources of capital weighted average of cost of capital.

Capital structure decision: Meaning and factors affecting capital structure, capital structure theories, leverage operating, financial and combined leverage EBIT EPS Analysis

**Unit IV**

Dividend decision: Dividend policies, factors affecting dividend policies, dividend theories  
 Short- term investment decision: Types of working capital, factors affecting working capital, current assets financing policies, estimation of working capital requirement Inventory, cash and receivables management:

**Recommended book(s)**

Financial management, theory and practice, by Prasanna Chandra, TMH.  
 Financial management and policy, by J.C. Vanhorne, PTH.  
 Financial management, by M.Y. Khan and P.K. Jain, TMH.  
 Financial management, by I.M. Pandey, Vikas Publication.

**IMS 024 COMPUTER APPLICATIONS AND MIS**

**Objective:** To develop an appreciation of different softwares and hardware systems and their use in effective design and implementation of MIS.

**Course Outline**

**Unit – I**

Computer Systems -An Introduction, Characteristics of computer, Elements of a Computer System, Input, Output and storage devices. Processing and CPUs, Classification of computer, Concepts of Networking and Data Communication.

**Unit II**

Types of Software, Computer Languages, Translators, Operating system – Basics, functions and types, Concepts of CUI & GUI, MS-Windows as GUI Operating System, Parts of Windows, Text processing software-creating, formatting and processing of text. Spreadsheet Software- Creating and using Spreadsheets. Formulas, Functions and Graphics. Presentation Programmes-Creating, Formatting and Presenting, Concepts of Database and Database Management System.

**Unit III**

Definition of Data/Information/Systems, Types of System, System stakeholders, Components of Information System, Evolution of Information Systems, Classification of Information Systems, Flow charts, Algorithm, Decision tables, Decision tree, DFS and ERD with examples, Selected Case Studies.

**Unit IV**

Introduction, Meaning and role of MIS, Definition of MIS, System Development Life Cycle, E–commerce, Introduction to mobile commerce, electronic payments, EDI, Business Function Information System, Selected Case Studies.

**Recommended book(s)**

Balaguruswamy,	Introduction to Computers
B. Ram,	Computer Fundamental
Ron Mansfield,	Working in Microsoft Office
Greg Perry,	Teach Yourself Office 97
Brein James, O.,	Computers in Business Management : An Introduction
Bentley Trevoi,	Management Information Systems and Data Process

**IMS 025 PRODUCTION & OPERATIONS MANAGEMENT**

**Objective:** To familiarize the students with theories and techniques of Production, Operations and Logistics Management.

**Course Outline**

**Unit I**

Nature and scope of production management, production analysis and planning, production functions, objective and functions of production management, responsibilities of the production manager, types of manufacturing processes and plant layout, plant location, assembly line balancing. Production Planning and Control (PPC).

**Unit II**

Materials managements – its scope and importance. Purchasing function and procedure, store-keeping, material planning function, Inventory control, relevant costs, economic lot size, reordering point, Inventory classification techniques.

**Unit III**

Productivity – definition and concept, productivity measurement, productivity improvements, Product development and design, stages of product development, techniques of product development (standardization, simplification and specialization, automation).

**Unit IV**

Development of efficient work methods, work measurement – concept & techniques; material flow process chart, manflow process chart, principles of motion economy, comparison of alternate work methods, maintenance of production facilities, quality control and inspection, sampling inspection, control charts for attributes and variables charts.

**Recommended book(s)**

Production and Operations Management, by K. Ashwathappa, K Sridhar Bhat, Himalaya Pub  
 Production & Operations Management, by Upendra Kachru, Excel Books.  
 Operations Now, by Byron J Finch, Tata Mc Grawhill  
 Operations Management, by Gaither & Fraizer, Thomson South Western.  
 Theory and Problems in Production and Operations Management by S.N. Chary

**RESEARCH METHODOLOGY**

**IMS026**

Course Objectives: To familiarize students with research process, teach them basic tools and techniques and inculcate fundamental expertise to handle research project.

**Unit-I**

**Introduction to Research Methodology**

Research-Concept, Characteristics, Objectives and motivation of research, Significance of Research in decision making and problem solving, Factors required for a scientific/good research, Types of research, Research process overview  
 Language of Research: Concept, Construct, Definition, variables, Hypothesis, Theory and models, Research Problem: Identifying a research problem, Sources of identifying research problem, Process of defining a research problem

**Unit-II**

**Research Design and Sampling Design**

Research design: Meaning of research design, Types of Research Design, Concept and techniques of Exploratory Research design, Descriptive Research Design and Experimental Research Design  
 Sampling design: Census and Sampling Investigation, Characteristics of a good sample, Sampling Design process, Probability and Non Probability Sampling Techniques, Sample size determination

**Unit-III**

**Data Collection and Preparation**

Methods of data collection, developing instruments used in data collection,  
 Measurement and Scaling: Primary scales of measurement, Scaling Techniques, Editing raw data, Coding of data, Tabulation of data, Cross Tabulation

**Unit-IV**

Data Analysis and Presentation of the Results: Univariate, Bi-variate and Multivariate analysis of data, Testing of Hypothesis: Process of testing hypothesis, one tail test and two tail tests, z-test, t-test, F-test and chi square test, Report  
 Writing: Objective, types, Format of a report, essentials of a good report.  
 Prescribed Texts:

Business Research Methods, William G. Zikmund, Thomson Publication  
 Business Research Methods, Cooper and Schindler, TMH Publication  
 Marketing Research: An Applied Orientation Naresh K. Malhotra, PHI  
 Marketing Research-Text and cases, Nargundkar  
 Research Methods, William and M.k. Trochim  
 Research Methodology, R. Panneerselvam  
 Business Research Methodology, Srivastava and Rego  
 Complete Business Statistics, Amir D Aczel  
 Statistics for Management, Levin & Rubin

**MBA (HR) 021 FOUNDATIONS OF HUMAN RELATIONS**

**Objective:** To develop understanding of issues in managing harmonious human relations.

**Course Outline**

**UNIT-I**

Basic Concepts: Society, Community, Association, Institution; Human Relations: Concept, Components, Significance, Nature, Types - Cordial and Strained. Analysis of Interpersonal Relations with FIRO-B, Essentials of Human Relations, Dos and Don'ts

**UNIT-II**

Social Stratification: Concept, Bases, Types - Caste and Class, Consequences for Human Relations, Strategies for Curbing Baneful Effects, Special Opportunities through Positive Affirmation; Associative Social Processes: Cooperation, Accommodation, Assimilation, and Acculturation, Adaptation Dissociative Social Processes: Competition, Conflict, Aggression, Terrorism

**UNIT-III**

Social Norms: Folkways, Mores, Customs, Traditions, Institutions. Socialization: Concept, Theories & Agencies

**UNIT-IV**



Social Group: Concept, Significance and Types, Primary and Secondary Groups Social Control: Concept, Forms, Means, Methods and Agencies

**Recommended book(s)**

Bajpai, B.L., Making Management Skill More Effective, Vikas  
 Bhushan, Vidya and Sacheva D.R., An Introduction to Sociology, Kitab Mahal  
 Davis, Kingsley, Human Society, Surjeet Publications  
 DeCenzo, David A., Human Relations: Personnel & Professional-Development, PHI  
 Maclver, R.M. and Page, C.H., Society: An Introductory Analysis, MacMillan  
 Rao, Shanker C.N., Sociology - Primary Principles, S. Chand and Co.

**MBA (HR) 022 DYNAMICS OF HUMAN BEHAVIOUR**

**Objective:** To develop an understanding of the dynamics of human behavior for successful handling of management issues and promote better understanding amongst members of the organization.

**Course Outline**

**Unit I**

**Cognitive Processes** - Thinking and Problems Solving, Thinking, Concept, Theoretical Perspectives; Types, Convergent, Divergent Lateral, Reasoning, Decision Making Process, Approaches, People Focussed & Product focused., Strategies employed, Creating Positive Mindsets Problem Solving, Concept, Approaches in Managerial Perspectives, Brain Storming, Sensitivity Training, T Groups, Encounter Groups. Emotional Intelligence, Concept, Nature, E.Q. for Improving Emotional Intelligence

**Unit-II**

Personality- Concept, Theoretical perspective- Trait & Type Approach (Brief); Self Concept, Meaning & Nature, Self Growth Movement, Type A, B, C, Personality, Healthy Personality (All port's Mature), Jungs Personality Indicators

**Unit-III**

Mental Health: Concept Principles of Deviance and Disability, Act; Who is Mentally Ill?; Stigma, National Mental Health Act Provision for the Attitude Job Satisfaction and Mental Health & Work Ethics; Mentally ill? Parameters of Positive Mental Health; National Services for the Mentally Ill.

**Unit IV**

Stress: Concept Types, Physiological Arousal as Base Reactions and Coping (Task Oriented, Ego Defense Mechanism), and Managing Stress- Time Management Skills Relaxation Exercises Handling External Toxins. Behavioral Change: Concept Significance Self Awareness, Methods and Techniques of Self Development

**Recommended book(s)**

Arnold, John, Robertson, Iran T. and Cooper, Cary L., Work Psychology- Understanding Human Behaviour in the Work Place, Mac Millan  
 Baron, Robert A. and Greenberg, Jerald, Behaviour in Organisations, Prentice Hall International  
 McConnel, James V., Understanding Human Behaviour, Holt Rinehart and Winston  
 Spencer, Christopher and Scelt, Peter, Psychology : A Contemporary Introduction, Black Well  
 Tiffin, J. and McGormick, B.J., Industrial Psychology, Prentice Hall of India

**MBA (HR) 023 STRESS MANAGEMENT**

**Objective**

To equip the student in understanding the triggers of stress and in better managing stress.

**UNIT I**

Concept of Stress: Origin - a) Basic concepts of the theory of H. Selye (Stressors; Basic Stress-reactions; Distress); b) Principles of Adaptation: From Darwin up to modern military psychology (Degeneration, Idiadaptation, Aromorphosis; Hierarchy of needs and orgiastic principle; Diagnostics of adaptation in a group; Adaptation to extreme activity conditions)

**UNIT II**

Individual and popular concepts of stress, Exercises on definition of actual models of stress and its reduction, Stress and psychological disorders (Sleep disorders; Eating disorders; Emotional disorders)

Practical skills of stress management: SM in positive psychotherapy (Comprehension vs. Estimation; National features of dealing with stress);

**UNIT III**

Stress management in NLP (Words- and formulas- parasites; their genetics and morphology; Stress-patterns: discovering; breaking; transformation; Reframing of habitual stress-reactions; Question of psychological ecology)

**UNIT IV**

Extreme approaches to SM: military techniques of self-control a) Regulation of sleeping regime b) Muscular tension reduction c) Emotional tension reduction

**Recommended Books**

1. Ann Edworthy, Managing Stress, Open University Press, Buckingham, Phildephia.
2. K.Hari Gopal, Organizational Stress, University Press.
3. Dr.Rakesh Chopra Santosh Sharma, The stress Cyclone Suffer or Emerge out: The choice of yours, Institute of corporate Management, Excel Books.

**SEMESTER III****Core Papers (Two Papers, Both are Credit and Compulsory)**

IMS 031 STRATEGIC MANAGEMENT - I

IMS 032 BUSINESS LAWS

**Elective Papers – Credit** (Total No. of elective papers in a semester will be five)**A. (3-5 Papers Supportive to the discipline of study)**

MBA (HR) 032 INDUSTRIAL JURISPRUDENCE

MBA (HR) 033 PARTICIPATIVE MANAGEMENT IN INDUSTRIAL RELATIONS

MBA (HR) 034 LABOUR WELFARE, SOCIAL SECURITY &amp; INDUSTRIAL SOCIAL WORK

MBA (HR) 035 TRADE UNIONS, COLLECTIVE BARGAINING &amp; FINANCIAL REWARDS FOR WORK

MBA (HR) 036 ENVIRONMENTAL POLLUTION, OCCUPATIONAL HAZARDS &amp; INDUSTRIAL SAFETY

MBA (HR) 037 COMPENSATION MANAGEMENT

**B. For Expanded range of study up to two papers of any stream of specialization available in the same semester of any of the IMS-MBA programs****Foundation Paper**

LU 031 FOREIGN LANGUAGE ( Non Credit) Compulsory Paper

LU 032 Summer Internship Report – (Credit) Compulsory

LU 033 Industrial Relations &amp; Industrial Visit

**IMS 031 STRATEGIC MANAGEMENT – I****Objective:** To acquaint the students with the concept of strategy, its formulation and different strategic alternatives.**Course Outline****Unit I:** Business Policy as a Field of Study: Nature, importance, purpose and objectives of Business Policy.; Strategic Management Process: Strategists and Their Role in Strategic Management.; Hierarchy of Strategic Internet: Vision, Mission, Business Definition, Goals and Objectives**Unit II: Environmental Appraisal:** Environmental Scanning, Appraising the Environment; Organizational Appraisal: Organisational Capability Factors, Considerations in Organisational Appraisal, Methods and Techniques used for Organisational Appraisal, Structuring Organisational Appraisal.**Unit III: Company level strategies:** Grand, Stability, Expansion, Retrenchment & Combination Strategies & Corporate Restructuring; Business Level strategy: Business-level, Generic Business & Tactics for Business Strategies.**Unit IV: Strategic Analysis and Choice:** Corporate-level (*BCG Matrix & GE 9 cell Matrix*) and business-level (*Life Cycle Analysis, Porter's Five Forces of Industry Analysis*). *Concept of Strategic Decision Making. Subjective Factors in Strategic Choice and Process of Strategic Choice.* Routes to Competitive advantage**Recommended book(s)**

Crafting and executing strategy, by Thompson, Strickland &amp; Gamble, TMH

Strategic Management – An Integrated Approach, by Charles W.L. Hill, Gareth R. Jones – Biztantra

Business Policy, by AzharKazmi

**IMS 032 BUSINESS LAW****Objective:** To familiarize the student with legal aspects of conducting business.**Course Outline****Unit I**

Indian Contract Act, 1872 Contract- Meaning, Essentials, Kinds, Offer and Acceptance, Contractual Capacity, Free Consent, Consideration, Void Agreements, Quasi Contracts. Modes of discharge of contract and remedies for breach of contract. Contract of Indemnity and Guarantee. Law of Agency.

**Unit II**

The Sale of Goods Act, 1930 Meaning of Contract of sale, Difference between Sale and Agreement to Sell. Conditions and Warranties, Transfer of Property in Goods, Unpaid Seller and his Rights.

**Unit III**

Indian Partnership Act, 1932. Meaning and test of Partnership, Implied Authority of a partner, Position of a minor in partnership, Consequences of Non Registration of a partnership, Firm Expansion, Death and Insolvency of a partner, Dissolution of firm

**Unit IV**

The Negotiable Instruments Act, 1881 Meaning, and characteristics of promissory note, bill of exchange and cheque. Holder and Holder in due course. Negotiation and assignment. Crossing of cheque, bouncing of cheques. Elements of company law; Meaning and types of companies, Formation and incorporation Memorandum of Association, Articles of Association, Prospectus.

**Recommended book(s)**

Elements of Mercantile Law, by N D Kapoor, Sultan Chand  
Legal Aspects of Business, by Akhileshwar Pathak, Tata Mc GRAW HILL  
Business Law, by M C Kuchhal -Vikas

### **MBA (HR) 032 INDUSTRIAL JURISPRUDENCE**

**Objective:** To expose the students to an in-depth study of Industrial jurisprudence as applied to the field of human resources.

#### **Course Outline**

##### **UNIT – I**

Industrial Jurisprudence: Meaning, Scope and Historical Development with Special Reference to Constitutional Provisions and Conventions and Recommendations of ILO, Master-Servant Relationship, Vicarious Liability, Their Rights and Duties, Control of High Courts and Supreme Courts, Publication and Enforcement of Awards, Principles of Case Law, Civil and Criminal Procedure Codes and Their Relevance for Industry

##### **UNIT- II**

Sources, Development and Principles of Labour Legislation; Constitutional Safeguards; Factories Act, 1948; Plantation Labour Act, 1951; Mines Act, 1952

##### **UNIT-III**

Building and Other Construction Workers' (Regulation of Employment and Conditions of Service) Act, 1996; Contract Labour (Regulation and Abolition) Act, 1970; Inter-State Migrant Workmen (Regulation of Employment and Conditions of Service) Act, 1979; Bonded Labour System(Abolition) Act, 1976; Child Labour (Prohibition and Regulation) Act, 1986

##### **UNIT-IV**

Company Law: Concept, Nature and Types of Company; Incorporation of Company, Memorandum of Association, Prospectus, Directors, Promoters and Members; Winding up of Company; Basics of Income Tax, Gift Tax, Trade Tax, Sales Tax & Value Added Tax(VAT) Custom and Excise Duties, Wealth Tax

#### **Recommended Book(S)**

Balchandani, K.R., Industrial Law, Himalaya Publishing House.  
Bhir, B.S., Dimensions of Industrial Relations in India, Untied Asia Publishers  
Goswami, v.G., Labour and Industrial Laws, Central Law Agency  
Malik, P.L., Industrial Law, Eastern Book Agency  
Mishra, Srikant, Modern Labour Laws and Industrial Relations, Deep and Deep Publications  
Misra, S.N., An Introduction to Labour and Industrial Law, Allahabad Law Agency

### **MBA (HR) 033 PARTICIPATIVE MANAGEMENT IN INDUSTRIAL RELATIONS**

**Objective:** To provide the students with a comprehensive knowledge of industrial relations and measures for preventing industrial disputes.

#### **Course Outline**

##### **UNIT-I**

Participative Management: Concept, Objectives, Scope, Levels, Determinants and Reflectors

##### **UNIT-II**

Various Approaches to Participation: Socialist, Gandhian, Eclectic, and Social Science; Scheme of Workers' Participation in Management in India, Problems and Remedies; Recent Trends in Participatory Management, Quality Circles and Japanese Management

##### **UNIT-III**

Industrial Relations: Concept Objectives, Nature and Scope; Approaches to Industrial Relations; Determinants of Industrial Relations; Reflectors of Industrial Relations; Industrial Relations Policy in India; Changing Role of State and New Paradigms in Industrial Relations; Industrial Relations and Globalization

##### **UNIT-IV**

Industrial Disputes: Concept, Types, Causes and Magnitude; Machinery for Settlement of Industrial Disputes in India: Statutory and Non-Statutory Preventive Measures for Settlement of Industrial Disputes: Code of Discipline, Code of Efficiency, and Welfare, Model Grievance Procedure, Inter-Union Code of Conduct; Disciplinary Action, Domestic Enquiry-Principle of Natural Justice; Industrial Disputes Act, 1947; Indian Arbitration and Conciliation Act, 1996

#### **Recommended Book(S)**

Agarwal, D., Dynamics of Labour Relations in India, Tata McGraw Hill Publishing Company  
Bhagoliwal, T.N., Economics of Labour and Industrial Relations, Sahitya Bhawan, Agra, 1990.  
Das, N.G., Industrial Democracy in India, Asia Publishing House  
Mamoria, C.B., Dynamics of Industrial Relations, Himalaya Publishing House  
Mustafa, M. and Dharma, Onkar, Workers' Participation in Management, Concept and Practice, Deep and Deep Publications  
Pylee, M.v. , Worker's Participation in Management, Vikas Publications  
Ramanujam, G., Indian Labour Movement, Sterling Publications  
Rao, Chalapathi, P.V., Labour Management Relations and Collective Bargaining, Anmol Pub.  
Vishwanath, Workers' Participation in Management, Mittal Publications

### **MBA (HR) 034 LABOUR WELFARE, SOCIAL SECURITY & INDUSTRIAL SOCIAL WORK**

**Objective:** To strengthen students' grasp on issues pertaining to labour welfare and social security.

#### **Course Outline**

##### **UNIT-I**

Labour Welfare: Concept, Significance, Objective, Scope, Classification, Approaches, and Principles

**UNIT-II**

Labour Welfare Policy in India, Labour Welfare Programmes in India, Legal Provisions Relating to Labour Welfare in India; Beedi Workers Welfare Cess Act, 1976; Beedi Workers Welfare Fund Act, 1976; Iron Ore Mines, Manganese Ore Mines and Chrome Ore Mines, Labour Welfare Cess Act, 1976; Iron Ore Mines Manganese Ore Mines and Chrome Ore Mines Welfare Fund Act, 1976; Mica Mines Labour Welfare Fund Act, 1946; Building and Other Construction Workers' Welfare Cess Act, 1996; Lime Stone and Dolomite Mines Labour Welfare Fund Act, 1972

Labour Welfare Officer: Qualifications, Roles and Functions, Status, Terms and Conditions of Services, Challenges

**UNIT-III**

Social Security: Concept, Significance, Objectives, Evolution, Scope; Forms of Social Security: Social Insurance, Public Assistance and Public Services.

Important Laws: Workmen's Compensation Act, 1923; Employees' State Insurance Act, 1948; Employees' Provident Fund and Miscellaneous Provisions Act, 1952; Maternity Benefit Act, 1961; Personal Injuries (Compensation) Insurance Act, 1963; Payment of Gratuity Act, 1972

**UNIT-IV**

Industrial Social Work: Concept, Objectives, Scope, Principles; Industrial Social Worker: Roles and Functions, Status, Skills Required; Recent Developments in Social Work Practice in Industry; Future of Industrial Social Work in India

**Recommended Book(S)**

Bansal, C.L., Business and Economic Laws, Himalaya Publishing, House  
 Bhagoliwal, T.N., Economics of Labour and Industrial Relations, Sahitya Bhawan  
 Goswami, v.G., Labour and Industrial Law, Central Law Agency  
 Malik, P.L., Industrial Law, Vol. 1 & 2, Eastern Book Co.

**MBA (HR) 035 TRADE UNIONS, COLLECTIVE BARGAINING & FINANCIAL REWARDS FOR WORK**

**Objective:** To provide understanding of the working of trade unions, concept of collective bargaining and equitable financial rewards.

**Course Outline**

**UNIT-I**

Trade Union: Concept, Objectives, Functions, Theories; Historical Development of Trade Unions in India, England and America; Central Labour Organizations, Trade Union Leadership, Political Affiliations of Trade Unions, Trade Union Rivalry, Trade Union Security; Trade Unions Act, 1926; Social Responsibilities of Trade Unions

International Labour Organization: History, Objective, Structure, Functions and Impact on Indian Trade Union Movement; Trade Union Strategies towards Liberalization and Technological Change

**UNIT-II**

Collective Bargaining: Concept, Objectives, Significance, Salient Features, Nature, Scope, Theories, Principles, Forms, Methods, Problems, Outcomes, Agreements, Settlements, Consent Awards and their Implementation, Collective Bargaining Policy, Legal Sanction for Collective Bargaining

**UNIT-III**

Compensation and Reward Management; Wages: Concept, Distinction between Wage and Salary, Types of Wages-Minimum Wage, Fair Wage and Living Wage, Principles of Wage Determination, Theories of Wages, Determination of Wage Rate and Adjusting Pay Structure, Designing, Improving and Implementing Compensation Package, Incentive Systems of Wage Payment, Dearness Allowance, Bonus, Fringe Benefits; Compensation Practices in Multinational Corporations; Wage Boards and Pay Commissions: Structure and Functions

**UNIT-IV**

Payment of Wages Act, 1936 ; Minimum Wages Act, 1948 ; Equal Remuneration Act, 1976; Payment of Bonus Act, 1965 ;Payment of Gratuity Act,1972

**Recommended Book(S)**

Bhagoliwal, T.N., Economics of Labour and Industrial Relations, Sahitya Bhawan  
 Chalapathi Rao, P.V., Labour Management Relations and Collective Bargaining, Anmol Publications  
 Malik, Dipak, Indian Trade Unionism in Developmental Perspective, Commonwealth Publishers  
 Mamoria, C.B., Dynamics of Industrial Relations, Himalaya Publishing House  
 Sharma, A.M., Understanding Wage System, Himalaya Publishing House  
 Venugopal Rao, G., and Prasad Ram, Trade Unionism in India, Printwell

**MBA (HR) 036 ENVIRONMENTAL POLLUTION, OCCUPATIONAL HAZARDS & INDUSTRIAL SAFETY**

**Objective:** To develop an appreciation of the environmental and occupational hazards and the need for industrial safety measures.

**Course Outline**

**UNIT-I**

Environment, Ecology and Development. Environmental Pollution: Concept, Types-Water Pollution, Air Pollution, Noise Pollution, Soil Pollution, Causes and Baneful Effects of Pollution on Environment Laws Relating to Environmental Pollution: Environment (Protection) Act, 1986; Water (Prevention and Control of Pollution) Act, 1974; Air (Prevention and Control of Pollution) Act, 1981; Strategies for Conservation and Development of Environment in India

**UNIT-II**

Occupational Health: Concept, Nature, Significance and Scope; Occupational Disease: Concept, Types, Diagnosis, Prevention and Treatment; Model Occupational Health Services: Structure and Function; Data Bank and Laboratories for Occupational Health and Hygiene; Respiratory and Non-Respiratory – Testing; Notifiable Occupational Diseases

### **UNIT-III**

Behavioural Toxicology: Concept and Research Methods; Threshold Limit - Value of Toxic Chemicals and Their Effects on Behaviour; Health Hazards of New Technology: Impact of Automation and Computerization on Employees' Health  
Problems with Visual Display Units and Terminals

### **UNIT-IV**

Occupational Stress: Concept, Causes- Personality Related, Nature of Work Related, Work Situation Related, Social Situation Related, Prevention and Control of Occupational Stress ; Industrial Accidents: Concept, Theories-Frequency Rate and Severity Rate of Accident, Causes, Fatigue, Monotony and Boredom, Accident Proneness, Preventive and Remedial Measures ; Industrial Safety: Concept, Approaches, Safety Measures- Types, System, Safety Stewardship Scheme, Safety Climate; Quality of Work life and Its Impact on Industrial Safety

#### **Recommended Book(S)**

Agarwal, S.K. , Industrial Environment Assessment and Strategy, APH Publishing Corporation  
Hammer, Willie, Occupational Safety Management and Engineering, Prentice Hall  
LocUm, R.M., Environment and Industry: An Alarm, Shiva Publishers  
Mamoria, C.B., Personnel Management, Himalaya Publishing House  
Vernon, H.M., Accidents and Their Prevention, Cambridge University Press

### **MBA (HR) 037                      COMPENSATION MANAGEMENT**

**Objective:** To provide the students with an in-depth knowledge on compensation practices for different levels of manpower.

#### **Course Outline**

#### **UNIT I**

Conceptual and Theoretical Understanding of Economic Theory Related to Reward Management; Competitive Imperatives; Productivity, Quality, Service, Speed, Learning Planning for Improved Competitiveness;

#### **UNIT II**

Diagnosis and Bench marking, Obtaining Commitment; Determination of Inter and Intra-I Compensation Differentials; Internal and External Equity in Compensation Systems; Understanding Tools Used in Designing, Improving and Implementing Compensation packages;

#### **UNIT III**

Compensation Designs for Specific Type of Human Resources like Compensation of Chief Executives, Senior Managers, R&D Staff, etc.; Understanding Different Components of Compensation packages like Fringe benefits, Incentives and Retirement Plans;

#### **UNIT IV**

Compensation Practices of Multimedia Corporations and Strategic Compensation Systems; Statutory Provisions Governing Different Components of Reward Systems, Working of Different Institutions Related System Like Wage Boards, Pay Commissions.

#### **Recommended Book(S)**

Sharma, A.M., Understanding Wage System, Himalaya Publishing House

**SEMESTER IV****Core Papers (Two Papers, Both are Credit and Compulsory)**

IMS 041	STRATEGIC MANAGEMENT - II
IMS 042	ORGANIZATIONAL EFFECTIVENESS & CHANGE

**Elective Papers – Credit**

A. 2-4 Papers Supportive to the discipline of study

MBA (HR) 041	MANAGERIAL COUNSELLING
MBA (HR) 042	HUMAN RESOURCE DEVELOPMENT & TRAINING
MBA (HR) 043	LEADERSHIP, CONFLICT RESOLUTION AND TEAM BUILDING
MBA (HR) 044	MANAGERIAL COMMUNICATION & PR
MBA (HR) 045	QUALITY CONTROL & DEVELOPMENT
MBA (HR) 046	PERFORMANCE MANAGEMENT

B. For Expanded range of study up to two papers of any stream of specialization available in the same semester of any of the IMS-MBA programs.

**Foundation Paper**

LU 041	RESEARCH PROJECT/BUSINESS PLAN (Credit and Compulsory)
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**IMS 041 STRATEGIC MANAGEMENT – II Objective:** To comprehend strategic management process, understand interrelationship between formulation and implementation and apply administrative and leadership skills for successful implementation of strategies.

**Course Outline****Unit I:**

Nature and Scope of Strategic Management. Concept of Core Competence, Capability and Organisational learning; Management of *Strategic* Change; Process of Strategic planning and Implementation, Activating Strategies, Strategy and Structure.

**Unit II:**

**Behavioral Implementation:** An overview of: Leadership, Corporate Culture, Corporate Politics and Use of Power, Personal Values and Business Ethics.

**Functional /Operational Implementation:** An overview of: Functional Strategies.

**Unit III:**

Strategy Evaluation and Control (*Mc Kinsey's 7s Framework*).

**Tailoring Strategy to Fit Specific Industry and Company Situations:**

*Strategies for Competing in Emerging Industries; Strategies for competing in Turbulent, High-Velocity Markets; Strategies for Competing in Maturing Industries; Strategies for Competing in Fragmented Industries; Strategies for Firms in Stagnant or Declining Industries; Strategies for Sustaining Rapid Company Growth; Strategies for Industry Leaders; Strategies for Runner-up Firms; Strategies for Weak and Crisis Ridden Businesses.*

**Unit IV:**

Mergers and Acquisitions: *Takeover and Defense Tactics, Laws For Mergers And Acquisitions, Regulatory Framework of Takeovers in India, Cross Border Mergers and Acquisitions.*; Strategic Management in an International Firm; Strategy and Corporate Evolution in Indian Context.

**Recommended book(s)**

1. Strategic Management by Thompson, Strickland, Gamble and Jain. McGraw Hill 2010, 16th edition.
2. Thomas L. Wheelen & J. David Hunger; Concepts in Strategic Management and Business Policy; Pearson Education
3. Strategic Management by Azhar Kazmi, Tata McGraw Hill
4. Mergers and Acquisitions by Jay M Desai, Nisarg A Joshi; Biztantra

**IMS 042 ORGANIZATIONAL EFFECTIVENESS & CHANGE**

**Objective:** To understand the facilitative forces for organisational effectiveness and management of change.

**Course Outline****Unit I**

**Understanding Organizational Effectiveness and Change.** Concept and Process of Organizational Effectiveness; Concept and Process of Organizational development; Design, Development and application OD interventions.

**Unit II**

**Organizational Learning and Learning Organizations:** Process of organizational learning; Characteristics of learning organizations; Creativity and innovations; Organisational Change.

**Unit III**

**Interpersonal Relationships:** Individual's Behaviour, Individual's in Group; Perception, motivation, attitudes, values, personality. Interpersonal Communication: Types of Interpersonal Relationship Inter group behaviour & collaborations; Team building & team management; **Transaction Analysis.**

**Unit IV**

**Organizational Culture and Climate.** Organizational Ethos; Dimensions and process of organizational climate; Dimensions and process of organizational culture; Power and Politics. Corporate Governance; Conflict Dynamics; Conflict and Negotiations; Stress Management.

**Recommended book(s):**

- Organizational Behaviour, by Stephen P. Robbins
- Organizational Effectiveness and Change, by Cummins (South Western Thompson)
- Management of Organizational Change, by Hari Gopal
- Change Management, by Neelkant Ramanarayan

**MBA (HR) 041 MANAGERIAL COUNSELLING**

**Objective:** To equip the potential managers with understanding of psychological make-up of personnel working in an organization with a view to promote positive culture..

**Course Outline**

**Unit I**

Managerial Counselling: Process, Steps in Counselling, Goals, Expectations Counselling Skills, Communication Skills Verbal & Non-Verbal Communication, Managerial Counselling/Counselling for Managers, Counselling: Concept, Nature & Type, Related Concepts :Helping, Consultation, Advice, Psychotherapy, Counselling Process: Steps in Managerial Counselling (8 Step model), Counselling Environment, Expectations and Goals, Approaches to Counselling (Directive, Behaviouristic, Humanistic, and Existential)

**Unit II**

Counselling Skills: Verbal Communication Skills and Non Verbal, Listening, Questioning, Empathy, Relationship, Silence as Therapeutic Tool, Crisis Intervention, Process and Steps, Counseling in Industrial Setting.

**Unit III**

Psychological Testing and Diagnosis: Types of Psychological Tests, Group Therapy and Brief Counselling. Managerial Blockages, SWOT.

**Unit IV**

Counselling for Absentees, Sick, Accident Prone, Retiring/Retired, Improving Performance and Job Environment Fit, Recent Trends.

**Recommended Book(S)**

- Cavanaugh, M.E., The Counselling Experience, A Theoretical and Practical Approach, Monterey CA Brooks, Cole, 1982.
- Dryden Windy, Key Issues for Counselling in Action, Sage Publication, New Delhi, 1995.
- Dryden Windy, Counselling in Practice, Sage Publications, New Delhi, 1995.
- Gelso, Charles J. and Fretz, Bruce R., Counselling Psychology, Prism Book Pvt. Ltd., Bangalore, 1995.
- Hansen, J.C., Warner, P.W. and Smith, E.J., Group Counselling: Theory and Process (2nd ed.) Rand McNally, Chicago, 1980.
- Mehta, D.S., Handbook of Public Relations in India, Allied Publishers Ltd., New Delhi, 1998.
- Nattan, Robert and Hill, Linda, Career Counselling, Sage Publications, New Delhi, 1996.
- Oldfield, S., The Counselling Relation, Routledge and Kegan Paul, London, 1983.
- Rao, Narayan, Counselling Psychology, Tata McGraw Hill, New Delhi, 1995.

**MBA (HR) 042 HUMAN RESOURCE DEVELOPMENT & TRAINING**

**Objective:** The course aims to equip students with skills relevant for training and developing the manpower in an organization.

**Course Outline**

**UNIT-I**

Human Resource Development: Introduction, Evolution, Role and Functions of HRD, Challenges before HRD Professionals, Interrelationship between HRD and HRM; Training and Development: Concept, Significance, Methods, Techniques and Strategies; Training: Steps and Process; Types of Training; On the Job and Off the Job; Essentials of a Training Programme

**UNIT-II**

Learning Theory: Principles and Methods of Learning: Role of Learning in Developing a Group of Trainees, Communication Process in Training, Audio-Visual Aids, Monitoring and Evaluation of Training Programmes, Training Institutions and Future of Training in India

**UNIT-III**

Public Relations: Concept, Significance, Nature and Scope, Process, Factors Affecting Public Relations, Reflectors of Public Relations; Methods and Techniques of Public Relations; Position, Role and Functions of Public Relations Officer

**UNIT – IV**

Public Relations and Publicity through Newspapers, T.V., Radio, etc.; Public Relations with Government, Consumers, Political and Community Leaders, and Non-Governmental Organizations Reports, House Magazines, Exhibitions, Sponsorship; Advertising: Concept, Types, Steps, Campaigns, Methods and Techniques, Agencies, Constitutional and Legal Restraints

**Recommended Book(S)**

- Dubey, V.K., Public Relations Management, Common Wealth Publishers
- Jefkins, Frank, Public Relations, Pitmann Publishing
- Mamoria, C.B., Personnel Management, Himalaya Publishing House

Pareek, Udai and Lynton, Rolf, P., Training for Development, D.B. Taraporevala  
 Prasad, L.M., Principles and Practice of Management, Sultan Chand and Sons  
 Rae, Leslie, Techniques of Training, Jaico Publishing House  
 Rudrabasavaraj, M.N., Executive Development, Himalaya Publishing House  
 Sengupta, Sailesh, Management of Public Relations and Communication, Vikas Publishing House

### **MBA (HR) 043 LEADERSHIP, CONFLICT RESOLUTION AND TEAM BUILDING**

**Objective:** To develop leadership, conflict resolution and team building skills in the prospective manager.

#### **Course Outline**

##### **Unit I**

Leadership: Concept, Nature, Characteristics, Leader Vs Manager, Leadership Skills Leader, Roles, Responsibilities and Functions of Leader, Qualities of a Good Leader, Classification of Leadership: Formal vs. Informal, Positive vs. Negative, Cultivated vs. Innate, Factors Affecting Choice of Leadership; Retention and Change of Leadership, Obstacles in the way of Leadership, Contemporary issues in Leadership

##### **Unit II**

Leadership Approaches & Theories: Approaches for Examining Leadership Behavior: Trait Theories, Behavioral Theories (Ohio State studies, University of Michigan Studies, Managerial Grid, and Scandinavian Studies), Contingency Theories (Fiedler's Model, Hersey and Blanchard's Situational Theory, Leader-Member Exchange Theory, Path-Goal Theory, Leadership Participation Model).

Recent Approaches to Leadership: Attribution Theory of Leadership, Charismatic Leadership Theory, Transactional vs. Transformational Leadership, Visionary Leadership.

Leadership Styles: Autocratic, Consultative, *Laissez Faire*, Bureaucratic, Manipulative and Expert Leadership, Likert's Four Systems of Management (Exploitative-Authoritative Style, Benevolent Authoritative Style, Consultative Style and Participative Style), Strategies for Development of Effective Leadership: Delegation of Authority, Participation in Decision Making, Open and Uninhibited Communication, Suggestion System

##### **Unit III**

Conflict: Concept, Nature, Transitions in Conflict Thought (Traditional View, Human Relations View and Interactionist View), Conflict- Intensity Continuum, Causes of Conflict (Personal, Work Related, Group Related, Organizational and Societal), Consequences for and Impact of Conflict on Individual, Group, Organization and Society

Types of Conflict: Dyadic Conflict, Individual Level Conflict, Inter-Group Conflict, Inter-Organizational Conflict, Goal Conflict and Role Conflict, Functional vs. Dysfunctional Conflict, Stimulating Functional Conflicts, Indices and Theories

The Conflict Process: Five stages of Conflict Process (Potential Opposition or Incompatibility, Cognition and Personalization, Intentions, Behavior and Outcomes), Measurement and Diagnosis of Conflict, Conflict Resolution: Concept, Need, Methods, and Techniques.

##### **Unit IV**

Team: Concept, Objectives, Teams vs. Groups, Elements and Functions of Teams, Types of Teams (Problem-Solving Teams, Self-Managed Work Teams and Cross-Functional Teams).

Strategies of Building a Dynamic Team- Driving towards a Mission, Striving towards Team Effectiveness, Thriving on Teamwork, Arriving at Peak Performance

Team Decision- Making Techniques; Turning Individuals into Team Players; Contemporary Issues in Managing Teams

#### **Recommended book(s):**

Aravindan, P., Team Engineering and World Class Management, Wheeler Publishing

Blake, Robert R.O, Shepherd, Herbert A. and Mouton, Jane S., Managing Intergroup Conflict in Industry, Gulf Publishing House

Cleland, David I., Strategic Management of Teams, John Wiley and Sons

Davis, Keith, Human Relations at Work, McGraw Hill

Harigopal, K., Conflict Management (Managing Interpersonal Conflict), Oxford and PH Pub.

### **MBA (HR) 044 MANAGERIAL COMMUNICATION & PR**

**Objective:** To develop communication and public relations skills required for a manager.

#### **Course Outline**

##### **Unit-I**

Communication: Concept, Nature, Scope, Significance; Communication Elements: Source, Message, Media, Receiver, Feedback; Communication Process: Ideation, Encoding, Transmission, Receiving, Decoding, Action; Communication Barriers, Principles & Skills of Effective Communication; Role of Communication in Business Organizations

##### **Unit-II**

Theories of Communication, Johari Window, Types of Communication; Organizational Communication: Upward, Downward, Horizontal and Diagonal; Public Presentation: Concept, Significance Steps, Obstacles, Strategies; Oral Communication Skills, Communication Tools (Lecturing, PowerPoint Presentation, Video Conferencing); Group Discussion: Concept, Objectives, Essentials, Methods & Techniques; Interviewing: Concept, Components, Essentials, Methods & Techniques, Interviewer; - Interviewee Relationship - Dos & Don'ts, Steps in Interview Process, Mock Interviews, Stress Interviews, Review & Feedback

##### **Unit -III**

Business Correspondence: Principles of Clear Writing, Applications & Requests, Positive & Negative Responses to Request, Routine Messages, Memos, Report Writing, Notices, Advertisement, House Magazines, Memoranda, Representations, Preparation of Agenda and Minutes, Organizing Meetings, Business Etiquettes: Telephone & Email Etiquette Communication Ethics,



Corporate Ethics, Ethical Dilemmas, Inter Cultural Communication, Argumentation- Cross and Problem Solving, Persuasion, Ejective Listening

#### **UNIT-IV**

Public Relations: Concept, Significance, Nature and Scope, Process, Factors Affecting Public Relations, Reflectors of Public Relations Methods and Techniques of Public Relations. Position, Role and Functions of Public Relations Officer. Public Relations and Publicity through Newspapers, T.V., Radio, etc. Public Relations with Government, Consumers, Political and Community Leaders, and Non-Governmental Organizations; Reports, House Magazines, Exhibitions, Sponsorship; Advertising: Concept, Types, Steps, Campaigns, Methods and Techniques, Agencies, Constitutional and Legal Restraints

#### **Recommended Book(S)**

Boone, E. Lewis, Kurtz David I. and Block R. Judy, Contemporary Business Communication, Prentice Hall Inc.  
 Dennis, Everette E. and Merrill, John C., Basic Issues in Mass Communication, Mac Millan  
 Diwan, Parag and Aggarwal, Business Communication, Excel Books  
 Jitendra, M.D., Organisational Communication, Rajat Publications  
 Myers and Myers, Managing by Communication, McGraw Hill  
 Porter, W., Communication Within Industry, Harper and Row

### **MBA (HR) 045 QUALITY CONTROL & DEVELOPMENT**

**Objective:** To promote application of quality control measures to enhance profitability and competitiveness.

#### **Course Outline**

##### **UNIT - I**

Quality Control and Development: Concept, Significance, Objectives, Methods and Techniques

##### **UNIT-II**

Stages in Companywide Quality Control, Control Chart. PERT, CPM, Companywide, Quality Improvement

##### **UNIT - III**

Quality Circle: Concept, Objectives, Significance, Evolution, Structure and Functioning, Problems

##### **UNIT-IV**

Taguchi Method, Demming's 14 Points, Grosiby's Approaches, Juran's Approaches, Indian Standards: ISO – 9000, Quality Function Deployment

#### **Recommended book(s):**

Berger, Roger W. and Shores, David I., Quality, Circles: Selected Readings, Marcel Dekker  
 Dale, Barrie and Cooper, Cary, L., Human Resources and Total Quality, Beacon Books  
 Dalela, Suresh and Dalela, Saurabh, ISO 9000. A Manual for Total Quality Management, S. Chand and Company

### **MBA (HR) 046 PERFORMANCE MANAGEMENT**

**Objective:** To facilitate understanding of issues in performance management for promoting excellence.

#### **Course Outline**

##### **Unit I**

**Performance Appraisal Philosophy:** Meaning, objectives and limitations, problems of criteria – performance standards, performance measures, rater's biases, halo effect, error of central tendency, appraisal system in big companies, ethic of appraisal.

##### **Unit II**

**Appraisal Techniques:** Past oriented appraisal methods – rating scale, check lists, force field method, critical incident method, behaviourally anchored rating scales, field review method, performance test and observations, comparative evaluation approaches, ranking method, point allocation method, paired comparisons, future oriented appraisal methods – self appraisal, management by objectives, psychological appraisals, assessment centres.

**Managerial Appraisal:** Management functions and evaluation; factors assessed – potential rating, performance rating, leadership rating.

##### **Unit III**

**Employees Appraisal:** Skill and efficiency rating, competency rating, career rating; organisation growth and performance evaluation; feedback for human resource functions.

##### **Unit IV**

**System and Process of Controlling:** Importance of critical control points and standards; feed forward control in human system, performance standards and measurements, management information system – use of computers; Types of managerial controls – organisation control, operation controls, predicative controls, Concurrent controls, historical controls; control techniques; controlling the Human elements, effective of Control on Behaviour, performance – control and decision making; organisation excellence.

#### **Recommended Book(S)**

Singh, Nachhattar, Organizational Theory - Performance, Personnel & Policies, Anmol Publishers

**MBA, INTERNATIONAL BUSINESS**

**SEMESTER I**

**Core Papers (All Papers are Credit and Compulsory)**

IMS 011 ESSENTIALS OF MANAGEMENT

IMS012 BUSINESS ENVIRONMENT

IMS 013 FINANCIAL ACCOUNTING

IMS 014 QUANTITATIVE METHODS IN BUSINESS

IMS 015 HUMAN RESOURCE MANAGEMENT

IMS 016 INDIAN VALUE SYSTEM & BUSINESS ETHICS

IMS 017 MARKETING MANAGEMENT

IMS 018 MANAGERIAL ECONOMICS

**Foundation Paper (Non-Credit Compulsory paper)**

LU 011 COMMUNICATIVE ENGLISH

**IMS 011 ESSENTIALS OF MANAGEMENT**

**Objective:** To provide an understanding of the tasks and functions of management and to acquaint the students with the evolution of management thought.

**Course Outline**

**Unit I**

**Introduction:** Definition, Nature scope and significance of Management, the evolution of Management thought, Approaches of management, Contributions of Taylor, Fayol and Barnard to Management Science Functions of a Manager Social responsibility of Managers, Values and Ethics in management.

**Unit II**

**Planning:** Definition, Nature, Scope and significance of planning, Objectives, Steps of Planning, Decision making as key step in planning. The process and techniques of decision making, long- range planning, strategies and policies.

**Unit III**

**Organisation:** Definition, Nature, scope and significance, Approaches, Departmentation, Line and staff relationships, Delegation and Decentralization, Committee system, Determinants of effective organising, Staffing - nature and significance, Selection, Appraisal and Development of Managers.

**Unit IV**

**Directing & Controlling:** Issues in managing human factors, Motivation - nature and Significance, Theories and Techniques, Leadership and Leadership Styles; Communication - Definition and Significance, Communication Barriers, Building effective communication system. Definition and Elements Control Techniques, Coordination, Determinants of an Effective Control system, Managerial Effectiveness.

**Recommended book(s)**

Donnelly J.H., Gibson, J.L. & Ivancevich, J.M., Fundamentals of Management, Inwin, Inc.

Drucker, P.F. , The Practice of Management, Allied Publishers

Hold, David, H., The Management Principles and Practice, Tata McGraw Hill

Koontz & O'Donnell, Essentials of Management, Tata McGraw Hill

Prasad, L.M., Principles and Practice of Management, Sultan Chand & Sons

Robbins, S.P., and Coulter, M., Management, Pearson Education

**IMS012 BUSINESS ENVIRONMENT**

**Objective:** To facilitate the understanding of the various components of the environmental to be considered for decision making.

**Course Outline**

**Unit I**

**Introduction:** The concept of Business Environment, its significance and nature. The interaction matrix of different environmental factors – Porters model, the process of Environmental Scanning. Types of economies – socialistic pattern, free market economy and mixed economic structure. Responsibility of business to the society.

**Unit II**

The Politico-Legal Environment – The relationship between business and government in India. Federal structure in India – Centre-State financial relations. An introduction to some important business laws like New Competition Law 2000, MSME Act, FEMA, Important regulations of SEBI affecting Indian business environment.

**Unit III**

Macro Economic Environment – National income aggregates, Fiscal and monetary policy. Balance of trade and balance of payment. Exchange market convertibility of rupee. Trade Cycles – meaning, phases and theories – monetary theories, Samuelson and Hicksian approach. Inflation analysis.

**Unit IV**

Indian Economic Environment – Features of Indian Economy – primary, secondary and tertiary sectors, demographic profile of the Indian economy. The philosophy and strategy of planning in India. Industrial policy in India. Second generation economic reforms – liberalisation, globalisation and its impact on business environment, Foreign investment in India. Composition and direction of India's foreign trade. Problems of Indian business environment.

#### **Recommended book(s)**

Cherunilum, Francis, Business Environment, Himalaya Publishing House  
Dutta and Sundaram, Indian Economy, S. Chand and Co.  
Mamoria, C.B., Social Problems and Social Disorganization in India, Kitab Mahal  
Mathew, M.J., Business Environment, RBSA Publishers, Jaipur, 1996.

#### **IMS 013 FINANCIAL ACCOUNTING**

**Objective:** To develop an insight into the nature and uses of Financial Accounting Information and its reporting.

#### **Course Outline**

##### **Unit I**

Nature and functions of financial Accounting, Accounting system, Information perception of different users, Source documents, classification of accounts, recording, posting of transactions, Ethical issues in accounting, basic accounting concepts and conventions, GAAP, Accounting standards.

##### **Unit II**

Preparation of trial balance for service and merchandise business, capital and revenue expenditures, adjustment entries, completing the accounting cycle, measuring business income, financial statements of manufacturing and trading businesses.

##### **Unit III**

Internal control systems for cash, bank reconciliation, accounting for receivables and inventories, , depreciation accounting, preparation of financial statements of companies, accounting for share capital, preference share and debentures.

##### **Unit IV**

Analysis of accounting information, Financial Statement analysis and application, Statement of Cash Flow, preparation and interpretation, contents of an Annual Report.

#### **Recommended book(s)**

Financial Accounting, A Managerial Perspective, R. Narayanaswamy - Prentice Hall India  
Financial Accounting for Management, N. Ramachandran & Ram Kumar Kakani, TMH Publication  
Accounting For Managers, Maheswari & Maheswari, Vikas Publishing house (P) Ltd.  
Financial Statement Analysis, Wild, Tomson Cengage Learning Ltd.  
Advanced Accountancy, R.L. Gupta & M. Radhaswamy, Sultan Chand Publications  
Accounting for Managers, Bhattacharya, Vikas Publications  
Financial Accounting, Jawaharlal and seema srivastava

#### **QUANTITATIVE METHODS IN BUSINESS**

#### **IMS 014**

**Objective:** To acquaint the students with various quantitative techniques helpful in improving their decision making skills.

#### **Course Outline**

##### **Unit-I**

Arithmetical and Geometrical Progression; Addition, subtraction and multiplication of Matrix, Identity Matrix, Singular and Non-singular Matrix, Adjoint of a matrix, Inverse of a matrix; Solution of a system of linear equations by using matrices, single linear application of matrices

Calculus; Basic differentiation(First order and second order)and its application.

##### **Unit-II**

Measures of central tendency-Mean, Mode, Median, Geometric mean, Harmonic Mean; Measures of Dispersion-Range, Quartile Deviation, Standard Deviation, Absolute and Relative Dispersion; Coefficient of variation, Combined standard deviation.

##### **Unit-III**

Correlation analysis-types of correlation, Methods of studying correlation-scatter diagram method, Karl Pearson's coefficient of correlation, Rank correlation coefficient.

Regression analysis-difference between correlation and regression, Regression lines, Regression equations Y on X and X on Y, Method of Least Squares. Deviations taken from the actual means of X and Y. Deviations taken from the assumed means, Regression coefficients and their properties.

Probability; Probability theory, Theorems of Probability and examples.

##### **Unit-IV**

Linear Programming-Extreme point theorem: Graphical solution method-maximization problem, minimization problem, Some special cases in Linear Programming-multiple optimal solutions, an unbounded solution an infeasible solution.

Transportation Problem: Methods of finding an initial solution-North-West Corner Method, Least Cost Method, Vogel's Approximation Method.

#### **Recommended book(s)**

Business Mathematics,by Sancheti & Kapoor(Unit I)  
Statistics,by S P Gupta and M P Gupta(unit II & Unit III)

Operations Research, by JK Sharma (Unit IV)

### **IMS 015 HUMAN RESOURCE MANAGEMENT**

**Objective:** To familiarize students to various aspects of acquiring and maintaining the workforce for sustained growth of any organisation.

#### **Course Outline**

##### **Unit I**

Nature and scope of Human Resource Management; Human Resource Management in a changing Environment; Strategic Human Resource Management; Human Resource Planning; Job Analysis and Design.

##### **Unit II**

Attracting and Selecting Human Resources; Orientation and Placement; Manpower Training and Development.

##### **Unit III**

Performance Appraisal System; Job Evaluation & Employee Remuneration; Employee Benefits and Services.

##### **Unit IV**

Industrial Relations & Trade Unions; Dispute Resolution & Grievance Management; Employee Welfare and Participative Management.

#### **Recommended book(s)**

Human Resource Management – Text & Cases, by VSP Rao, Excel Books

Human Resource Management – Text & Cases, by K. Ashwatappa – Tata McGraw Hill

Human Resource Management, by Cynthia Fisher, Shaw – Wiley / Biztantra

Human Resource Management, by Gary Dessler, Person Publications

### **IMS 016 INDIAN VALUE SYSTEM & BUSINESS ETHICS**

**Objective:** To develop an appreciation for ethical conduct of business practice and to value the Indian culture and traditions.

#### **Course Outline**

##### **Unit I: Indian Society and Indian Philosophy**

Social change in India: Impact of Sanskritisation, Westernisation, Modernisation on Indian Society. Varna and Caste system, Ashrama, Life Goals: Purushartha and Sanskaras. Astanga Yoga and its relevance to management.

##### **Unit II: Values: Indian scriptures and Indian thinkers**

Indian Scriptures: Relevance of the Bhagvad Gita in current management practices. Management learning from the Arthashastra.

Indian Thinkers: Values given by Mahatma Gandhi, Aurobindo Ghosh, Swami Vivekanand.

##### **Unit III: Business Ethics**

Theories of Ethics – Natural Law, Utilitarianism, Kantian Virtue. Ethics in Corporate Strategy: Corporate Philanthropy, Strategic Philanthropy, Corporate Governance. Ethical dilemma at workplace and their resolution.

##### **Unit IV: Application of Business Ethics**

Ethics in the world of business (Intellectual property rights like designs, patents, trademarks, copy rights).

Ethics in marketing (consumer rights, advertising, dumping).

Ethics in finance (financial disclosures, insider trading, window dressing).

Ethics in information technology and systems usage (data confidentiality).

Ethics in human resources management (whistle blowing, discrimination), Environmental ethics (Carbon trading).

#### **Recommended Books**

Ethics and the Conduct of Business, by Boatright (Pearson Education)

### **IMS 017 MARKETING MANAGEMENT**

**Objective:** To develop an understanding of the underlying concepts, strategies and the issues involved in the exchange of products and services and their relevance to marketing tasks.

#### **Course Outline**

##### **UNIT I**

Definition of marketing, core marketing concepts (needs, wants, demand, offering, brand, customer value, competition); Marketing concepts (Production, product, selling, marketing, social marketing concepts);

Introduction to the marketing mix ; Concept of Integrated marketing; Market segmentation, targeting and positioning, niche marketing; marketing planning.

Understanding the Marketing environment and adopting marketing to the changing environment An overview of marketing of services and rural marketing

##### **UNIT II**

Consumer Behaviour- definition, buying motives, consumer motivation, consumer decision making, Organisational buying behavior;

Marketing Research- need, process, and importance , types of research methods(exploratory, descriptive, cause and effect) and tools (questionnaires, interview, projective tests, )

##### **UNIT III**

**PRODUCT:-** Definition of product, levels and types of product; Packaging and labeling, Product line management and product mix, Product differentiation, PLC- stages and corresponding strategies, New Product decision, Theory of diffusion of an innovation.

**PRICE:-** Pricing objectives, factors influencing pricing, Pricing strategies

##### **UNIT IV**

**DISTRIBUTION:-** Types of distribution channels; Role of intermediaries, Channel strategy decisions, Physical distribution management.

**PROMOTION:** promotion mix, Advertising- 5 M's, Role and functions of advertising, Sales Promotion: Types of sales promotion (Trade promotion, consumer promotion), advertising vs. sales promotion, S.P. tools, Personal selling: challenges and responsibilities, Personal selling skills, Managing Public Relations

**Recommended book(s)**

Marketing – Concepts, strategies, by William M Pride, O C Fewell, Biztantra

Marketing Management, by Ramaswamy & Namakumari, Macmillan

Marketing Management, by Arun Kumar & Meenakshi, Vikas

Principles of Marketing, by Philip Kotler, Armstrong, Pearson Education

**IMS 018 MANAGERIAL ECONOMICS**

**Objective:** To impart basic knowledge of the concepts and tools of Economic Analysis as relevant for Business Decision-Making.

**Course Outline**

**UNIT – I**

Nature and Scope of Managerial Economics: Basic Tools- Opportunity Cost principle, Incremental principle, Equi-Marginal Principle. Principle of Time perspective, Discounting Principle. Uses of Managerial Economics.

Demand Analysis: Demand Theory, The concepts of Demand, Determinants of Demand. Demand Function and Elasticity of Demand, Demand Estimation and Demand Forecasting.

**UNIT – II**

Production Analysis: Concept of Production, Factors, Laws of Production, Economies of Scale, Economies of Scope, Production functions.

Cost Analysis: Cost Concept, Types of Costs, Cost function and cost curves, Costs in short and long run, LAC and Learning Curve.

**UNIT – III**

Market Analysis: Price-output determination in different markets, Perfect, Monopoly, Monopolistic competition, Duopoly and Oligopoly markets, Elements of Game theory, Price discrimination, Different pricing policies.

**UNIT – IV**

Profit Analysis: Nature and Management of Profit, Profit Theories, Function of Profits, Profit policies. Basic BEP Analysis – concepts and its applications in business decisions, margin of safety, theories of firm – Baumol, Williamson and Morris Model.

**Recommended book(s)**

JV Vaishampayan	Managerial Economics
Thomas & Maurice	Managerial Economics
A.Koutsoyiannis,	Modern Micro Economics
P. Samuelson,	Micro Economics
M.Adhikari,	Managerial: Economics
Cambell R.Mc Counell,	Economics

**LU 012 COMMUNICATIVE ENGLISH**

**Objective:** The course is designed to meet the English conversational proficiency needs of individuals..

**Unit – I**

Practice of conversation covering every day activities, functional grammar – Subject, Verb, Noun, Adjectives, Tenses, Sentences, Articles, Prepositions.

**Unit – II**

Vocabulary – extend vocabulary, Phrases, Idioms, Improve reading skills – sounds, stress intonation, rhythm voice quality, develop listening comprehension, develop soft skills – interpersonal skills, ability to handle diverse roles, Role Play & body language.

**Unit – III**

Conference briefing, addressing seminar, group discussion, compeering, reading comprehension e.g. editorials, book reviews, articles, advertisements and fine prints, letter writing notices, invitations & resumes, report writing and presentation, function as mentors & be creative in organising programmes.

**Unit – IV**

Public speaking, presentation, mock interviews, picture reading, e-mailing. Reading - to analyze grammatical error, paragraph writing letter writing, précis writing, job application, resume (for content appraisal)

Learning Approach – interactive learning process with emphasis on participation, evaluation and feedback.

**Recommended Book(S)**

Wren and Martin	:	English Grammar and Composition
John C. Maxwell, Jim Dornan	:	Becoming a person of Influence
Ken Blanchard	:	Empowerment Takes More than a Minute
Zig Ziglar	:	You Can Reach the Top
Hello English	:	Orient Longman
English is Easy	:	Orient Longman
Dale Carnegie	:	How to develop Self- Confidence & Influence People by Public Speaking
Speak English Audiocassettes & student's books		– Orient Longman

**SEMESTER II****Core Papers (All Papers are Credit and Compulsory)**

IMS 021	INTERNATIONAL BUSINESS
IMS 022	MANAGEMENT ACCOUNTING
IMS 023	FINANCIAL MANAGEMENT
IMS 024	COMPUTER APPLICATIONS & MIS
IMS 025	PRODUCTION & OPERATIONS MANAGEMENT
IMS 026	RESEARCH METHODOLOGY

**Elective Papers – Credit (Two papers Supportive to the discipline of study)**

MBA (IB) 021	INDIA'S FOREIGN TRADE
MBA (IB) 022	FOREIGN EXCHANGE MANAGEMENT
MBA (IB) 023	INTERNATIONAL FINANCIAL INSTITUTION

**Foundation Paper (Non-Credit Compulsory paper)**

LU 021	FOREIGN LANGUAGE
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**IMS 021 INTERNATIONAL BUSINESS****Objective**

This course will provide the students an opportunity to learn and understand how business is conducted in the international arena. The syllabus is designed to allow students to gain managerial skills to meet the challenges they will face in the global workplace.

**Unit I** - An Overview of International Business: Introduction, Definition of International Business, difference between international and domestic business, Advantages And Disadvantages Of International Business, Approaches to International Business, Changing Environment of International Business, Globalization of Markets, Trends in Globalization, Effects and Benefits of Globalization, balance of payment and foreign exchange.

**Unit II** -International Trade and Investment Theories: Mercantilism; Absolute Cost theory, Comparative Cost theory, Opportunity Cost theory, factor endowment theory, Complimentary trade theories – stopler – Samuelson theorem, International Product life Cycles. Investment Theories – Theory of Capital Movements, Market Imperfections theory; Internationalisation Theory; Location Specific Advantage Theory; Eclectic Theory, Instruments of Trade Policy- Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy.

**Unit III** - Foreign Exchange Determination Systems: Basic Concepts Relating to Foreign Exchange, Various types of Exchange Rate Regimes – Floating Rate Regimes, Managed Fixed Rate Regime, Purchasing Power Parity Theory, Factors Affecting Exchange Rates, Brief History of Indian Rupees Exchange Rates. India's Foreign Trade: Recent trends in India's Foreign Trade, Export Houses, Export Assistance- SEZ, EPZ, APEDA, export procedures and documentation.

**Unit IV** - International Institution: UNCTAD, Its Basic Principles and Major Achievements, IMF, Role of IMF, IBRD, Features of IBRD, WTO, Role and Advantages of WTO India's patent policy and trips. Regional Economic Integration: Introduction, Levels of Economic Integration, Regional Economic Integration in Europe, Regional Economic Integration in U.S.A: NAFTA, Andean community, ASEAN, SAARC, Integration for Business.

**SUGGESTED READINGS**

1) Agarwal Raj - International Trade (Excel, 1st Ed.) 2) Albaum Duerr - International Marketing and Export management (Pearson, 7th Ed.) 3) Jaiswal Bimal - International Business (Himalaya Publication) 4) Hill C.W. - International Business (TMH, 5th Ed.) 5) Daniels - International Business (Pearson, 1st Ed.) 6) Kumar R and Goel, International Business, (UDH Publications, edition 2013) 7) Cherunilam F - International Trade and Export Management (Himalaya, 2007)8) Varshney R.L, Bhattacharya B - International Marketing Management (Sultan Chand & Sons, 9th Ed.)

**IMS 022 MANAGEMENT ACCOUNTING**

**Objective:** To equip the students with the knowledge of principles, concepts and techniques which may be used in planning, decisions making and control.

**Course Outline****Unit I**

Management accounting: Definition, differences with Financial Accounting, Management process and accounting, The value chain of business function, introduction to CVP relationships, measurement of cost behaviour.

**Unit II**

Introduction to manufacturing costs and control of overheads, job costing, process costing, activity based costing.

**Unit III**

Relevant information and decision making, special order and addition, deletion of product and services, optimal uses of limited resources, pricing decisions, make or buy decisions, joint cost.

**Unit IV**

Preparing the Master Budget and Functional Budget, Flexible budgets, Variance analysis, Introduction to Management Control Systems, Evaluation of Divisional Performance, Transfer Pricing.

**Recommended book(s)**

Management Accounting, by Atkinson, Pearson / PHI  
 Management Accounting, by Sudhindra Bhat, Excel Books  
 Management Accounting, by Sharma, Sashi K Gupta Kalyani  
 Cost Accounting, by Charles T Horngren, Pearson/PHI

**IMS 023 FINANCIAL MANAGEMENT**

**Objective:** The provide an insight into various finance functions to be performed in order to maximize shareholder wealth.

**Course Outline**

**Unit I**

Introduction to financial management: Meaning, Nature, and scope, functions, and , objectives of financial management, time value of money, organization of finance functions,

**Unit II**

Long term investment / Capital budgeting decision: Investment evaluation techniques traditional methods and discounted criteria, risk analysis of investment proposal

**Unit III**

Finance decision: Sources of funds short term, and long term source of capital, cost of capital - computation of cost of various sources of capital weighted average cost of capital.

Capital structure decision: Meaning and factors affecting capital structure, capital structure theories, leverage operating, financial and combined leverage EBIT EPS Analysis

**Unit IV**

Dividend decision: Dividend policies, factors affecting dividend policies, dividend theories  
 Short- term investment decision: Types of working capital, factors affecting working capital, current assets financing policies, estimation of working capital requirement Inventory, cash and receivables management:

**Recommended book(s)**

Financial management, theory and practice, by Prasanna Chandra, TMH.  
 Financial management and policy, by J.C. Vanhorne, PTH.  
 Financial management, by M.Y. Khan and P.K. Jain, TMH.  
 Financial management, by I.M. Pandey, Vikas Publication.

**IMS 024 COMPUTER APPLICATIONS AND MIS**

**Objective:** To develop an appreciation of different softwares and hardware systems and their use in effective design and implementation of MIS.

**Course Outline**

**Unit – I**

Computer Systems -An Introduction, Characteristics of computer, Elements of a Computer System, Input, Output and storage devices. Processing and CPUs, Classification of computer, Concepts of Networking and Data Communication.

**Unit II**

Types of Software, Computer Languages, Translators, Operating system – Basics, functions and types, Concepts of CUI & GUI, MS-Windows as GUI Operating System, Parts of Windows, Text processing software-creating, formatting and processing of text. Spreadsheet Software- Creating and using Spreadsheets. Formulas, Functions and Graphics. Presentation Programmes-Creating, Formatting and Presenting, Concepts of Database and Database Management System.

**Unit III**

Definition of Data/Information/Systems, Types of System, System stakeholders, Components of Information System, Evolution of Information Systems, Classification of Information Systems, Flow charts, Algorithm, Decision tables, Decision tree, DFS and ERD with examples, Selected Case Studies.

**Unit IV**

Introduction, Meaning and role of MIS, Definition of MIS, System Development Life Cycle, E-commerce, Introduction to mobile commerce, electronic payments, EDI, Business Function Information System, Selected Case Studies.

**Recommended book(s)**

Balaguruswamy, Introduction to Computers  
 B. Ram, Computer Fundamental  
 Ron Mansfield, Working in Microsoft Office  
 Greg Perry, Teach Yourself Office 97  
 Brein James, O., Computers in Business Management : An Introduction  
 Bentley Trevoi, Management Information Systems and Data Process

**IMS 025 PRODUCTION & OPERATIONS MANAGEMENT**

**Objective:** To familiarize the students with theories and techniques of Production, Operations and Logistics Management.

**Course Outline**

**Unit I**

Nature and scope of production management, production analysis and planning, production functions, objective and functions of production management, responsibilities of the production manager, types of manufacturing processes and plant layout, plant location, assembly line balancing. Production Planning and Control (PPC).

**Unit II**

Materials managements – its scope and importance. Purchasing function and procedure, store-keeping, material planning function, Inventory control, relevant costs, economic lot size, reordering point, Inventory classification techniques.

**Unit III**

Productivity – definition and concept, productivity measurement, productivity improvements, Product development and design, stages of product development, techniques of product development (standardization, simplification and specialization, automation).

**Unit IV**

Development of efficient work methods, work measurement – concept & techniques; material flow process chart, manflow process chart, principles of motion economy, comparison of alternate work methods, maintenance of production facilities, quality control and inspection, sampling inspection, control charts for attributes and variables charts.

**Recommended book(s)**

Production and Operations Management, by K. Ashwathappa, K Sridhar Bhat, Himalaya Pub  
 Production & Operations Management, by Upendra Kachru, Excel Books.  
 Operations Now, by Byron J Finch, Tata Mc Grawhill  
 Operations Management, by Gaither & Fraizer, Thomson South Western.  
 Theory and Problems in Production and Operations Management by S.N. Chary

**RESEARCH METHODOLOGY**

**IMS026**

Course Objectives: To familiarize students with research process, teach them basic tools and techniques and inculcate fundamental expertise to handle research project.

**Unit-I**

**Introduction to Research Methodology**

Research-Concept, Characteristics, Objectives and motivation of research, Significance of Research in decision making and problem solving, Factors required for a scientific/good research, Types of research, Research process overview  
 Language of Research: Concept, Construct, Definition, variables, Hypothesis, Theory and models, Research Problem: Identifying a research problem, Sources of identifying research problem, Process of defining a research problem

**Unit-II**

**Research Design and Sampling Design**

Research design: Meaning of research design, Types of Research Design, Concept and techniques of Exploratory Research design, Descriptive Research Design and Experimental Research Design  
 Sampling design: Census and Sampling Investigation, Characteristics of a good sample, Sampling Design process, Probability and Non Probability Sampling Techniques, Sample size determination

**Unit-III**

**Data Collection and Preparation**

Methods of data collection, developing instruments used in data collection,  
 Measurement and Scaling: Primary scales of measurement, Scaling Techniques, Editing raw data, Coding of data, Tabulation of data, Cross Tabulation

**Unit-IV**

Data Analysis and Presentation of the Results: Univariate, Bi-variate and Multivariate analysis of data, Testing of Hypothesis: Process of testing hypothesis, one tail test and two tail tests, z-test, t-test, F-test and chi square test, Report  
 Writing: Objective, types, Format of a report, essentials of a good report.

Prescribed Texts:

Business Research Methods, William G. Zikmund, Thomson Publication  
 Business Research Methods, Cooper and Schindler, TMH Publication  
 Marketing Research: An Applied Orientation Naresh K. Malhotra, PHI  
 Marketing Research-Text and cases, Nargundkar  
 Research Methods, William and M.k. Trochim  
 Research Methodology, R. Panneerselvam  
 Business Research Methodology, Srivastava and Rego  
 Complete Business Statistics, Amir D Aczel  
 Statistics for Management, Levin & Rubin

**MBA (IB) 021 INDIA'S FOREIGN TRADE**

**Unit I**

Introduction: Trade its meaning and type, Difference between internal trade and international trade, Problems of international trade. Theories of International Trade, India's Balance of Payment and Balance of Trade: Trends during planning period, Problems of balance of payment and corrective measures.

**Unit II**



Brief history before Independence, Recent trends in India's foreign trade, Composition and Direction of India's export and import. India's principal imports, India's principal export.

### **Unit III**

Foreign Trade of India: Changes in directional pattern during planning period, India's major trading partners, State Trading Organisations, Financing of India's foreign trade, Role of EXIM Bank, ECGC and other institutions in financing of foreign trade.

### **Unit IV**

General development during planning period, Import substitution and export promotion, Recent changes in foreign trade policy, Trade agreements, Bilateral and Multilateral trade agreements.

Trade relations of India with USA, UK, China; Regional Integration: EU, NAFTA, SAFTA, SAARC, ASEAN.

### **Recommended book(s)**

International Marketing: Analysis And Strategy, by Sak Onkvisit, Johnshaw – Biztantra

Foreign Trade of India : Jaiswal Bimal & Singh A.K- New Royal Publication

International Marketing, by Varshney, Bhattacharya – S Chand

International Marketing, by Francis Cherunillam – HPH

International Marketing, by Czinkota & Ronkainen – Thomson

## **MBA(IB) 022: Foreign Exchange Management**

### **Unit I**

Concept and significance of foreign Exchange, Functions of Foreign Exchange Department, Exchange Control: objective and Methods of Exchange control, Exchange control in India. Foreign Exchange Market. International Financial Market & Institution.

### **Unit II**

Exchange rate concept and determination, Mechanism of currency trading, Purchasing power parity, Fisher effect and Interest rate parity theory.

### **Unit III**

Exchange Arithmetic's- Foreign Exchange Transactions, Exchange Quotations, Spot and Forward Rates, Bill Buying and selling rate, Cross rates, Arbitrage and two point arbitrage calculation.

### **Unit IV**

Fixed and Option Forward Contracts. Execution of Forward contract, Cancellation of Forward Contract, Extension of Forward contracts, Foreign Exchange Risk Exposure.

### **Books & Reference:**

C. Jeevanandan- Exchange Management.

RBI- Foreign Exchange Manual.

NABHI- Foreign Exchange Manual.

Verghese, S.K. - Foreign Exchange and financing of foreign trade.

## **IMS 566(IB)- INTERNATIONAL FINANCIAL INSTITUTIONS**

### **Course Objective**

To provide students the knowledge of international financial institutions, markets and operations, and also to acquaint them with the macro environment in which the international financial transactions are conducted.

### **Course Structure**

#### **UNIT- I**

**Introduction to International Financial System**-International Monetary System, Foreign Exchange, Balance of Payments, Current and Capital Account, Exchange Rate, Adjustment Processes, Long-term Capital Management: Understanding the Firm's Perspective.

#### **UNIT - II**

**International Financial Institutions**-International Banking and Central Banks, International Financial Order and the role of the IMF, Financial Institutions and Developing Domestic Economies, Rebuilding International Financial Institutions In Crises

#### **UNIT - III**

**International Financial Instruments**-International Securities Markets, Bond and notes market; equity market, GDR, ADR, EDR and IDR; Integration of financial markets and approach; Role of financial intermediaries; Financial swaps. Basics of derivatives, futures and options,

#### **UNIT IV**

**International Debt Problem**- Problem of debt servicing and developing countries (with special reference to India)

### **REFERENCE**

1. Apte, P. G. : Multinational Financial Management, Tata -McGraw Hill, New Delhi
2. Baker, J.C. : International Finance: Management, Markets and Institutions, Prentice Hall
3. Levi, Maurice : International Finance, McGraw Hill Inc.
4. Seth, A.K. : International Financial Management, Galgotia Publishing Company
5. Shapiro, Allen C. : Multinational Financial Management, Prentice Hall India Pvt Ltd.,
6. Sharan, V. : International Financial Management, Prentice Hall of India Private Ltd.

### SEMESTER III

#### Core Papers (Two Papers, Both are Credit and Compulsory)

IMS 031 STRATEGIC MANAGEMENT - I

IMS 032 BUSINESS LAWS

**Elective Papers – Credit** (Total No. of elective papers in a semester will be five)

#### A. (3-5 Papers Supportive to the discipline of study)

MBA (IB) 031 INTERNATIONAL ECONOMICS

MBA (IB) 032 INTERNATIONAL ACCOUNTING

MBA (IB) 033 EXPORT IMPORT PROCEDURES & DOCUMENTATION

MBA (IB) 034 INTERNATIONAL BUSINESS ENVIRONMENT

MBA (IB) 035 INTERNATIONAL FINANCIAL MANAGEMENT

MBA (IB) 036 INTERNATIONAL LOGISTICS & SUPPLY CHAIN MANAGEMENT

MBA (IB) 037 INTERNATIONAL MARKETING

#### B. For Expanded range of study up to two papers of any stream of specialization available in the same semester of any of the IMS-MBA programs

#### Foundation Paper

LU 031 FOREIGN LANGUAGE ( Non Credit) Compulsory Paper

LU 032 Summer Internship Report – (Credit) Compulsory

#### IMS 031 STRATEGIC MANAGEMENT – I

**Objective:** To acquaint the students with the concept of strategy, its formulation and different strategic alternatives.

#### Course Outline

**Unit I:** Business Policy as a Field of Study: Nature, importance, purpose and objectives of Business Policy.; Strategic Management Process: Strategists and Their Role in Strategic Management.; Hierarchy of Strategic Internet: Vision, Mission, Business Definition, Goals and Objectives

**Unit II:** **Environmental Appraisal:** Environmental Scanning, Appraising the Environment; Organizational Appraisal: Organisational Capability Factors, Considerations in Organisational Appraisal, Methods and Techniques used for Organisational Appraisal, Structuring Organisational Appraisal.

**Unit III:** **Company level strategies:** Grand, Stability, Expansion, Retrenchment & Combination Strategies & Corporate Restructuring; Business Level strategy: Business-level, Generic Business & Tactics for Business Strategies.

#### Unit IV:

**Strategic Analysis and Choice:** Corporate-level (*BCG Matrix & GE 9 cell Matrix*) and business-level (*Life Cycle Analysis, Porter's Five Forces of Industry Analysis*). *Concept of Strategic Decision Making. Subjective Factors in Strategic Choice and Process of Strategic Choice.* Routes to Competitive advantage

#### Recommended book(s)

Crafting and executing strategy, by Thompson, Strickland & Gamble, TMH

Strategic Management – An Integrated Approach, by Charles W.L. Hill, Gareth R. Jones – Biztantra

Business Policy, by AzharKazmi

#### IMS 032 BUSINESS LAW

**Objective:** To familiarize the student with legal aspects of conducting business.

#### Course Outline

#### Unit I

Indian Contract Act, 1872 Contract- Meaning, Essentials, Kinds, Offer and Acceptance, Contractual Capacity, Free Consent, Consideration, Void Agreements, Quasi Contracts. Modes of discharge of contract and remedies for breach of contract. Contract of Indemnity and Guarantee. Law of Agency.

#### Unit II

The Sale of Goods Act, 1930 Meaning of Contract of sale, Difference between Sale and Agreement to Sell. Conditions and Warranties, Transfer of Property in Goods, Unpaid Seller and his Rights.

#### Unit III

Indian Partnership Act, 1932. Meaning and test of Partnership, Implied Authority of a partner, Position of a minor in partnership, Consequences of Non Registration of a partnership, Firm Expansion, Death and Insolvency of a partner, Dissolution of firm

**Unit IV**

The Negotiable Instruments Act, 1881 Meaning, and characteristics of promissory note, bill of exchange and cheque. Holder and Holder in due course. Negotiation and assignment. Crossing of cheque, bouncing of cheques. Elements of company law; Meaning and types of companies, Formation and incorporation Memorandum of Association, Articles of Association, Prospectus.

**Recommended book(s)**

Elements of Mercantile Law, by N D Kapoor, Sultan Chand

Legal Aspects of Business, by Akhileshwar Pathak, Tata Mc GRAW HILL

Business Law, by M C Kuchhal -Vikas

**MBA (IB) 031 INTERNATIONAL ECONOMICS**

**Objective:** To build foundation of International economics required for managing complexity of International Business.

**Course Outline**

**Unit I**

**Introduction to International Economics:** Concepts of trade, Offer curves, production possibility curves, theories of international trade, absolute cost, comparative cost, factor endowment theory, Hecksher-Ohlin Model, Fleming Mendell Open Economy Model.

**Unit II**

**International Financial Transactions:** Concept of Balance of Trade and Balance of Payments, Current and Capital Account, International capital movement – FDI, FII, Foreign Exchange market, Foreign Exchange rates – Fixed and floating rates, Spot and forward rates, IMF and its role in ensuring world financial stability. Purchasing Power Parity Theory.

**Unit III**

**International Trade Policies and Organisations:** Bilateral and multilateral trade agreements, WTO – its objectives, functions and other issues – Trade in goods, Trade in services. Trade policies – tariffs, quotas and other trade restrictions, ‘optimal’ tariffs.

**Unit IV**

**International Economic Integration:** Meaning, advantages, disadvantages and its various economic stages, working of European Union, FTA. International Economic Associations – NAFTA, SAFTA, ASEAN, EMU, SAARC, G-10, G-20, G-7.

**Recommended Book(S)**

Managerial Economics, Maheswari

Managerial Economics, Varshney

Managerial Economics, K.K.Dewett.

Managerial Economics, Samuelson.

International economics, Krugman & Obstfeld

**MBA (IB) 032 INTERNATIONAL ACCOUNTING**

**Objective:** To acquaint the students with the accounting needs of companies having international business exposure for meaningful measurement, reporting and interpretation of financial statements.

**Course Contents**

**UNIT I**

International dimensions of accounting – conceptual development and comparative development patterns;

**UNIT II**

Currency transactions; Managing international information systems; International perspective on inflation accounting;

**UNIT III**

Financial reporting and Disclosure; Analysing foreign financial statements; Financial management of multinational entities;

**UNIT IV**

Transfer pricing and international accounting – International standards and multinational corporations.

**Recommended book(s)**

Arpon, Jeffrey S & Radebaugh, Lee H. International Accounting and Multinational Enterprises. New York, John Wiley, 1985

Choi, Frederick D S and Mueller Gerhard G. International Accounting. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1984

Evans, Thomas G. International Accounting & Reporting. London, MacMillan, 1985

Prodhan, Bimal. Multinational Accounting. London, Croom-Helm, 1986

Rathore, Shirin. International Accounting. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1996

**MBA (IB) 033 EXPORT IMPORT PROCEDURES & DOCUMENTATION**

**Objective:** The purpose of this course is to familiarize students with the procedures and documentation relating to foreign trade operations, and to train them to handle the documentary work concerning export-import business.

**Course Outline**

**Unit I:**

**Export Documentation:** Types of Documents, characteristics and relevance; getting ready for exports; Export contract and Inco terms; Procuring and processing of an export order; Methods and Terms of Payments for Exports; Documentary credit and collection; financing for export: Pre- and post-shipment credit.

**Unit II:**

**Export incentive and cargo handling:** Cargo, Credit and Foreign Exchange Risks: Nature of risks, Cargo insurance: contract of cargo insurance, procedures and documentation for cargo loss claims; Role and schemes of ECGC and commercial banks,

Procedure for filing claims. Quality control and Pre-shipment Inspection: Schemes, process and procedures; Excise and custom clearance regulations, procedures and documentation; Export incentives: major incentives and procedures for claiming them.

**Unit III:**

**Export Procedure:** Procurement for Exports – Planning and methods of procurement for exports; Procurement through imports, Financing imports - instruments and related procedures and documentation; Custom clearance of imports – regulations, procedures and documentation, Managing risks involved in importing: transit risk, credit risk and exchange risk.

**Unit IV:**

**Import Documentation:** Duty Exemption Schemes: Objectives, benefits, procedures and documentation; Schemes for import of capital goods: Procedures and documentation for new/second hand capital goods. **Institutional support:** Export / trading/ star trading/ superstar trading houses: Objective criteria and benefits; procedures and documentation; Policy for EOU / FTZ / EPZ units : Objectives, criteria and benefits; procedures and documentation.

**Recommended Book(S)**

Paras Ram, Export : What, Where and How?, Anupam Publications, New Delhi, 1991.

Export – Import Policy (latest).

Handbook of Procedures (Vol I & II).

ITC (HS) Classification of Export and Import Items (latest).

IMPEX Times, various issues.

Excise Law Times, various issues.

Customs and Excise Law Times, various issues

**MBA (IB) 034 INTERNATIONAL BUSINESS ENVIRONMENT**

**Objective:** To provide an overview of the field of International business and give the student a feel of the competition in the global marketplace.

**Course Outline**

**Unit I**

An Overview of International Business Environment; International Economic Environment – Regional integration and trade blocks – Types of integration – theory of customs union. Integration of developing countries; International commodity agreements – quota agreements – Cartels – Bilateral & Multi lateral contracts.

**Unit II**

International Trade and Investment Theory - Historical developments of Modern Trade theory – Investment theories – Theory of capital movements – Market imperfections – Internationalisation – Appropriability – Location specific advantage – eclectic. International Trade and Payments: Government Influence on Trade: Trade in merchandise – Trade in services – Global sourcing – degree of dependence – balance of payments – trade and BOP of India.

**Unit III**

International Investment : Types and significance of foreign investments – factors affecting international investment – growth and dispersion of FDI – cross border mergers and acquisitions – foreign investment in India – The New Policy – EURO/ADR issues – M & A – Indian companies going global.

Cultural contacts of global management – Understanding the role of culture – communicating across cultures – cross cultural negotiations and decision making.

**Unit IV**

Multi National Corporation : Definition and Meaning – Importance and dominance of MNCs – Code of conduct – MNCs in India – Transfer of Technology – global competitiveness – indicators of competitiveness - competitive advantage of nations – Technology and Global competitiveness. Social Responsibilities and Ethics, MNE Social Responsibilities, Efficiencies, Perspectives, Ethics, Technological Perspective, Foreign Corrupt Practices Act, Cases.

**Recommended Book(S)**

International Business Environment, by Sundaram & Stewart Black, PHI

International Business environments and Operations, Daniel, Radebaugh, Sullivan, Pearson Edu.

International Management Managing Across Borders and Cultures, by Helen Deresky, PHI

Dynamics of successful International Business Negotiations, by Moran & Stripp, JAICO

The International Environment of Business, by Gerald M. Meier, Oxford press

**MBA (IB) 035 INTERNATIONAL FINANCIAL MANAGEMENT**

**Objective:** To give insights relating to financial management applications in the realm of international business with special reference to international financial markets systems & operations of MNCs

**Course Outline**

**Unit I : International Financial Environment**

The rise of Multinational Corporation, International Financial System. The Foreign exchange market, the determination of exchange rates. The international monetary system & international economic linkages.

**Unit II : Foreign Trade Financing & Foreign Exchange Risk Management**

Payment terms in international trade ,Balance of payment & categories, the international flow of goods services & capital, Financing technique in international trade ,Export Financing & Credit insurance , Counter trade , Foreign exchange risk Management with special reference to Financial Management .

**Unit III : International Financial Market & International Financing**

Financing Foreign Operations, International financial markets, the Euro Markets, the Development Banks e.g IMF, World Bank & Asian development bank . Short term Financing-objectives, Options & strategy, Special financing vehicles -International leasing, Interest rate & Currency swaps . LDC - Debt equity swaps the GDRs Foreign Direct Investment . International Currency Asset Management - International Cash , Accounts Receivable & Inventory Management , Inter Company fund flow mechanism .

**Unit IV : Foreign Investment Analysis**

Corporate Strategy and FDI , Designing a global expansion strategy , Capital budgeting for the Multinational Corporation - Issues in foreign investment analysis , foreign project appraisal, political risk analysis & its Management . Cost of capital for foreign Investments .

**Recommended book(s)**

Varn Horn, Financial Management & Policy, PHI  
 Wod d Bryne J, International Business Finance, Mc Millan  
 Rita m Rudrigues, International Financial Management, PHI  
 Zeneoff D & Zwick J, International Financial Management, PHI  
 Shapiro A.C., International Financial Management, PHI

**MBA (IB) 036 INTERNATIONAL LOGISTICS & SUPPLY CHAIN MANAGEMENT**

**Objective:** To acquaint students with the issues related logistics involved in supply chain management of firm engaged in international business.

**Course Outline****UNIT I**

**Supply Chain Management & Logistics Framework:** Concepts, Issues in Supply Chain Management; Customer Focus and Distribution Management; Concept, Objective and Scope; Transportation, Warehousing, Inventory Management; Packing and Unitization; Control and Communication; Supply chain management

**UNIT II**

**International Air Transport System:** International set up for Air Transport, Freight rates, India's Export-Import Trade by air, problems and prospects.

**UNIT-III**

**Ocean Transport:** World Seaborne Trade and Shipping Industry – Characteristics and Structure; Liner Operation; Tramp Operations, Value, Volume and direction of seaborne trade; Liner freighting practices : Principles, structure and freighting practices; Chartering principles and practices : Types of chartering, contract of affreightment; Charter party agreement; forms and clauses; Developments in ocean transport – unitization, containerization, intermodal and multimodal transport, C.F.S. & I.C.D.

**UNIT- IV**

**Indian shipping:** Growth, policy and problems; Port and Port Trust: their role and responsibility.; Cargo Intermediaries: Ship agents, broker, freight forwarder, cargo booking ante stevedore and longshoremen, terminal operators.; Carriage of Goods by Sea, Air and Combined transport – National law and International Conventions; Maritime frauds and unethical practices: causes and precaution.

**Recommended book(s):**

Daniel Marks, Shipping Carterls,  
 J. Bes, Dictionary of Shipping and Chartering Terms,  
 M. S. Ram, Shipping.  
 H. B. Desai, Indian Shipping Perspectives, Anupama, Publications, Delhi.  
 J. D. Jansson and D. Shneerson, Liner Shipping Economics. Liner Shipping Economics.  
 J. F. Hagff, Physical Distribution.  
 J. Bes, Chartering Practices.  
 Limited Nations/ESCAP, Use of Maritime Transport.  
 UNCAT, Shipping Documents.  
 Journals (The Marine Times; Indian Shipping; Containerization International; & Indian Shipping and Transport, Bombay; Sea Trade Week, New York; ICAO Journal, London; Road Transport, Calcutta).

**MBA (IB) 037 INTERNATIONAL MARKETING**

**Objective:** To promote understanding of challenges and opportunities in the realm of international marketing.

**Course Outline****Unit – I**

Nature, Scope and Importance of International Marketing, Process of International Marketing, Domestic and International Marketing, Global Marketing Environment, Cultural/ Political, Legal, Social and Economic Parameters, Planning for International Marketing and Expansion Strategies.

**Unit – II**

Recent Trends in World Trade, India's Position in World Trade, India's position in World Trade, Foreign Market entry strategies, market analysis of entry, Indirect exporting, direct exporting, licensing, joint ventures, manufacturing, assembly management contract, direct investment, turnkey operations and acquisitions. Global segmentation, targeting and positioning, International marketing and cultural differences.

**Unit – III**

Export Procedure and Documentation, Export promotion measures in India, Export Financing in India, Export Market Plan, International Marketing Research, EXIM Policy.

**Unit – IV**

International Product Decision, Product Development, Adoption and Positioning, International Product Life Cycle, Product Standardization Vs. Adaptation, Multinational Product Planning. International Pricing Decisions, International Channel Decisions, International Promotion Decisions.

**Recommended book(s) :**

Keegan, International Marketing.

Varshney & Bhattacharya, International Marketing.

Vasudevan, International Marketing.

**SEMESTER IV****Core Papers (Two Papers, Both are Credit and Compulsory)**

IMS 041	STRATEGIC MANAGEMENT - II
IMS 042	ORGANIZATIONAL EFFECTIVENESS & CHANGE

**Elective Papers – Credit**

A. 2-4 Paper Supportive to the discipline of study

MBA (IB) 041	CROSS CULTURAL MANAGEMENT
MBA (IB) 042	INTERNATIONAL BUSINESS STRATEGIES
MBA (IB) 043	INTERNATIONAL BANKING & FINANCIAL SERVICES
MBA (IB) 044	GLOBAL OUTSOURCING & MANAGEMENT
MBA (IB) 045	INTERNATIONAL BUSINESS LAW & DIPLOMACY
MBA (IB) 046	MANAGEMENT OF MULTI-NATIONAL COMPANIES

B. For Expanded range of study up to two papers of any stream of specialization available in the same semester of any of the IMS-MBA programs

**Foundation Paper (Credit and Compulsory)**

LU 041	RESEARCH PROJECT/BUSINESS PLAN
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**IMS 041 STRATEGIC MANAGEMENT – II Objective:** To comprehend strategic management process, understand interrelationship between formulation and implementation and apply administrative and leadership skills for successful implementation of strategies.

**Course Outline**

**Unit I:** Nature and Scope of Strategic Management. Concept of Core Competence, Capability and Organisational learning; Management of Strategic Change; Process of Strategic planning and Implementation, Activating Strategies, Strategy and Structure.

**Unit II: Behavioral Implementation:** An overview of: Leadership, Corporate Culture, Corporate Politics and Use of Power, Personal Values and Business Ethics.

**Functional /Operational Implementation:** An overview of: Functional Strategies.

**Unit III:**

Strategy Evaluation and Control (*Mc Kinsey's 7s Framework*).

**Tailoring Strategy to Fit Specific Industry and Company Situations:**

*Strategies for Competing in Emerging Industries; Strategies for competing in Turbulent, High-Velocity Markets; Strategies for Competing in Maturing Industries; Strategies for Competing in Fragmented Industries; Strategies for Firms in Stagnant or Declining Industries; Strategies for Sustaining Rapid Company Growth; Strategies for Industry Leaders; Strategies for Runner-up Firms; Strategies for Weak and Crisis Ridden Businesses.*

**Unit IV:**

Mergers and Acquisitions: *Takeover and Defense Tactics, Laws For Mergers And Acquisitions, Regulatory Framework of Takeovers in India, Cross Border Mergers and Acquisitions.*; Strategic Management in an International Firm; Strategy and Corporate Evolution in Indian Context.

**Recommended book(s)**

1. Strategic Management by Thompson, Strickland, Gamble and Jain. McGraw Hill 2010, 16th edition.
2. Thomas L. Wheelen & J. David Hunger; Concepts in Strategic Management and Business Policy; Pearson Education
3. Strategic Management by AzharKazmi, Tata McGraw Hill
4. Mergers and Acquisitions by Jay M Desai, Nisarg A Joshi; Biztantra

**IMS 042 ORGANIZATIONAL EFFECTIVENESS & CHANGE**

**Objective:** To understand the facilitative forces for organisational effectiveness and management of change.

**Course Outline****Unit I**

**Understanding Organizational Effectiveness and Change.** Concept and Process of Organizational Effectiveness; Concept and Process of Organizational development; Design, Development and application OD interventions.

**Unit II**

**Organizational Learning and Learning Organizations:** Process of organizational learning; Characteristics of learning organizations; Creativity and innovations; Organisational Change.

**Unit III**

**Interpersonal Relationships:** Individual's Behaviour, Individual's in Group; Perception, motivation, attitudes, values, personality. Interpersonal Communication: Types of Interpersonal Relationship Inter group behaviour & collaborations; Team building & team management; **Transaction Analysis.**

**Unit IV**

**Organizational Culture and Climate.** Organizational Ethos; Dimensions and process of organizational climate; Dimensions and process of organizational culture; Power and Politics. Corporate Governance; Conflict Dynamics; Conflict and Negotiations; Stress Management.

**Recommended book(s):**

Organizational Behaviour, by Stephen P. Robbins  
 Organizational Effectiveness and Change, by Cummins (South Western Thompson)  
 Management of Organizational Change, by Hari Gopal  
 Change Management, by Neelkant Ramanarayan

**MBA (IB) 041 CROSS CULTURAL MANAGEMENT**

**Objective:** To develop skills for managing a firm comprising of organizational members from different cultural background.

**Course Outline:**

**Unit I:**

**International Management:**

Trends, challenges and opportunities; Organizational design and structure of international corporations, Locus of decision making; Headquarter and subsidiary relations in international firms.

**Unit II:**

**International perspective on organization behavior & HRM**

Motivating employees in international context, Perception and attitudes across cultures, leadership, communication, conflict and negotiation across cultures, Selection, development, performance appraisal and compensation, Managing groups across culture; International human resource strategy

**Unit – III:**

Indian business foreign strategies, Operations of Foreign Subsidiaries in India; Internationalization of Indian Business firms and their operations abroad, International mergers and Acquisitions

**Unit – IV:**

International Business Strategy: Creating strategy for international business; Management of production, services technology and operations; marketing financial, legal and political dimensions; Ethics and social responsibility of business

**Recommended book(s):**

Hodgetts, International Management, Tata McGraw Hill  
 McFarlin, Dean B., International Management : Trends, Challenges and Opportunities, International Thomson Publishing  
 Thakur, Manab; Burton, Gene E. and Srivastava, B.N., International Management: Concepts and Cases, Tata McGraw Hill  
 Taggart, James H. and McDermott, Michall L., The Essence of International Business, Prentice Hall of India  
 Nagandhi, Anant R., International Management, Prentice Hall of India

**MBA (IB) 042 INTERNATIONAL BUSINESS STRATEGIES**

**Objective:** To acquaint the students with the aspects of crafting an international business strategy

**Course Outline**

**Unit I:**

Global Strategy; What are Global Strategy, Nature, Scope and Significance; Modeling of Global Strategy; Decentralization Federation Model; Co-coordinated Federation Model; Centralization Hub Model; Transnational Model; Porter Competitive Advantage Theory

**Unit II:**

External Environment Analysis, Environment Analysis for Strategic Condition, Country Evaluation and Selection, International Strategic Choice, Determining the Company's Preparedness for International Operations, Considering the Mode of Entry, Choice of Entry Mode, Developing Competitive Strategy and strategic Options, Factors influencing competitive Success and average industry profitability

**Unit III**

The experience Curve innovation Vs followers, An interactive approach to competitive strategy, Technology collaboration and transfer, Gap Analysis, Technological life style, The link between strategy and analysis, M & A and Strategic alliance, Harrigan dynamic model of joint venture activity

**Unit IV:**

Analysis of international Competition, Meaning of competition, Understanding competition in international markets, Assessing potential competitor, International HRM and policy, International investment source and avenues, Competitive alliance to enter international markets, Production and operations in international markets; Managing international marketing operations.

**Recommended book(s):**

McFarlin, Dean B., International Management : Trends, Challenges and Opportunities, International Thomson Publishing  
 Thakur, Manab; Burton, Gene E. and Srivastava, B.N., International Management: Concepts and Cases, Tata McGraw Hill  
 Taggart, James H. and McDermott, Michall L., The Essence of International Business, PHI  
 Davidson, William H., Global Strategic Management, John Wiley & Sons.

**MBA (IB) 043 INTERNATIONAL BANKING & FINANCIAL SERVICES**

**Course Objective:** The paper focuses on the activities of international banking and financial services which help the students to understand the mechanics and application of International Financial system.

**Course Structure:**



**UNIT- I Introduction:** Importance of the study of Banking Systems. Developed and Less developed Money Markets, Importance of Developed Money Market in a Banking System. English Banking System – Bank of England, Origin and growth, organizational Structure, Functions, London Money Market.

**UNIT- II Federal Reserve System:** Origin, Organizational Structure and Working, Unit Banking and factors for its growth in USA. German Banking System: Deutche Bundes Bank ‘German Central Bank’ Organization, structure and functions. Bank of Japan- Structure and Working, Commercial Banking system of Japan, Reserve Bank of India: Functions, Monetary and Credit Policy-its evaluation; Achievements and failures of R.B.I.

**UNIT-III Major Recommendations** - of the various Expert Group on Forex Markets. Various facilities to Exporters and Importers including forfeiting and factoring. Correspondent Banking - Bank Accounts - NOSTRO and VOSTRO accounts - SWIFT, CHIPS, CHAPS, FEDWIRE, international bank wire.

**UNIT-IV Introduction to International Financial Services** - Products and Services, Cash Management

#### REFERENCE

1. W. Mullineux, Victor Murinde : Handbook of International Banking Edward Elgar , Publishing
2. Rupnarayan Bose : Fundamentals of International Banking Macmillan Publishers India
3. IIBF : International Banking Operations Macmillan , Publishers India
4. R.S Sayers : Modern Banking Oxford. University Press
5. S.K Basu, : Contemporary Banking Trends, Calcutta: Book , Exchange
6. OP Agrawal : International Banking And Finance , Himalaya, Publishing House
7. Machenize, K. : Banking Systems of Great Britain, France, Germany and U.S.A., Macmillan

#### MBA (IB) 044 GLOBAL OUTSOURCING & MANAGEMENT

**Objective:** To provide an understanding of the mechanism and management of global outsourcing..

##### Course Outline

##### Unit-I

International Tendering: Meaning and nature; Bidding for international contracts – methods and strategies. International Sourcing: Importance and strategy alternatives; sourcing decisions and process; Value chain analysis.

##### UNIT-II

Commodity Trading: Concept and salient features; Major internationally traded commodities and trends in their production and trade.

##### UNIT-III

International Commodity Agreements – Working of important commodity exchanges; Commodity futures

##### UNIT-IV

Management structure and shareholding patterns of trading companies; Cartels and their role; Role of speculative/fly by night operators; Case studies of Japanese, U.S., Korean trading experiences.

##### Recommended Book(S)

Philips, Louis, ed., Commodity, Futures and Financial Markets, Kluwer Academic Publishers

#### MBA (IB) 045 INTERNATIONAL BUSINESS LAW & DIPLOMACY

**Objective:** To acquaint the students with the legal dimensions of international business and enable them to formulate strategies compatible with laws and treaties governing international business operations.

##### Course Outline

##### Unit-I: Legal Framework of International Business:

Nature and Complexities; Code and Common Laws and their implications to business; Legal Provisions; Payment Terms; International Sales Agreements, Rights and Duties of Agents and Distributors; Contract of Enforcement and Dispute Settlement, International Commercial Arbitration

##### Unit II: Regulatory Framework of WTO:

Basic Principles and Charter of GATT/WTO; GATT/WTO Provisions Relating to Preferential Treatment of Developing Countries, Regional Groupings, Subsidies, Technical Standards, Antidumping Duties, and other NTBs, Custom Valuation, Dispute Settlement; Implications of WTO to Important Sectors – GATS; TRIP; TRIMs.

##### Unit –III: Regulations and Treaties

Regulations and Treaties Relating to Licensing, Franchising, Joint Ventures, Patents & Trade Marks, Technology Transfer, Telecommunications, Taxation Treaties. Regulatory Framework Relating to Electronic Commerce

##### Unit IV: Indian Laws and Regulations

Indian Laws and Regulations Governing International Business Transactions – FERA/FEMA, Taxation of Foreign Income, Foreign Investments, Setting up Offices and Branches Abroad, Restrictions on Trade in Endangered Species and Other Commodities.

##### Recommended Book(S)

#### MBA (IB) 046 MANAGEMENT OF MULTI-NATIONAL COMPANIES

**Objective:** To provide understanding of issues in managing a Multinational company.

##### Course Outline

**Unit I** International Management: Trends, challenges and opportunities; Different schools of thought of international management. Growth and Development of MNCs: Role and Significance of MNCs – Pattern of Growth – Country of Origin – Different Management Styles – Strategic Issues involved.

**Unit II** Comparative Management : Importance and scope; Methods of comparative management ; management styles and practices in US, Japan, China, Korea, India; Organizational design and structure of international corporations; Locus of decision making; Headquarter and subsidiary relations in international firms.

**Unit III** International Business Strategy: Creating strategy for international business; Management of production, Services technology and operations; Marketing financial, legal and political dimensions; Ethics and social responsibility of business. Strategic Alliances: Acquisitions and mergers; Management of joint ventures and other international strategic alliances.

**Unit IV** Indian Perspectives and Policy: Internationalization of Indian business firms and their operations abroad; International Mergers and Acquisitions. Changing government policy on entry of FIs and FIIs

**Recommended Book(S)**

Management of Multinational Corporation by MS Khan - Himalaya Publications

**MBA, MARKETING****SEMESTER I****Core Papers (All Papers are Credit and Compulsory)**

IMS 011 ESSENTIALS OF MANAGEMENT  
 IMS012 BUSINESS ENVIRONMENT  
 IMS 013 FINANCIAL ACCOUNTING  
 IMS 014 QUANTITATIVE METHODS IN BUSINESS  
 IMS 015 HUMAN RESOURCE MANAGEMENT  
 IMS 016 INDIAN VALUE SYSTEM & BUSINESS ETHICS  
 IMS 017 MARKETING MANAGEMENT  
 IMS 018 MANAGERIAL ECONOMICS

**Foundation Paper (Non-Credit Compulsory paper)**

LU 011 COMMUNICATIVE ENGLISH

**IMS 011 ESSENTIALS OF MANAGEMENT**

**Objective:** To provide an understanding of the tasks and functions of management and to acquaint the students with the evolution of management thought.

**Course Outline****Unit I**

**Introduction:** Definition, Nature scope and significance of Management, the evolution of Management thought, Approaches of management, Contributions of Taylor, Fayol and Barnard to Management Science Functions of a Manager Social responsibility of Managers, Values and Ethics in management.

**Unit II**

**Planning:** Definition, Nature, Scope and significance of planning, Objectives, Steps of Planning, Decision making as key step in planning. The process and techniques of decision making, long- range planning, strategies and policies.

**Unit III**

**Organisation:** Definition, Nature, scope and significance, Approaches, Departmentation, Line and staff relationships, Delegation and Decentralization, Committee system, Determinants of effective organising, Staffing - nature and significance, Selection, Appraisal and Development of Managers.

**Unit IV**

**Directing & Controlling:** Issues in managing human factors, Motivation - nature and Significance, Theories and Techniques, Leadership and Leadership Styles; Communication - Definition and Significance, Communication Barriers, Building effective communication system. Definition and Elements Control Techniques, Coordination, Determinants of an Effective Control system, Managerial Effectiveness.

**Recommended book(s)**

Donnelly J.H., Gibson, J.L. & Ivancevich, J.M., Fundamentals of Management, Inwin, Inc.  
 Drucker, P.F. , The Practice of Management, Allied Publishers  
 Hold, David, H., The Management Principles and Practice, Tata McGraw Hill  
 Koontz & O'Donnell, Essentials of Management, Tata McGraw Hill  
 Prasad, L.M., Principles and Practice of Management, Sultan Chand & Sons  
 Robbins, S.P., and Coulter, M., Management, Pearson Education

**IMS012 BUSINESS ENVIRONMENT**

**Objective:** To facilitate the understanding of the various components of the environmental to be considered for decision making.

**Course Outline****Unit I**

**Introduction:** The concept of Business Environment, its significance and nature. The interaction matrix of different environmental factors – Porters model, the process of Environmental Scanning. Types of economies – socialistic pattern, free market economy and mixed economic structure. Responsibility of business to the society.

**Unit II**

The Politico-Legal Environment – The relationship between business and government in India. Federal structure in India – Centre-State financial relations. An introduction to some important business laws like New Competition Law 2000, MSME Act, FEMA, Important regulations of SEBI affecting Indian business environment.

**Unit III**

Macro Economic Environment – National income aggregates, Fiscal and monetary policy. Balance of trade and balance of payment. Exchange market convertibility of rupee. Trade Cycles – meaning, phases and theories – monetary theories, Samuelson and Hicksian approach. Inflation analysis.

**Unit IV**

Indian Economic Environment – Features of Indian Economy – primary, secondary and tertiary sectors, demographic profile of the Indian economy. The philosophy and strategy of planning in India. Industrial policy in India. Second generation economic reforms – liberalisation, globalisation and its impact on business environment, Foreign investment in India. Composition and direction of India's foreign trade. Problems of Indian business environment.

**Recommended book(s)**

Cherunilum, Francis, Business Environment, Himalaya Publishing House  
 Dutta and Sundaram, Indian Economy, S. Chand and Co.  
 Mamoria, C.B., Social Problems and Social Disorganization in India, Kitab Mahal  
 Mathew, M.J., Business Environment, RBSA Publishers, Jaipur, 1996.

**IMS 013 FINANCIAL ACCOUNTING**

**Objective:** To develop an insight into the nature and uses of Financial Accounting Information and its reporting.

**Course Outline**

**Unit I**

Nature and functions of financial Accounting, Accounting system, Information perception of different users, Source documents, classification of accounts, recording, posting of transactions, Ethical issues in accounting, basic accounting concepts and conventions, GAAP, Accounting standards.

**Unit II**

Preparation of trial balance for service and merchandise business, capital and revenue expenditures, adjustment entries, completing the accounting cycle, measuring business income, financial statements of manufacturing and trading businesses.

**Unit III**

Internal control systems for cash, bank reconciliation, accounting for receivables and inventories, , depreciation accounting, preparation of financial statements of companies, accounting for share capital, preference share and debentures.

**Unit IV**

Analysis of accounting information, Financial Statement analysis and application, Statement of Cash Flow, preparation and interpretation, contents of an Annual Report.

**Recommended book(s)**

Financial Accounting, A Managerial Perspective, R. Narayanaswamy - Prentice Hall India  
 Financial Accounting for Management, N. Ramachandran & Ram Kumar Kakani, TMH Publication  
 Accounting For Managers, Maheswari & Maheswari, Vikas Publishing house (P) Ltd.  
 Financial Statement Analysis, Wild, Tomson Cengage Learning Ltd.  
 Advanced Accountancy, R.L. Gupta & M. Radhaswamy, Sultan Chand Publications  
 Accounting for Managers, Bhattacharya, Vikas Publications  
 Financial Accounting, Jawaharlal and seema srivastava

**QUANTITATIVE METHODS IN BUSINESS**

**IMS 014**

**Objective:** To acquaint the students with various quantitative techniques helpful in improving their decision making skills.

**Course Outline**

**Unit-I**

Arithmetical and Geometrical Progression; Addition, subtraction and multiplication of Matrix, Identity Matrix, Singular and Non-singular Matrix, Adjoint of a matrix, Inverse of a matrix; Solution of a system of linear equations by using matrices, single linear application of matrices

Calculus; Basic differentiation (First order and second order) and its application.

**Unit-II**

Measures of central tendency-Mean, Mode, Median, Geometric mean, Harmonic Mean; Measures of Dispersion-Range, Quartile Deviation, Standard Deviation, Absolute and Relative Dispersion; Coefficient of variation, combined standard deviation.

**Unit-III**

Correlation analysis-types of correlation, Methods of studying correlation-scatter diagram method, Karl Pearson's coefficient of correlation, Rank correlation coefficient.

Regression analysis-difference between correlation and regression, Regression lines, Regression equations Y on X and X on Y, Method of Least Squares. Deviations taken from the actual means of X and Y. Deviations taken from the assumed means, Regression coefficients and their properties.

Probability; Probability theory, Theorems of Probability and examples.

**Unit-IV**

Linear Programming-Extreme point theorem: Graphical solution method-maximization problem, minimization problem, Some special cases in Linear Programming-multiple optimal solutions, an unbounded solution an infeasible solution.

Transportation Problem: Methods of finding an initial solution-North-West Corner Method, Least Cost Method, Vogel's Approximation Method.

**Recommended book(s)**

Business Mathematics,by Sancheti & Kapoor(Unit I)  
 Statistics,by S P Gupta and M P Gupta(unit II & Unit III)  
 Operations Research,by JK Sharma(Unit IV)

**IMS 015 HUMAN RESOURCE MANAGEMENT**

**Objective:** To familiarize students to various aspects of acquiring and maintaining the workforce for sustained growth of any organisation.

**Course Outline**

**Unit I**

Nature and scope of Human Resource Management; Human Resource Management in a changing Environment; Strategic Human Resource Management; Human Resource Planning; Job Analysis and Design.

**Unit II**

Attracting and Selecting Human Resources; Orientation and Placement; Manpower Training and Development.

**Unit III**

Performance Appraisal System; Job Evaluation & Employee Remuneration; Employee Benefits and Services.

**Unit IV**

Industrial Relations & Trade Unions; Dispute Resolution & Grievance Management; Employee Welfare and Participative Management.

**Recommended book(s)**

Human Resource Management – Text & Cases, by VSP Rao, Excel Books

Human Resource Management – Text & Cases, by K. Ashwatappa – Tata McGraw Hill

Human Resource Management, by Cynthia Fisher, Shaw – Wiley / Biztantra

Human Resource Management, by Gary Dessler, Person Publications

**IMS 016 INDIAN VALUE SYSTEM & BUSINESS ETHICS**

**Objective:** To develop an appreciation for ethical conduct of business practice and to value the Indian culture and traditions.

**Course Outline**

**Unit I: Indian Society and Indian Philosophy**

Social change in India: Impact of Sanskritisation, Westernisation, Modernisation on Indian Society. Varna and Caste system, Ashrama, Life Goals: Purushartha and Sanskaras. Astanga Yoga and its relevance to management.

**Unit II: Values: Indian scriptures and Indian thinkers**

Indian Scriptures: Relevance of the Bhagvad Gita in current management practices. Management learning from the Arthashastra.

Indian Thinkers: Values given by Mahatma Gandhi, Aurobindo Ghosh, Swami Vivekanand.

**Unit III: Business Ethics**

Theories of Ethics – Natural Law, Utilitarianism, Kantian Virtue. Ethics in Corporate Strategy: Corporate Philanthropy, Strategic Philanthropy, Corporate Governance. Ethical dilemma at workplace and their resolution.

**Unit IV: Application of Business Ethics**

Ethics in the world of business (Intellectual property rights like designs, patents, trademarks, copy rights).

Ethics in marketing (consumer rights, advertising, dumping).

Ethics in finance (financial disclosures, insider trading, window dressing).

Ethics in information technology and systems usage (data confidentiality).

Ethics in human resources management (whistle blowing, discrimination), Environmental ethics (Carbon trading).

**Recommended Books**

Ethics and the Conduct of Business, by Boatright (Pearson Education)

**IMS 017 MARKETING MANAGEMENT**

**Objective:** To develop an understanding of the underlying concepts, strategies and the issues involved in the exchange of products and services and their relevance to marketing tasks.

**Course Outline**

**UNIT I**

Definition of marketing, core marketing concepts (needs, wants, demand, offering, brand, customer value, competition);

Marketing concepts (Production, product, selling, marketing, social marketing concepts);

Introduction to the marketing mix ; Concept of Integrated marketing; Market segmentation, targeting and positioning, niche marketing; marketing planning.

Understanding the Marketing environment and adopting marketing to the changing environment An overview of marketing of services and rural marketing

**UNIT II**

Consumer Behaviour- definition, buying motives, consumer motivation, consumer decision making, Organisational buying behavior;

Marketing Research- need, process, and importance , types of research methods(exploratory, descriptive, cause and effect) and tools (questionnaires, interview, projective tests, )

**UNIT III**

**PRODUCT:-** Definition of product, levels and types of product; Packaging and labeling, Product line management and product mix, Product differentiation, PLC- stages and corresponding strategies, New Product decision, Theory of diffusion of an innovation.

**PRICE:-** Pricing objectives, factors influencing pricing, Pricing strategies

**UNIT IV**

**DISTRIBUTION:-** Types of distribution channels; Role of intermediaries, Channel strategy decisions, Physical distribution management.

**PROMOTION:** promotion mix, Advertising- 5 M's, Role and functions of advertising, Sales Promotion: Types of sales promotion (Trade promotion, consumer promotion), advertising vs. sales promotion, S.P. tools, Personal selling: challenges and responsibilities, Personal selling skills, Managing Public Relations

**Recommended book(s)**

Marketing – Concepts, strategies, by William M Pride, O C Fewell, Biztantra

Marketing Management, by Ramaswamy & Namakumari, Macmillan  
 Marketing Management, by Arun Kumar & Meenakshi, Vikas  
 Principles of Marketing, by Philip Kotler, Armstrong, Pearson Education

## IMS 018 MANAGERIAL ECONOMICS

**Objective:** To impart basic knowledge of the concepts and tools of Economic Analysis as relevant for Business Decision-Making.

### Course Outline

#### UNIT – I

Nature and Scope of Managerial Economics: Basic Tools- Opportunity Cost principle, Incremental principle, Equi-Marginal Principle. Principle of Time perspective, Discounting Principle. Uses of Managerial Economics.

Demand Analysis: Demand Theory, The concepts of Demand, Determinants of Demand. Demand Function and Elasticity of Demand, Demand Estimation and Demand Forecasting.

#### UNIT – II

Production Analysis: Concept of Production, Factors, Laws of Production, Economies of Scale, Economies of Scope, Production functions.

Cost Analysis: Cost Concept, Types of Costs, Cost function and cost curves, Costs in short and long run, LAC and Learning Curve.

#### UNIT – III

Market Analysis: Price-output determination in different markets, Perfect, Monopoly, Monopolistic competition, Duopoly and Oligopoly markets, Elements of Game theory, Price discrimination, Different pricing policies.

#### UNIT – IV

Profit Analysis: Nature and Management of Profit, Profit Theories, Function of Profits, Profit policies. Basic BEP Analysis – concepts and its applications in business decisions, margin of safety, theories of firm – Baumol, Williamson and Morris Model.

#### Recommended book(s)

JV Vaishampayan	Managerial Economics
Thomas & Maurice	Managerial Economics
A.Koutsoyiannis,	Modern Micro Economics
P. Samuelson,	Micro Economics
M.Adhikari,	Managerial: Economics
Cambell R.Mc Counell,	Economics

## LU 011 COMMUNICATIVE ENGLISH

**Objective:** The course is designed to meet the English conversational proficiency needs of individuals..

### Course Outline

#### Unit – I

Practice of conversation covering every day activities, functional grammar – Subject, Verb, Noun, Adjectives, Tenses, Sentences, Articles, Prepositions.

#### Unit – II

Vocabulary – extend vocabulary, Phrases, Idioms, Improve reading skills – sounds, stress intonation, rhythm voice quality, develop listening comprehension, develop soft skills – interpersonal skills, ability to handle diverse roles, Role Play & body language.

#### Unit – III

Conference briefing, addressing seminar, group discussion, compeering, reading comprehension e.g. editorials, book reviews, articles, advertisements and fine prints, letter writing notices, invitations & resumes, report writing and presentation, function as mentors & be creative in organising programmes.

#### Unit – IV

Public speaking, presentation, mock interviews, picture reading, e-mailing. Reading - to analyze grammatical error, paragraph writing letter writing, précis writing, job application, resume (for content appraisal)

Learning Approach – interactive learning process with emphasis on participation, evaluation and feedback.

#### Recommended Book(S)

Wren and Martin	:	English Grammar and Composition
John C. Maxwell, Jim Dornan	:	Becoming a person of Influence
Ken Blanchard	:	Empowerment Takes More than a Minute
Zig Ziglar	:	You Can Reach the Top
Hello English	:	Orient Longman
English is Easy	:	Orient Longman
Dale Carnegie	:	How to develop Self- Confidence & Influence People by Public Speaking
Speak English Audiocassettes & student's books – Orient Longman		

**SEMESTER II****Core Papers (All Papers are Credit and Compulsory)**

IMS 021	INTERNATIONAL BUSINESS
IMS 022	MANAGEMENT ACCOUNTING
IMS 023	FINANCIAL MANAGEMENT
IMS 024	COMPUTER APPLICATIONS & MIS
IMS 025	PRODUCTION & OPERATIONS MANAGEMENT
IMS 026	RESEARCH METHODOLOGY

**Elective Papers – Credit (Two papers Supportive to the discipline of study)**

MBA (M) 021	CONSUMER BEHAVIOUR
MBA (M) 022	PR & SALES PROMOTION
MBA (M) 023	CUSTOMER RELATIOSHIP MANAGEMENT

**Foundation Paper (Non-Credit Compulsory paper)**

LU 021	FOREIGN LANGUAGE
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**IMS 021 INTERNATIONAL BUSINESS****Objective**

This course will provide the students an opportunity to learn and understand how business is conducted in the international arena. The syllabus is designed to allow students to gain managerial skills to meet the challenges they will face in the global workplace.

**Unit I** - An Overview of International Business: Introduction, Definition of International Business, difference between international and domestic business, Advantages And Disadvantages Of International Business, Approaches to International Business, Changing Environment of International Business, Globalization of Markets, Trends in Globalization, Effects and Benefits of Globalization, balance of payment and foreign exchange.

**Unit II** -International Trade and Investment Theories: Mercantilism; Absolute Cost theory, Comparative Cost theory, Opportunity Cost theory, factor endowment theory, Complimentary trade theories – stopler – Samuelson theorem, International Product life Cycles. Investment Theories – Theory of Capital Movements, Market Imperfections theory; Internationalisation Theory; Location Specific Advantage Theory; Eclectic Theory, Instruments of Trade Policy- Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy.

**Unit III** - Foreign Exchange Determination Systems: Basic Concepts Relating to Foreign Exchange, Various types of Exchange Rate Regimes – Floating Rate Regimes, Managed Fixed Rate Regime, Purchasing Power Parity Theory, Factors Affecting Exchange Rates, Brief History of Indian Rupees Exchange Rates. India's Foreign Trade: Recent trends in India's Foreign Trade, Export Houses, Export Assistance- SEZ, EPZ, APEDA, export procedures and documentation.

**Unit IV** - International Institution: UNCTAD, Its Basic Principles and Major Achievements, IMF, Role of IMF, IBRD, Features of IBRD, WTO, Role and Advantages of WTO India's patent policy and trips. Regional Economic Integration: Introduction, Levels of Economic Integration, Regional Economic Integration in Europe, Regional Economic Integration in U.S.A: NAFTA, Andean community, ASEAN, SAARC, Integration for Business.

**SUGGESTED READINGS**

1) Agarwal Raj - International Trade (Excel, 1st Ed.) 2) Albaum Duerr - International Marketing and Export management (Pearson, 7th Ed.) 3) Jaiswal Bimal - International Business (Himalaya Publication) 4) Hill C.W. - International Business (TMH, 5th Ed.) 5) Daniels - International Business (Pearson, 1st Ed.) 6) Kumar R and Goel, International Business, (UDH Publications, edition 2013) 7) Cherunilam F - International Trade and Export Management (Himalaya, 2007)8) Varshney R.L, Bhattacharya B - International Marketing Management (Sultan Chand & Sons, 9th Ed.)

**IMS 022 MANAGEMENT ACCOUNTING**

**Objective:** To equip the students with the knowledge of principles, concepts and techniques which may be used in planning, decisions making and control.

**Course Outline****Unit I**

Management accounting: Definition, differences with Financial Accounting, Management process and accounting, The value chain of business function, introduction to CVP relationships, measurement of cost behaviour.

**Unit II**

Introduction to manufacturing costs and control of overheads, job costing, process costing, activity based costing.

**Unit III**

Relevant information and decision making, special order and addition, deletion of product and services, optimal uses of limited resources, pricing decisions, make or buy decisions, joint cost.

**Unit IV**

Preparing the Master Budget and Functional Budget, Flexible budgets, Variance analysis, Introduction to Management Control Systems, Evaluation of Divisional Performance, Transfer Pricing.

**Recommended book(s)**

Management Accounting, by Atkinson, Pearson / PHI  
 Management Accounting, by Sudhindra Bhat, Excel Books  
 Management Accounting, by Sharma, Sashi K Gupta Kalyani

Cost Accounting, by Charles T Horngren, Pearson/PHI

### **IMS 023 FINANCIAL MANAGEMENT**

**Objective:** The provide an insight into various finance functions to be performed in order to maximize shareholder wealth.

#### **Course Outline**

##### **Unit I**

Introduction to financial management: Meaning, Nature, and scope, functions, and , objectives of financial management, time value of money, organization of finance functions,

##### **Unit II**

Long term investment / Capital budgeting decision: Investment evaluation techniques traditional methods and discounted criteria, risk analysis of investment proposal

##### **Unit III**

Finance decision: Sources of funds short term, and long term source of capital, cost of capital, computation of various sources of capital, weighted average of cost of capital.

Capital structure decision: Meaning and factors affecting capital structure, capital structure theories, leverage operating, financial and combined leverage EBIT EPS Analysis

##### **Unit IV**

Dividend decision: Dividend policies, factors affecting dividend policies, dividend theories

Short- term investment decision: Types of working capital, factors affecting working capital, current assets financing policies, estimation of working capital requirement Inventory, cash and receivables management:

#### **Recommended book(s)**

Financial management, theory and practice, by Prasanna Chandra, TMH.

Financial management and policy, by J.C. Vanhorne, PTH.

Financial management, by M.Y. Khan and P.K. Jain, TMH.

Financial management, by I.M. Pandey, Vikas Publication.

### **IMS 024 COMPUTER APPLICATIONS AND MIS**

**Objective:** To develop an appreciation of different softwares and hardware systems and their use in effective design and implementation of MIS.

#### **Course Outline**

##### **Unit – I**

Computer Systems -An Introduction, Characteristics of computer, Elements of a Computer System, Input, Output and storage devices. Processing and CPUs, Classification of computer, Concepts of Networking and Data Communication.

##### **Unit II**

Types of Software, Computer Languages, Translators, Operating system – Basics, functions and types, Concepts of CUI & GUI, MS-Windows as GUI Operating System, Parts of Windows, Text processing software-creating, formatting and processing of text. Spreadsheet Software- Creating and using Spreadsheets. Formulas, Functions and Graphics. Presentation Programmes-Creating, Formatting and Presenting, Concepts of Database and Database Management System.

##### **Unit III**

Definition of Data/Information/Systems, Types of System, System stakeholders, Components of Information System, Evolution of Information Systems, Classification of Information Systems, Flow charts, Algorithm, Decision tables, Decision tree, DFS and ERD with examples, Selected Case Studies.

##### **Unit IV**

Introduction, Meaning and role of MIS, Definition of MIS, System Development Life Cycle, E-commerce, Introduction to mobile commerce, electronic payments, EDI, Business Function Information System, Selected Case Studies.

#### **Recommended book(s)**

Balaguruswamy, Introduction to Computers

B. Ram, Computer Fundamental

Ron Mansfield, Working in Microsoft Office

Greg Perry, Teach Yourself Office 97

Brein James, O., Computers in Business Management : An Introduction

Bentley Trevoi, Management Information Systems and Data Process

### **IMS 025 PRODUCTION & OPERATIONS MANAGEMENT**

**Objective:** To familiarize the students with theories and techniques of Production, Operations and Logistics Management.

#### **Course Outline**

##### **Unit I**

Nature and scope of production management, production analysis and planning, production functions, objective and functions of production management, responsibilities of the production manager, types of manufacturing processes and plant layout, plant location, assembly line balancing. Production Planning and Control (PPC).

##### **Unit II**

Materials managements – its scope and importance. Purchasing function and procedure, store-keeping, material planning function, Inventory control, relevant costs, economic lot size, reordering point, Inventory classification techniques.

##### **Unit III**



Productivity – definition and concept, productivity measurement, productivity improvements, Product development and design, stages of product development, techniques of product development (standardization, simplification and specialization, automation).

#### **Unit IV**

Development of efficient work methods, work measurement – concept & techniques; material flow process chart, manflow process chart, principles of motion economy, comparison of alternate work methods, maintenance of production facilities, quality control and inspection, sampling inspection, control charts for attributes and variables charts.

#### **Recommended book(s)**

Production and Operations Management, by K. Ashwathappa, K Sridhar Bhat, Himalaya Pub  
 Production & Operations Management, by Upendra Kachru, Excel Books.  
 Operations Now, by Byron J Finch, Tata Mc Grawhill  
 Operations Management, by Gaither & Fraizer, Thomson South Western.  
 Theory and Problems in Production and Operations Management by S.N. Chary

### **RESEARCH METHODOLOGY**

#### **IMS026**

Course Objectives: To familiarize students with research process, teach them basic tools and techniques and inculcate fundamental expertise to handle research project.

#### **Unit-I**

##### **Introduction to Research Methodology**

Research-Concept, Characteristics, Objectives and motivation of research, Significance of Research in decision making and problem solving, Factors required for a scientific/good research, Types of research, Research process overview  
 Language of Research: Concept, Construct, Definition, variables, Hypothesis, Theory and models, Research Problem: Identifying a research problem, Sources of identifying research problem, Process of defining a research problem

#### **Unit-II**

##### **Research Design and Sampling Design**

Research design: Meaning of research design, Types of Research Design, Concept and techniques of Exploratory Research design, Descriptive Research Design and Experimental Research Design  
 Sampling design: Census and Sampling Investigation, Characteristics of a good sample, Sampling Design process, Probability and Non Probability Sampling Techniques, Sample size determination

#### **Unit-III**

##### **Data Collection and Preparation**

Methods of data collection, developing instruments used in data collection,  
 Measurement and Scaling: Primary scales of measurement, Scaling Techniques, Editing raw data, Coding of data, Tabulation of data, Cross Tabulation

#### **Unit-IV**

Data Analysis and Presentation of the Results: Univariate, Bi-variate and Multivariate analysis of data, Testing of Hypothesis: Process of testing hypothesis, one tail test and two tail tests, z-test, t-test, F-test and chi square test, Report  
 Writing: Objective, types, Format of a report, essentials of a good report.  
 Prescribed Texts:

Business Research Methods, William G. Zikmund, Thomson Publication  
 Business Research Methods, Cooper and Schindler, TMH Publication  
 Marketing Research: An Applied Orientation Naresh K. Malhotra, PHI  
 Marketing Research-Text and cases, Nargundkar  
 Research Methods, William and M.k. Trochim  
 Research Methodology, R. Panneerselvam  
 Business Research Methodology, Srivastava and Rego  
 Complete Business Statistics, Amir D Aczel  
 Statistics for Management, Levin & Rubin

### **MBA (M) 021 CONSUMER BEHAVIOUR**

**Objective:** To understand consumer psychology and ways of communicating effectively with various target groups in order to fulfill value added exchange of goods and services

#### **Course Outline**

**Unit I** Study of Consumer. Meaning of Consumer, concept of consumer behaviour, Consumer's Need and Motives, Consumer as a Perceiver and Learner, Influence of Personality and Attitude on Buying Behaviour; Determinants of Consumer Behaviour, Cultural, Social and Economic Factor Affecting consumer behaviour; Consumer attitude formation and change. Environmental Influences on consumer behaviour.

**Unit II** Individual Factors & Group Influences. Factors Affecting Purchase decision; Fundamental Group of sensation; Perception, emotion, motivation, Cognition. Group Influence; Role, Status, Norms; Family Influences; Life-Cycle Effects, Family Decision making.

**Unit III** Models of Consumer Behaviour . Models of individual and Industrial Buying Behaviour. Consumer Behaviour and market segmentation, consumer psychology, consumer motivation, research and techniques.

**Unit IV** Communication with Consumer. Two-step flow of Communication theory, Adoption, diffusion of innovation, cognitive Dissonance. Socio-economic and Cultural Aspects of Indian Consumer Market.

**Recommended book(s)**

Kanuk & Shiffman, Consumer Behaviour.

Peter & Olson, Consumer Behaviour and Marketing Strategy.

Peter and Donnelly, A Preface of Marketing Management.

Wilkie, William, Consumer Behaviour.

**MBA (M) 022 PR & SALES PROMOTION**

**Objective:** To develop skills required for maintaining good public relations for ensuring long term growth of a business enterprise.

**Course Outline**

**UNIT-I** Public Relations: Concept, Significance, Nature and Scope, Process, Factors Affecting Public Relations, Reflectors of Publics Relations; Methods & Techniques of Public Relations; Position, Role and Functions of Public Relations Officer

**UNIT-II** Public Relations and Publicity through Newspapers, T.V., Radio, etc.; Public Relations with Government, Consumers, Political and Community Leaders, and Non-Governmental Organizations; Reports, House Magazines, Exhibitions, Sponsorship; Advertising: Concept, Types, Steps, Campaigns, Methods and Techniques, Agencies, Constitutional and Legal Restraints

**Unit III** Sales Promotion and Marketing Mix; Nature and Types of Sales Promotion; Consumer Behaviour and Sales Promotion; Deal Prone Consumer; Economic Theories of Promotion; Sales Promotion's Impact on Sales

**Unit IV** Evaluation of sales Promotion Experiments; Manufacturer Promotion Planning Process; Retailer Promotion Planning Process; Choice and Purchase Timing Models; Strategic Issues in Designing Promotional Strategies; Substantive Findings and Issues on Coupons Trade Dealings and Retail Promotions.

**Recommended book(s)**

Sales Management, by Charlesm. Futrell, Thomson South Western

Sales & Distribution Management, by Tapan K. Panda & Sunil Sahadev, Oxford University Press

Managing of Sales Force, by Spiro Stanton Rich, TMH

**MBA (M) 023 CUSTOMER RELATIONSHIP MANAGEMENT**

**Objective:** The syllabus is designed to develop the knack of attracting, retaining and growing the customers and their loyalty ; while understanding the concepts and practices of CRM.

**UNIT -I** CRM Fundamentals- Theories, Evolution , Stages of relationship, Issues , Purpose of relationship marketing; Approach towards marketing: A paradigm shift, Historical Perspectives, CRM Definitions, Emergence of CRM practice:, CRM cycle, Stakeholders in CRM, Significance of CRM, Types of CRM, Success Factors in CRM, CRM Comprehension, CRM Implementation

**UNIT -II** Customer Satisfaction: Meaning, Definition, Significance of Customer Satisfaction, Components of Customer Satisfaction, Customer Satisfaction Models, Rationale of Customer Satisfaction, Measuring Customer Satisfaction, Customer satisfaction and marketing program evaluation, Customer Satisfaction Practices, Cases of Customer Satisfaction

**UNIT -III** Service Quality: Concept of Quality, Meaning and Definition of Service Quality, Factors influencing customer expectation and perception, Types of Service Quality, Service Quality Dimensions, Service Quality Gaps, Measuring Service Quality, Service Quality measurement Scales Customer Relationship Management: Technology Dimensions - E- CRM in Business, CRM: A changing Perspective, Features of e-CRM, Advantages of e-CRM, Technologies of e-CRM, Voice Portals, Web Phones, Virtual Customer Representative, Customer Relationship Portals,

**UNIT IV** Functional Components of CRM, Database Management: Database Construction, Data Warehousing, architecture, Data Mining. Characteristics, Data Mining tools and techniques, Meaning, Significance, Advantages, Call Center, Multimedia Contact Center, Important CRM Softwares. CRM Emerging Perspectives: Employee-Organisation Relationship, Employee- Customer Linkage, Factors effecting employee's customer oriented behavior, Essentials of building employee relationship, Employee customer orientation, Service Failure, Service Recovery Management, Service Recovery Paradox, Customer Life time value, customer profitability, customer recall management, customer experience management, Rural CRM, , customer relationship management practices in retail industry, hospitality industry, banking industry, telecom industry, aviation industry

**Suggestive reading-** . Simon Knox, Adrian Payne, Stan Maklan, Customer Relationship Management Routledge Inc.

Alok Kumar Rai, Customer Relationship Management: Concepts and Cases (Second Edition)-PHI Learning.

Kristin Anderson, Carol Kerr, Customer relationship management, McGraw-Hill Professional.

Federico Rajola, Customer Relationship Management: Organizational & Technological Perspectives, Springer.

H Peeru Mohammed & A Sagadevan, Customer Relationship Management, A Step by Step Approach, Vikas Publishing.

Sheth J N, Parvatiyar A. and Shainesh G-,Customer relationship management: , Emerging Concepts, Tools, & Applications, Tata McGraw-Hill Education

**SEMESTER III****Core Papers (Two Papers, Both are Credit and Compulsory)**

IMS 031 STRATEGIC MANAGEMENT - I

IMS 032 BUSINESS LAWS

**Papers – Credit** (Total No. of elective papers in a semester will be five)**A. (3-5 Papers Supportive to the discipline of study)**

MBA (M) 031 SALES AND DISTRIBUTION MANAGEMENT

MBA (M) 032 RETAIL BUSINESS MANAGEMENT

MBA (M) 033 INDUSTRIAL MARKETING

MBA (M) 034 RURAL MARKETING

MBA (M) 035 MARKETING OF SERVICES

MBA (M) 036 ADVERTISING

**B. For Expanded range of study up to two papers of any stream of specialization available in the same semester of any of the IMS-MBA programs****Foundation Paper**

LU 031 FOREIGN LANGUAGE ( Non Credit) Compulsory Paper

LU 032 SUMMER INTERNSHIP REPORT – (CREDIT) COMPULSORY

**IMS 031 STRATEGIC MANAGEMENT – I****Objective:** To acquaint the students with the concept of strategy, its formulation and different strategic alternatives.**Course Outline****Unit I:**

Business Policy as a Field of Study: Nature, importance, purpose and objectives of Business Policy.; Strategic Management Process: Strategists and Their Role in Strategic Management.; Hierarchy of Strategic Internet: Vision, Mission, Business Definition, Goals and Objectives

**Unit II:****Environmental Appraisal:** Environmental Scanning, Appraising the Environment; Organizational Appraisal: Organisational Capability Factors, Considerations in Organisational Appraisal, Methods and Techniques used for Organisational Appraisal, Structuring Organisational Appraisal.**Unit III:****Company level strategies:** Grand, Stability, Expansion, Retrenchment & Combination Strategies & Corporate Restructuring; Business Level strategy: Business-level, Generic Business & Tactics for Business Strategies.**Unit IV:****Strategic Analysis and Choice:** Corporate-level (*BCG Matrix & GE 9 cell Matrix*) and business-level (*Life Cycle Analysis, Porter's Five Forces of Industry Analysis*). *Concept of Strategic Decision Making. Subjective Factors in Strategic Choice and Process of Strategic Choice.* Routes to Competitive advantage**Recommended book(s)**

Crafting and executing strategy, by Thompson, Strickland &amp; Gamble, TMH

Strategic Management – An Integrated Approach, by Charles W.L. Hill, Gareth R. Jones – Biztantra

Business Policy, by AzharKazmi

**IMS 032 BUSINESS LAW****Objective:** To familiarize the student with legal aspects of conducting business.**Course Outline****Unit I**

Indian Contract Act, 1872 Contract- Meaning, Essentials, Kinds, Offer and Acceptance, Contractual Capacity, Free Consent, Consideration, Void Agreements, Quasi Contracts. Modes of discharge of contract and remedies for breach of contract. Contract of Indemnity and Guarantee. Law of Agency.

**Unit II**

The Sale of Goods Act, 1930 Meaning of Contract of sale, Difference between Sale and Agreement to Sell. Conditions and Warranties, Transfer of Property in Goods, Unpaid Seller and his Rights.

**Unit III**

Indian Partnership Act, 1932. Meaning and test of Partnership, Implied Authority of a partner, Position of a minor in partnership, Consequences of Non Registration of a partnership, Firm Expansion, Death and Insolvency of a partner, Dissolution of firm

**Unit IV**

The Negotiable Instruments Act, 1881 Meaning, and characteristics of promissory note, bill of exchange and cheque. Holder and Holder in due course. Negotiation and assignment. Crossing of cheque, bouncing of cheques. Elements of company law; Meaning and types of companies, Formation and incorporation Memorandum of Association, Articles of Association, Prospectus.

**Recommended book(s)**

Elements of Mercantile Law, by N D Kapoor, Sultan Chand

Legal Aspects of Business, by Akhileshwar Pathak, Tata Mc GRAW HILL

Business Law, by M C Kuchhal -Vikas

### **MBA (M) 031 SALES AND DISTRIBUTION MANAGEMENT**

**Objective:** To provide in depth understanding for organisation of effective sales force and distribution systems to reach the target customers.

#### **Course Outline**

**Unit – I** Nature and scope of Sales Management, Selling and Formulating Personal Selling Objectives, Recruiting and Selecting Sales Personnel, Developing and Conducting Sales Training Programmes, Diversity of selling situation/process, Monitoring and performance evaluation.

#### **Unit – II**

Designing and administering compensation plans, supervision of salesmen, motivating sales personnel, sales meetings and Sales Contests, Designing Territories and Allocating Sales Efforts

#### **Unit – III**

Objectives and Quotas for Sales Personnel, Developing and managing Sales evaluation programme, Sales cost and cost analysis, An Overview of Marketing Channels, their structure, Functions and Relationships, Channel Intermediaries-Wholesaling and Retailing

#### **Unit – IV**

Logistics of distribution, channel planning, Organizational Patterns in Marketing channels, Managing marketing channels, Marketing channel policies and legal issues, Information system and Channel Management, Assessing performance of marketing channels, International Marketing Channels

#### **Recommended Book(S)**

Anderson, R. Professional Sales Management, Englewood Cliffs, New Jersey, Prentice Hall Inc.

Buskirk, R. H. and Stanton, W.J. Management of Sales Force, Homewood Illinois,

Richard D. Irwin, Dalrymple, DJ. Sales Management: Concepts and Cases, New Yourk, John Wiley

### **MBA (M) 032 RETAIL BUSINESS MANAGEMENT**

**Objective:** To equip students with the necessary skills required for handling the various functions connected with retail operations.

#### **Course Outline**

#### **Unit – I**

Introduction, Retailing mix-Sales forces, Economic forces, technological force, competitive forces, Structure and Different formats of Retailing.

#### **Unit –II**

Marketing concept in retailing, Consumer purchase behavior, Cultural and social group influence on Consumer Purchase Behaviour, Retail store location, Traffic flow and analysis, population and its mobility, exteriors and layout, Customer traffic flows and pattern, Creative display

#### **Unit – III**

Merchandise planning, Stock turns, Credit Management, Retail pricing, Return on per sq. ft. of space, Retail promotions, Staying ahead of competition, Supply Chain Management, Warehousing, Role of IT in SCM

#### **Unit – IV**

Franchising Direct Marketing, Exclusive Shops, Destination Stores, Chain Stores, Discount Stores and other current and emerging formats-Issues and options, Retail Equity, Technology in Retailing

#### **Recommended book(s) :**

Diamond Allen, Fashion Retailing, Delmar Pub.

Drake, Mary Francis, J.H.Spoone and H. Greenwald Retail Fashion, Promotion and Advertising, Macmillan, New York

Levy, M. and Barton A. Weitz Retailing Management, Irwin, London

Morgenstein, M. and Harriet Strongin, Modern Retailing, Prentice Hall

### **MBA (M) 033 INDUSTRIAL MARKETING**

**Objective:** To develop an understanding of issues involved in marketing of industrial products .

#### **Course Outline**

#### **Unit – I**

The environment of Industrial Marketing, Industrial Marketing Perspective. Dimensions of Organizational Buying, Organizational Buying Behaviour, Access marketing opportunities, Industrial Marketing Planning.

#### **Unit – II**

Managing the Industrial Product Line, Industrial Marketing Channels : Channel Participation, Industrial Marketing Channels : Design and Management, Industrial Marketing Channels : Logistical Interface, Pricing Strategy.

#### **Unit – III**

Advertising and Sales Promotions, Managing the industrial advertising effort, supplementary promotion tools, personal selling, models for industrial sales force management.

#### **Unit – IV**

Industrial Marketing Research. Evaluation of Industrial Marketing Strategy, Norms and Standards, Control and Monitoring of Industrial Marketing process.

#### **Recommended book(s) :**

Alexander Cross and Hill, Industrial Marketing.

Webster, F.E., Industrial Marketing Strategy.

Hass W., Industrial Marketing Management.  
 Cox, E., Industrial Marketing Research.  
 Meyers, Industrial Relations in India.  
 Reider and Reider, Industrial Marketing.

### **MBA (M) 034 RURAL MARKETING**

**Objective:** To familiarise the students with the concepts, tools & techniques useful to a manager in the field of rural marketing.

#### **Course Outline**

##### **Unit – I**

Conceptualization, Nature and Scope of rural marketing, growth of rural markets and opportunities, rural market environment, Classification of rural markets, characteristics of rural consumers, problems, difficulties and challenges in rural marketing, marketing research, MIS, Marketing Communication –media accessibility, exposures, buying and planning.

##### **Unit – II**

Marketing of agricultural inputs – seeds, fertilizers, pesticides, tractors, diesel pump sets and other agricultural implements/ machinery, marketing of agricultural produces, regulated markets, dairying, marketing of rural industrial products, handicrafts, crafts/ artisans products, cooperative marketing.

##### **Unit – III**

Marketing of FMCGs, Marketing of Consumer durables, managing marketing mix, rural marketing strategies – segmentation, product strategies, pricing strategies, distribution and logistics strategies, promotion strategies.

##### **Unit – IV**

Organization and Development of services marketing of rural services – health, education, tourism, banking, insurance, charities, finance, social etc., green marketing, micro–finance and micro–enterprises, role of finance in marketing of FMCGs and durables, services marketing mix.

#### **Recommended book(s) :**

Gopaldaswamy, T.P. – Rural Marketing, Wheeler.  
 Sukhpal Singh, Rural Marketing Management, Vikas.  
 Samiuddin et.al. (Ed.), Rural Marketing, National.  
 Sanal Kumar, Rural Marketing, Response Books.  
 Raja Gopal, Rural Marketing, Rawat.  
 Raja Gopal, Organizing Rural Business, Sage.

### **MBA (M) 035 MARKETING OF SERVICES**

**Objective:** To provide in- depth understanding of nature, peculiarities and demands on service provider for effective design of marketing strategies for a service business.

#### **Course Outline**

**Unit – I** Marketing of Services : Nature, scope, conceptual framework and special characteristics of services. Classification of Services.

Technological development in services marketing, Consumer Involvement in Services Processes.

**Unit – II** Role of Marketing in Services organizations, Research Application for Services Marketing. Internal marketing concept in the area of services marketing. Targeting consumers, Creating Value in competitive markets, Positioning a service in market place Managing relationships and building loyalties.

**Unit – III** The services marketing mix, Creating the service product and pricing strategies. Consumer education and Service Promotion. Role of physical evidence. *Managing people in services organizations. Developing Service quality and quality standards, Complaint handling and service recovery*

**Unit – IV** Marketing of financial Services, Marketing of educational and Consultancy Services, Marketing of Hospitality and Tourism Services, Marketing of Health and Insurance Services.

#### **Recommended book(s) :**

Helen Woodruffe, Services Marketing.  
 Zieeithaml Valarie, Parasuraman A. and Leonard L. Berry, Delivering Quality Services.  
 Shetty Y.K. and J.E. Ross, Quality and its Management in Services.  
 Lovelock Christopher H., Service Marketing.  
 Rathmell John, Marketing in the Service Sector.

### **MBA (M) 036 ADVERTISING**

**Objective:** To acquaint the students with the understanding of concepts, techniques and their application for effective advertisement.

#### **Course Outline**

**Unit I:** Evolution of Advertising, Role of Advertising in the Marketing Mix; Types of Advertising; Economic, Social and Ethical Aspects of Advertising, Structure of the Advertising Industry.

**Unit II:** Advertising and Consumer Behaviour, Advertising Research – Objectives and Market Positioning, DAGMAR Approach – Determination of Target Audience, Advertising Plan.

**Unit III:** Creativity and Advertising, Message Development: Strategies and Methods, Copywriting, Art Direction and Production.

**Unit IV:** Media Planning, Objectives and Strategies, Types of Media, Budgeting and Evaluation; Advertising Organisation – Selection, Compensation and Appraisal of an Agency.

**Recommended Book(S)**

D.OGILVY, ADVERTISING

Chunawala, Advertising

Sontakki, Advertising

Manvendra Mohan, Advertising

Advertising Age Journal, USA

Kazmi and Batra, Advertising and Sales Management, Excel

Advertising and marketing, A&M

W.F. Arens & Bovee, Contemporary Advertising

**SEMESTER IV****Core Papers (Two Papers, Both are Credit and Compulsory)**

IMS 041	STRATEGIC MANAGEMENT - II
IMS 042	ORGANIZATIONAL EFFECTIVENESS & CHANGE

**Elective Papers – Credit**

A. 2-4 Papers Supportive to the discipline of study

MBA (M) 041	EVENT MARKETING & MANAGEMENT
MBA (M) 042	INTERNATIONAL MARKETING
MBA (M) 043	SOCIAL MARKETING
MBA (M) 044	BRAND MANAGEMENT
MBA (M) 045	E-MARKETING
MBA (M) 046	CONSUMER PROTECTION

B. For Expanded range of study up to two papers of any stream of specialization available in the same semester of any of the IMS-MBA programs

**Foundation Paper (Credit and Compulsory)**

LU 041	RESEARCH PROJECT/BUSINESS PLAN
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**IMS 041 STRATEGIC MANAGEMENT – II Objective:** To comprehend strategic management process, understand interrelationship between formulation and implementation and apply administrative and leadership skills for successful implementation of strategies.

**Course Outline****Unit I:**

Nature and Scope of Strategic Management. Concept of Core Competence, Capability and Organisational learning; Management of *Strategic* Change; Process of Strategic planning and Implementation, Activating Strategies, Strategy and Structure.

**Unit II:**

**Behavioral Implementation:** An overview of: Leadership, Corporate Culture, Corporate Politics and Use of Power, Personal Values and Business Ethics.

**Functional /Operational Implementation:** An overview of: Functional Strategies.

**Unit III:**

Strategy Evaluation and Control (*Mc Kinsey's 7s Framework*).

**Tailoring Strategy to Fit Specific Industry and Company Situations:**

*Strategies for Competing in Emerging Industries; Strategies for competing in Turbulent, High-Velocity Markets; Strategies for Competing in Maturing Industries; Strategies for Competing in Fragmented Industries; Strategies for Firms in Stagnant or Declining Industries; Strategies for Sustaining Rapid Company Growth; Strategies for Industry Leaders; Strategies for Runner-up Firms; Strategies for Weak and Crisis Ridden Businesses.*

**Unit IV:**

Mergers and Acquisitions: *Takeover and Defense Tactics, Laws For Mergers And Acquisitions, Regulatory Framework of Takeovers in India, Cross Border Mergers and Acquisitions.*; Strategic Management in an International Firm; Strategy and Corporate Evolution in Indian Context.

**Recommended book(s)**

1. Strategic Management by Thompson, Strickland, Gamble and Jain. McGraw Hill 2010, 16th edition.
2. Thomas L. Wheelen & J. David Hunger; Concepts in Strategic Management and Business Policy; Pearson Education
3. Strategic Management by Azhar Kazmi, Tata McGraw Hill
4. Mergers and Acquisitions by Jay M Desai, Nisarg A Joshi; Biztantra

**IMS 042 ORGANIZATIONAL EFFECTIVENESS & CHANGE**

**Objective:** To understand the facilitative forces for organisational effectiveness and management of change.

**Course Outline****Unit I**

**Understanding Organizational Effectiveness and Change.** Concept and Process of Organizational Effectiveness; Concept and Process of Organizational development; Design, Development and application OD interventions.

**Unit II**

**Organizational Learning and Learning Organizations:** Process of organizational learning; Characteristics of learning organizations; Creativity and innovations; Organisational Change.

**Unit III**

**Interpersonal Relationships:** Individual's Behaviour, Individual's in Group; Perception, motivation, attitudes, values, personality. Interpersonal Communication: Types of Interpersonal Relationship Inter group behaviour & collaborations; Team building & team management; **Transaction Analysis.**

#### Unit IV

**Organizational Culture and Climate.** Organizational Ethos; Dimensions and process of organizational climate; Dimensions and process of organizational culture; Power and Politics. Corporate Governance; Conflict Dynamics; Conflict and Negotiations; Stress Management.

#### Recommended book(s):

Organizational Behaviour, by Stephen P. Robbins  
 Organizational Effectiveness and Change, by Cummins (South Western Thompson)  
 Management of Organizational Change, by Hari Gopal  
 Change Management, by Neelkant Ramanarayan

#### MBA (M) 041 EVENT MARKETING & MANAGEMENT

**Objective:** To develop specific skills required for marketing and management of events.

#### Course Outline

##### UNIT 1

Definition, Scope of Event Management. Introduction to Conventions, Exhibitions, Meetings --- definition & components. Nature and demand of Conference market. Growth and development of event industry, Economic and social significance .

##### UNIT 2

Typology of planned events, Varieties & importance of events , Key steps to successful events Characteristics and complexities of events Checklist for different events, planning schedule & actions agenda

##### UNIT 3

Conference program designing, timing, supervision, presentation, Catering and hospitality, Transportation, teleconferencing, recording & publishing. Sponsorship , sponsors , organizers, customers & guests. Event planning, Key characteristics, Pre-event responsibilities, legal issues, negotiations

##### UNIT 4

Events and Tourism, Business tourist, Tourism & Culture, Incentive tours Risk Management, Safety and Global Issues in Event Management

#### Recommended Book(S)

Event Management in leisure & tourism, David Watt  
 Conferences, Tomy Rogers  
 Event marketing and management, Sanjaya Singh, Vikas Publication

#### MBA (M) 042 INTERNATIONAL MARKETING

**Objective:** To promote understanding of challenges and opportunities in the realm of international marketing.

#### Course Outline

##### Unit – I

Nature, Scope and Importance of International Marketing, Process of International Marketing, Domestic and International Marketing, Global Marketing Environment, Cultural/ Political, Legal, Social and Economic Parameters, Planning for International Marketing and Expansion Strategies.

##### Unit – II

Recent Trends in World Trade, India's Position in World Trade, India's position in World Trade, Foreign Market entry strategies, market analysis of entry, Indirect exporting, direct exporting, licensing, joint ventures, manufacturing, assembly management contract, direct investment, turnkey operations and acquisitions. Global segmentation, targeting and positioning, International marketing and cultural differences.

##### Unit – III

Export Procedure and Documentation, Export promotion measures in India, Export Financing in India, Export Market Plan, International Marketing Research, EXIM Policy.

##### Unit – IV

International Product Decision, Product Development, Adoption and Positioning, International Product Life Cycle, Product Standardization Vs. Adaptation, Multinational Product Planning. International Pricing Decisions, International Channel Decisions, International Promotion Decisions.

#### Recommended book(s) :

Keegan, International Marketing.  
 Varshney & Bhattacharya, International Marketing.  
 Vasudevan, International Marketing.

#### MBA (M) 043 SOCIAL MARKETING

**Objective:** To provide an understanding of the specific tasks and functions involved in social marketing

#### Course Outline

##### Unit I

Relevance of social services in a developing economy, applications of marketing in social services e.g. health and family welfare, adult literacy programme, environment protection, social forestry, etc.;

##### Unit II

Socio-economic cultural influences on beneficiary system; organising for marketing social services; beneficiary research and measurement of their perceptions and attitudes.

##### Unit III



Planning and implementation of mass campaigns; beneficiary contact programme, use of print and electronic media in mass communication.

**Unit IV**

Diffusion of innovative ideas; geographical extension strategies in mass contact programmes; review and monitoring of marketing strategies of socially relevant programmes.

**Recommended book(s)**

**MBA (M) 044 BRAND MANAGEMENT**

**Objective:** To provide detailed understanding of the concept of brand and the process of establishing brand equity.

**Course Outline**

**Unit – I** Introduction, Brand Hierarchy, Brand Personality, Brand Image, Brand Identity, Brand Positioning

**Unit – II** Brand equity, brand customer relationships, brand loyalty and Customer Loyalty Managing Brands

**Unit – III** Brand creation, Brand extensions, Brand-product relationship, Brand Portfolio, Brand Assessment through Research-Brand Identity, Positioning, Image, Personality Assessment and Change

**Unit – IV** Brand Architecture, Brand Revitalization, Financial aspects of Brands, Branding in Different Sectors: Customer, Industrial, Retail and Service Brands

**Recommended book(s) :**

Aaker, David, A.Managing Brand Equity, New York, Free Press

Cowley, Don, Understanding Brand, London, Kogan Page

Murphy, J.A., Strategic Brand Management, New York, Free Press

Steward, P., Building Brands Directly, London, MacMillian

**MBA (M) 045 E-MARKETING**

**Objective:** To develop and apply marketing strategies utilising the powerful tool of internet technology.

**Course Outline**

**UNIT 1**

Introduction to e- Marketing: E- business, e- Marketing, e- Marketing challenges & Opportunities, marketing vs. e- Marketing, e business models.

**UNIT 2**

Marketing knowledge: the electronic marketing information system, marketing knowledge, source 1: Internal records, Source 2: Secondary data, Source 3: Primary data, Marketing databases & warehouse, data analysis & distribution.

**UNIT 3**

E-Marketing strategies: online benefits, online costs, new product strategies for e Marketing, new product trends: value chain automation, outsourcing, multimedia.

Pricing, price dispersion, factors putting upwards pressure on internet pricing.

**UNIT 4**

E-Marketing communication: integrated marketing communication, marketing communication strategies; internet advertising, public relation activities on net, sales promotion on the internet, CRM: CRM process, CRM-SCM integration, CRM Benefits.

**Recommended Book(S)**

E- Marketing, by Judy Strauss & Raymond Frost, PHI publications.

Marketing.com, by Lyndon Cerejo & Sonal Kotecha.

**MBA (M) 046 CONSUMER PROTECTION**

**Objective:** To provide an overview of the scope of consumer protection through the study of relevant Acts.

**Course Outline**

**Unit I**

Consumer protection Act 1988: objectives and reasons, definitions, strategies and institutions, consumer problems and their remedies under the act. The Monopolies, restrictive and unfair trade practices Act and Consumer Movement.

**Unit II**

Law on Food, drugs, weights and measures and consumer movement The Food Adulteration Act, 1954. The Essential and Commodities Act, 1955. The Drugs and Cosmetics Act, 1940

**Unit III**

The Medicinal and Toilet Preparation (Excise Duties) Act 1955, The Prevention of Illicit Traffic in Narcotic Drugs and Psychotropic substances Act, 1988 - – salient features of the above mentioned Acts, penal provisions and consumer protection implicit in the provisions.

**Unit IV**

The standard weights and measures Act 1976 – salient features of the above mentioned Acts, penal provisions and consumer protection implicit in the provisions.

**Recommended Book(S)**

## MBA, RETAIL MANAGEMENT

### SEMESTER I

#### Core Papers (All Papers are Credit and Compulsory)

IMS 011 ESSENTIALS OF MANAGEMENT  
IMS012 BUSINESS ENVIRONMENT  
IMS 013 FINANCIAL ACCOUNTING  
IMS 014 QUANTITATIVE METHODS IN BUSINESS  
IMS 015 HUMAN RESOURCE MANAGEMENT  
IMS 016 INDIAN VALUE SYSTEM & BUSINESS ETHICS  
IMS 017 MARKETING MANAGEMENT  
IMS 018 MANAGERIAL ECONOMICS

#### Foundation Paper (Non-Credit Compulsory paper)

LU 011 COMMUNICATIVE ENGLISH

#### IMS 011 ESSENTIALS OF MANAGEMENT

**Objective:** To provide an understanding of the tasks and functions of management and to acquaint the students with the evolution of management thought.

##### Course Outline

##### Unit I

**Introduction:** Definition, Nature scope and significance of Management, the evolution of Management thought, Approaches of management, Contributions of Taylor, Fayol and Barnard to Management Science Functions of a Manager Social responsibility of Managers, Values and Ethics in management.

##### Unit II

**Planning:** Definition, Nature, Scope and significance of planning, Objectives, Steps of Planning, Decision making as key step in planning. The process and techniques of decision making, long- range planning, strategies and policies.

##### Unit III

**Organisation:** Definition, Nature, scope and significance, Approaches, Departmentation, Line and staff relationships, Delegation and Decentralization, Committee system, Determinants of effective organising, Staffing - nature and significance, Selection, Appraisal and Development of Managers.

##### Unit IV

**Directing & Controlling:** Issues in managing human factors, Motivation - nature and Significance, Theories and Techniques, Leadership and Leadership Styles; Communication - Definition and Significance, Communication Barriers, Building effective communication system. Definition and Elements Control Techniques, Coordination, Determinants of an Effective Control system, Managerial Effectiveness.

##### Recommended book(s)

Donnelly J.H., Gibson, J.L. & Ivancevich, J.M., Fundamentals of Management, Inwin, Inc.  
Drucker, P.F. , The Practice of Management, Allied Publishers  
Hold, David, H., The Management Principles and Practice, Tata McGraw Hill  
Koontz & O'Donnell, Essentials of Management, Tata McGraw Hill  
Prasad, L.M., Principles and Practice of Management, Sultan Chand & Sons  
Robbins, S.P., and Coulter, M., Management, Pearson Education

#### IMS012 BUSINESS ENVIRONMENT

**Objective:** To facilitate the understanding of the various components of the environmental to be considered for decision making.

##### Course Outline

##### Unit I

**Introduction:** The concept of Business Environment, its significance and nature. The interaction matrix of different environmental factors – Porters model, the process of Environmental Scanning. Types of economies – socialistic pattern, free market economy and mixed economic structure. Responsibility of business to the society.

##### Unit II

The Politico-Legal Environment – The relationship between business and government in India. Federal structure in India – Centre-State financial relations. An introduction to some important business laws like New Competition Law 2000, MSME Act, FEMA, Important regulations of SEBI affecting Indian business environment.

##### Unit III

Macro Economic Environment – National income aggregates, Fiscal and monetary policy. Balance of trade and balance of payment. Exchange market convertibility of rupee. Trade Cycles – meaning, phases and theories – monetary theories, Samuelson and Hicksian approach. Inflation analysis.

##### Unit IV

Indian Economic Environment – Features of Indian Economy – primary, secondary and tertiary sectors, demographic profile of the Indian economy. The philosophy and strategy of planning in India. Industrial policy in India. Second generation economic

reforms – liberalisation, globalisation and its impact on business environment, Foreign investment in India. Composition and direction of India's foreign trade. Problems of Indian business environment.

**Recommended book(s)**

Cherunilum, Francis, Business Environment, Himalaya Publishing House

Dutta and Sundaram, Indian Economy, S. Chand and Co.

Mamoria, C.B., Social Problems and Social Disorganization in India, Kitab Mahal

Mathew, M.J., Business Environment, RBSA Publishers, Jaipur, 1996.

**IMS 013 FINANCIAL ACCOUNTING**

**Objective:** To develop an insight into the nature and uses of Financial Accounting Information and its reporting.

**Course Outline**

**Unit I**

Nature and functions of financial Accounting, Accounting system, Information perception of different users, Source documents, classification of accounts, recording, posting of transactions, Ethical issues in accounting, basic accounting concepts and conventions, GAAP, Accounting standards.

**Unit II**

Preparation of trial balance for service and merchandise business, capital and revenue expenditures, adjustment entries, completing the accounting cycle, measuring business income, financial statements of manufacturing and trading businesses.

**Unit III**

Internal control systems for cash, bank reconciliation, accounting for receivables and inventories, , depreciation accounting, preparation of financial statements of companies, accounting for share capital, preference share and debentures.

**Unit IV**

Analysis of accounting information, Financial Statement analysis and application, Statement of Cash Flow, preparation and interpretation, contents of an Annual Report.

**Recommended book(s)**

Financial Accounting, A Managerial Perspective, R. Narayanaswamy - Prentice Hall India

Financial Accounting for Management, N. Ramachandran & Ram Kumar Kakani, TMH Publication

Accounting For Managers, Maheswari & Maheswari, Vikas Publishing house (P) Ltd.

Financial Statement Analysis, Wild, Tomson Cengage Learning Ltd.

Advanced Accountancy, R.L. Gupta & M. Radhaswamy, Sultan Chand Publications

Accounting for Managers, Bhattacharya, Vikas Publications

Financial Accounting, Jawaharlal and seema srivastava

**QUANTITATIVE METHODS IN BUSINESS**

**IMS 014**

**Objective:** To acquaint the students with various quantitative techniques helpful in improving their decision making skills.

**Course Outline**

**Unit-I**

Arithmetical and Geometrical Progression; Addition, subtraction and multiplication of Matrix, Identity Matrix, Singular and Non-singular Matrix, Adjoint of a matrix, Inverse of a matrix; Solution of a system of linear equations by using matrices, single linear application of matrices

Calculus; Basic differentiation(First order and second order)and its application.

**Unit-II**

Measures of central tendency-Mean, Mode, Median, Geometric mean, Harmonic Mean; Measures of Dispersion-Range, Quartile Deviation, Standard Deviation, Absolute and Relative Dispersion; Coefficient of variation, Combined standard deviation.

**Unit-III**

Correlation analysis-types of correlation, Methods of studying correlation-scatter diagram method, Karl Pearson's coefficient of correlation, Rank correlation coefficient.

Regression analysis-difference between correlation and regression, Regression lines, Regression equations Y on X and X on Y, Method of Least Squares. Deviations taken from the actual means of X and Y. Deviations taken from the assumed means, Regression coefficients and their properties.

Probability; Probability theory, Theorems of Probability and examples.

**Unit-IV**

Linear Programming-Extreme point theorem: Graphical solution method-maximization problem, minimization problem, Some special cases in Linear Programming-multiple optimal solutions, an unbounded solution an infeasible solution.

Transportation Problem: Methods of finding an initial solution-North-West Corner Method, Least Cost Method, Vogel's Approximation Method.

**Recommended book(s)**

Business Mathematics,by Sancheti & Kapoor(Unit I)

Statistics,by S P Gupta and M P Gupta(unit II & Unit III)

Operations Research,by JK Sharma(Unit IV)

**IMS 015 HUMAN RESOURCE MANAGEMENT**

**Objective:** To familiarize students to various aspects of acquiring and maintaining the workforce for sustained growth of any organisation.

**Course Outline****Unit I**

Nature and scope of Human Resource Management; Human Resource Management in a changing Environment; Strategic Human Resource Management; Human Resource Planning; Job Analysis and Design.

**Unit II**

Attracting and Selecting Human Resources; Orientation and Placement; Manpower Training and Development.

**Unit III**

Performance Appraisal System; Job Evaluation & Employee Remuneration; Employee Benefits and Services.

**Unit IV**

Industrial Relations & Trade Unions; Dispute Resolution & Grievance Management; Employee Welfare and Participative Management.

**Recommended book(s)**

Human Resource Management – Text & Cases, by VSP Rao, Excel Books

Human Resource Management – Text & Cases, by K. Ashwatappa – Tata McGraw Hill

Human Resource Management, by Cynthia Fisher, Shaw – Wiley / Biztantra

Human Resource Management, by Gary Dessler, Person Publications

**IMS 016 INDIAN VALUE SYSTEM & BUSINESS ETHICS**

**Objective:** To develop an appreciation for ethical conduct of business practice and to value the Indian culture and traditions.

**Course Outline****Unit I: Indian Society and Indian Philosophy**

Social change in India: Impact of Sanskritisation, Westernisation, Modernisation on Indian Society. Varna and Caste system, Ashrama, Life Goals: Purushartha and Sanskaras. Astanga Yoga and its relevance to management.

**Unit II: Values: Indian scriptures and Indian thinkers**

Indian Scriptures: Relevance of the Bhagvad Gita in current management practices. Management learning from the Arthashastra.

Indian Thinkers: Values given by Mahatma Gandhi, Aurobindo Ghosh, Swami Vivekanand.

**Unit III: Business Ethics**

Theories of Ethics – Natural Law, Utilitarianism, Kantian Virtue. Ethics in Corporate Strategy: Corporate Philanthropy, Strategic Philanthropy, Corporate Governance. Ethical dilemma at workplace and their resolution.

**Unit IV: Application of Business Ethics**

Ethics in the world of business (Intellectual property rights like designs, patents, trademarks, copy rights).

Ethics in marketing (consumer rights, advertising, dumping).

Ethics in finance (financial disclosures, insider trading, window dressing).

Ethics in information technology and systems usage (data confidentiality).

Ethics in human resources management (whistle blowing, discrimination), Environmental ethics (Carbon trading).

**Recommended Books**

Ethics and the Conduct of Business, by Boatright (Pearson Education)

**IMS 017 MARKETING MANAGEMENT**

**Objective:** To develop an understanding of the underlying concepts, strategies and the issues involved in the exchange of products and services and their relevance to marketing tasks.

**Course Outline****UNIT I**

Definition of marketing, core marketing concepts (needs, wants, demand, offering, brand, customer value, competition); Marketing concepts (Production, product, selling, marketing, social marketing concepts);

Introduction to the marketing mix ; Concept of Integrated marketing; Market segmentation, targeting and positioning, niche marketing; marketing planning.

Understanding the Marketing environment and adopting marketing to the changing environment An overview of marketing of services and rural marketing

**UNIT II**

Consumer Behaviour- definition, buying motives, consumer motivation, consumer decision making, Organisational buying behavior;

Marketing Research- need, process, and importance , types of research methods(exploratory, descriptive, cause and effect) and tools (questionnaires, interview, projective tests, )

**UNIT III**

**PRODUCT:-** Definition of product, levels and types of product; Packaging and labeling, Product line management and product mix, Product differentiation, PLC- stages and corresponding strategies, New Product decision, Theory of diffusion of an innovation.

**PRICE:-** Pricing objectives, factors influencing pricing, Pricing strategies

**UNIT IV**

**DISTRIBUTION:-** Types of distribution channels; Role of intermediaries, Channel strategy decisions, Physical distribution management.

**PROMOTION:** promotion mix, Advertising- 5 M's, Role and functions of advertising, Sales Promotion: Types of sales promotion (Trade promotion, consumer promotion), advertising vs. sales promotion, S.P. tools, Personal selling: challenges and responsibilities, Personal selling skills, Managing Public Relations

**Recommended book(s)**

Marketing – Concepts, strategies, by William M Pride, O C Fewell, Biztantra  
 Marketing Management, by Ramaswamy & Namakumari, Macmillan  
 Marketing Management, by Arun Kumar & Meenakshi, Vikas  
 Principles of Marketing, by Philip Kotler, Armstrong, Pearson Education

**IMS 018           MANAGERIAL ECONOMICS**

**Objective:** To impart basic knowledge of the concepts and tools of Economic Analysis as relevant for Business Decision-Making.

**Course Outline****UNIT – I**

Nature and Scope of Managerial Economics: Basic Tools- Opportunity Cost principle, Incremental principle, Equi-Marginal Principle. Principle of Time perspective, Discounting Principle. Uses of Managerial Economics.

Demand Analysis: Demand Theory, The concepts of Demand, Determinants of Demand. Demand Function and Elasticity of Demand, Demand Estimation and Demand Forecasting.

**UNIT – II**

Production Analysis: Concept of Production, Factors, Laws of Production, Economies of Scale, Economies of Scope, Production functions.

Cost Analysis: Cost Concept, Types of Costs, Cost function and cost curves, Costs in short and long run, LAC and Learning Curve.

**UNIT – III**

Market Analysis: Price-output determination in different markets, Perfect, Monopoly, Monopolistic competition, Duopoly and Oligopoly markets, Elements of Game theory, Price discrimination, Different pricing policies.

**UNIT – IV**

Profit Analysis: Nature and Management of Profit, Profit Theories, Function of Profits, Profit policies. Basic BEP Analysis – concepts and its applications in business decisions, margin of safety, theories of firm – Baumol, Williamson and Morris Model.

**Recommended book(s)**

JV Vaishampayan	Managerial Economics
Thomas & Maurice	Managerial Economics
A.Koutsoyiannis,	Modern Micro Economics
P. Samuelson,	Micro Economics
M.Adhikari,	Managerial: Economics
Cambell R.Mc Counell,	Economics

**LU 011           COMMUNICATIVE ENGLISH**

**Objective:** The course is designed to meet the English conversational proficiency needs of individuals..

**Course Outline****Unit – I**

Practice of conversation covering every day activities, functional grammar – Subject, Verb, Noun, Adjectives, Tenses, Sentences, Articles, Prepositions.

**Unit – II**

Vocabulary – extend vocabulary, Phrases, Idioms, Improve reading skills – sounds, stress intonation, rhythm voice quality, develop listening comprehension, develop soft skills – interpersonal skills, ability to handle diverse roles, Role Play & body language.

**Unit – III**

Conference briefing, addressing seminar, group discussion, compeering, reading comprehension e.g. editorials, book reviews, articles, advertisements and fine prints, letter writing notices, invitations & resumes, report writing and presentation, function as mentors & be creative in organising programmes.

**Unit – IV**

Public speaking, presentation, mock interviews, picture reading, e-mailing. Reading - to analyze grammatical error, paragraph writing letter writing, précis writing, job application, resume (for content appraisal)

Learning Approach – interactive learning process with emphasis on participation, evaluation and feedback.

**Recommended Book(S)**

Wren and Martin	:	English Grammar and Composition
John C. Maxwell, Jim Dornan	:	Becoming a person of Influence
Ken Blanchard	:	Empowerment Takes More than a Minute
Zig Ziglar	:	You Can Reach the Top
Hello English	:	Orient Longman
English is Easy	:	Orient Longman
Dale Carnegie	:	How to develop Self- Confidence & Influence People by Public Speaking
Speak English Audiocassettes & student's books – Orient Longman		

**SEMESTER II****Core Papers (All Papers are Credit and Compulsory)**

IMS 021	INTERNATIONAL BUSINESS
IMS 022	MANAGEMENT ACCOUNTING
IMS 023	FINANCIAL MANAGEMENT
IMS 024	COMPUTER APPLICATIONS & MIS
IMS 025	PRODUCTION & OPERATIONS MANAGEMENT
IMS 026	RESEARCH METHODOLOGY

**Elective Papers – Credit (Two papers Supportive to the discipline of study)**

MBA (RM) 021	RETAIL CONSUMER BEHAVIOUR
MBA (RM) 022	INTRODUCTION TO RETAIL
MBA (RM) 023	INTERNET AND SOCIAL MEDIA MARKETING

**Foundation Paper (Non-Credit Compulsory paper)****LU 021 FOREIGN LANGUAGE****IMS 021 INTERNATIONAL BUSINESS****Objective**

This course will provide the students an opportunity to learn and understand how business is conducted in the international arena. The syllabus is designed to allow students to gain managerial skills to meet the challenges they will face in the global workplace.

**Unit I** - An Overview of International Business: Introduction, Definition of International Business, difference between international and domestic business, Advantages And Disadvantages Of International Business, Approaches to International Business, Changing Environment of International Business, Globalization of Markets, Trends in Globalization, Effects and Benefits of Globalization, balance of payment and foreign exchange.

**Unit II** -International Trade and Investment Theories: Mercantilism; Absolute Cost theory, Comparative Cost theory, Opportunity Cost theory, factor endowment theory, Complimentary trade theories – stopler – Samuelson theorem, International Product life Cycles. Investment Theories – Theory of Capital Movements, Market Imperfections theory; Internationalisation Theory; Location Specific Advantage Theory; Eclectic Theory, Instruments of Trade Policy- Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy.

**Unit III** - Foreign Exchange Determination Systems: Basic Concepts Relating to Foreign Exchange, Various types of Exchange Rate Regimes – Floating Rate Regimes, Managed Fixed Rate Regime, Purchasing Power Parity Theory, Factors Affecting Exchange Rates, Brief History of Indian Rupees Exchange Rates. India's Foreign Trade: Recent trends in India's Foreign Trade, Export Houses, Export Assistance- SEZ, EPZ, APEDA, export procedures and documentation.

**Unit IV** - International Institution: UNCTAD, Its Basic Principles and Major Achievements, IMF, Role of IMF, IBRD, Features of IBRD, WTO, Role and Advantages of WTO India's patent policy and trips. Regional Economic Integration: Introduction, Levels of Economic Integration, Regional Economic Integration in Europe, Regional Economic Integration in U.S.A: NAFTA, Andean community, ASEAN, SAARC, Integration for Business.

**SUGGESTED READINGS**

1) Agarwal Raj - International Trade (Excel, 1st Ed.) 2) Albaum Duerr - International Marketing and Export management (Pearson, 7th Ed.) 3) Jaiswal Bimal - International Business (Himalaya Publication) 4) Hill C.W. - International Business (TMH, 5th Ed.) 5) Daniels - International Business (Pearson, 1st Ed.) 6) Kumar R and Goel, International Business, (UDH Publications, edition 2013) 7) Cherunilam F - International Trade and Export Management (Himalaya, 2007)8) Varshney R.L, Bhattacharya B - International Marketing Management (Sultan Chand & Sons, 9th Ed.)

**IMS 022 MANAGEMENT ACCOUNTING**

**Objective:** To equip the students with the knowledge of principles, concepts and techniques which may be used in planning, decisions making and control.

**Course Outline****Unit I**

Management accounting: Definition, differences with Financial Accounting, Management process and accounting, The value chain of business function, introduction to CVP relationships, measurement of cost behaviour.

**Unit II**

Introduction to manufacturing costs and control of overheads, job costing, process costing, activity based costing.

**Unit III**

Relevant information and decision making, special order and addition, deletion of product and services, optimal uses of limited resources, pricing decisions, make or buy decisions, joint cost.

**Unit IV**

Preparing the Master Budget and Functional Budget, Flexible budgets, Variance analysis, Introduction to Management Control Systems, Evaluation of Divisional Performance, Transfer Pricing.

**Recommended book(s)**

Management Accounting, by Atkinson, Pearson / PHI  
 Management Accounting, by Sudhindra Bhat, Excel Books  
 Management Accounting, by Sharma, Sashi K Gupta Kalyani

Cost Accounting, by Charles T Horngren, Pearson/PHI

### **IMS 023 FINANCIAL MANAGEMENT**

**Objective:** The provide an insight into various finance functions to be performed in order to maximize shareholder wealth.

#### **Course Outline**

##### **Unit I**

Introduction to financial management: Meaning, Nature, and scope, functions, and , objectives of financial management, time value of money, organization of finance functions,

##### **Unit II**

Long term investment / Capital budgeting decision: Investment evaluation techniques traditional methods and discounted criteria, risk analysis of investment proposal

##### **Unit III**

Finance decision: Sources of funds short term, and long term source of capital, cost of capital computation of cost various sources of capital weighted average of cost of capital.

Capital structure decision: Meaning and factors affecting capital structure, capital structure theories, leverage operating, financial and combined leverage EBIT EPS Analysis

##### **Unit IV**

Dividend decision: Dividend policies, factors affecting dividend policies, dividend theories  
Short- term investment decision: Types of working capital, factors affecting working capital, current assets financing policies, estimation of working capital requirement Inventory, cash and receivables management:

#### **Recommended book(s)**

Financial management, theory and practice, by Prasanna Chandra, TMH.

Financial management and policy, by J.C. Vanhorne, PTH.

Financial management, by M.Y. Khan and P.K. Jain, TMH.

Financial management, by I.M. Pandey, Vikas Publication.

### **IMS 024 COMPUTER APPLICATIONS AND MIS**

**Objective:** To develop an appreciation of different softwares and hardware systems and their use in effective design and implementation of MIS.

#### **Course Outline**

##### **Unit – I**

Computer Systems -An Introduction, Characteristics of computer, Elements of a Computer System, Input, Output and storage devices. Processing and CPUs, Classification of computer, Concepts of Networking and Data Communication.

##### **Unit II**

Types of Software, Computer Languages, Translators, Operating system – Basics, functions and types, Concepts of CUI & GUI, MS-Windows as GUI Operating System, Parts of Windows, Text processing software-creating, formatting and processing of text. Spreadsheet Software- Creating and using Spreadsheets. Formulas, Functions and Graphics. Presentation Programmes-Creating, Formatting and Presenting, Concepts of Database and Database Management System.

##### **Unit III**

Definition of Data/Information/Systems, Types of System, System stakeholders, Components of Information System, Evolution of Information Systems, Classification of Information Systems, Flow charts, Algorithm, Decision tables, Decision tree, DFS and ERD with examples, Selected Case Studies.

##### **Unit IV**

Introduction, Meaning and role of MIS, Definition of MIS, System Development Life Cycle, E-commerce, Introduction to mobile commerce, electronic payments, EDI, Business Function Information System, Selected Case Studies.

#### **Recommended book(s)**

Balaguruswamy, Introduction to Computers

B. Ram, Computer Fundamental

Ron Mansfield, Working in Microsoft Office

Greg Perry, Teach Yourself Office 97

Brein James, O., Computers in Business Management : An Introduction

Bentley Trevoi, Management Information Systems and Data Process

### **IMS 025 PRODUCTION & OPERATIONS MANAGEMENT**

**Objective:** To familiarize the students with theories and techniques of Production, Operations and Logistics Management.

#### **Course Outline**

##### **Unit I**

Nature and scope of production management, production analysis and planning, production functions, objective and functions of production management, responsibilities of the production manager, types of manufacturing processes and plant layout, plant location, assembly line balancing. Production Planning and Control (PPC).

##### **Unit II**

Materials managements – its scope and importance. Purchasing function and procedure, store-keeping, material planning function, Inventory control, relevant costs, economic lot size, reordering point, Inventory classification techniques.

##### **Unit III**

Productivity – definition and concept, productivity measurement, productivity improvements, Product development and design, stages of product development, techniques of product development (standardization, simplification and specialization, automation).

#### Unit IV

Development of efficient work methods, work measurement – concept & techniques; material flow process chart, manflow process chart, principles of motion economy, comparison of alternate work methods, maintenance of production facilities, quality control and inspection, sampling inspection, control charts for attributes and variables charts.

#### Recommended book(s)

Production and Operations Management, by K. Ashwathappa, K Sridhar Bhat, Himalaya Pub  
 Production & Operations Management, by Upendra Kachru, Excel Books.  
 Operations Now, by Byron J Finch, Tata Mc Grawhill  
 Operations Management, by Gaither & Fraizer, Thomson South Western.  
 Theory and Problems in Production and Operations Management by S.N. Chary

### RESEARCH METHODOLOGY

#### IMS026

Course Objectives: To familiarize students with research process, teach them basic tools and techniques and inculcate fundamental expertise to handle research project.

#### Unit-I

##### Introduction to Research Methodology

Research-Concept, Characteristics, Objectives and motivation of research, Significance of Research in decision making and problem solving, Factors required for a scientific/good research, Types of research, Research process overview  
 Language of Research: Concept, Construct, Definition, variables, Hypothesis, Theory and models, Research Problem: Identifying a research problem, Sources of identifying research problem, Process of defining a research problem

#### Unit-II

##### Research Design and Sampling Design

Research design: Meaning of research design, Types of Research Design, Concept and techniques of Exploratory Research design, Descriptive Research Design and Experimental Research Design  
 Sampling design: Census and Sampling Investigation, Characteristics of a good sample, Sampling Design process, Probability and Non Probability Sampling Techniques, Sample size determination

#### Unit-III

##### Data Collection and Preparation

Methods of data collection, developing instruments used in data collection,  
 Measurement and Scaling: Primary scales of measurement, Scaling Techniques, Editing raw data, Coding of data, Tabulation of data, Cross Tabulation

#### Unit-IV

Data Analysis and Presentation of the Results: Univariate, Bi-variate and Multivariate analysis of data, Testing of Hypothesis: Process of testing hypothesis, one tail test and two tail tests, z-test, t-test, F-test and chi square test, Report  
 Writing: Objective, types, Format of a report, essentials of a good report.

Prescribed Texts:

Business Research Methods, William G. Zikmund, Thomson Publication  
 Business Research Methods, Cooper and Schindler, TMH Publication  
 Marketing Research: An Applied Orientation Naresh K. Malhotra, PHI  
 Marketing Research-Text and cases, Nargundkar  
 Research Methods, William and M.k. Trochim  
 Research Methodology, R. Panneerselvam  
 Business Research Methodology, Srivastava and Rego  
 Complete Business Statistics, Amir D Aczel  
 Statistics for Management, Levin & Rubin

### MBA (RM) 021 RETAIL CONSUMER BEHAVIOUR

**Objective** To understand consumer psychology and ways of communicating effectively with various target groups in order to fulfil value added exchange of goods and services.

Course Outline

#### Unit I

Study of Consumer. Meaning of Consumer, concept of consumer behaviour Consumer's Need and Motives, Consumer as a Perceiver and Learner, Influence of Personality and Attitude on Buying Behaviour; Determinants of Consumer Behaviour, Cultural, Social and Economic Factor Affecting consumer behaviour; Consumer attitude formation and change. Environmental Influences on consumer behaviour.

#### Unit II

Individual Factors & Group Influences. Factors Affecting Purchase decision; Fundamental Group of sensation; Perception, emotion, motivation, Cognition. Group Influence; Role, Status, Norms; Family Influences; Life-Cycle Effects, Family Decision marking.

#### Unit III



Models of Consumer Behaviour . Models of individual and Industrial Buying Behaviour. Consumer Behaviour and market segmentation consumer psychology, consumer motivation, research and techniques.

Unit IV Communication with Consumer. Two-step flow of Communication theory, Adoption, diffusion of innovation, cognitive Dissonance. Socio-economic and Cultural Aspects of Indian Consumer Market.

**Recommended book(s)**

Kanuk & Shiffman, Consumer Behaviour.

Peter & Olson, Consumer Behaviour and Marketing Strategy.

Peter and Donnelly, A Preface of Marketing Management.

Wilkie, William, Consumer Behaviour.

**MBA (RM) 022 INTRODUCTION TO RETAIL**

**Objective :** To equip students with skills required for handling the different functions and operations in retail business.

**Course Outline**

**Unit – I**

Introduction to the retailing system, retailing mix, definition, structure, global retail scenario and future of retail business.

**Unit – II**

Retail Market strategy, retail formats, types of retailers, multi-channel retailing.

**Unit – III**

Managing the store, layout and design, retail location, site selection.

**Unit – IV**

Traffic flow and analysis, Planning Merchandise Assortment, Buying merchandise, Pricing.

**Recommended book(s)**

Diamond Allen, Fashion Retailing, Delmar Pub.

Drake, Mary Francis, J.H.Spoone and H. Greenwald Retail Fashion, Promotion and Advertising, Macmillian

Levy, M. and Barton A. Weitz Retailing Management, Irwin, London

Morgenstein, M. and Harriat Strongin, Modern Retailing, Prentice Hall

**MBA (RM) 023 INTERNET AND SOCIAL MEDIA MARKETING**

**Objective:** The course aims to impart the in-depth knowledge of internet marketing and social media world and helps to identify the ways to maximize the benefits using them thereof.

**Unit 1** Introduction to Internet Marketing a. concepts of online Marketing (7Ps, STP) ; Strategy and Planning for Internet Marketing; The Website : Analysis of websites.&. Search Engine Optimization; Online Advertising: Display Advertising; . Pay-Per-Click Marketing; Email Marketing; Blogging, Podcasting, RSS; Social and Business Networking. Product Opinion Sites

**Unit 2.** Purchase Behavior of Consumers in internet Marketing Format - Online Customer Expectations - Online B2C Buying Process - Online B2B Buying Behavior; Forums; Affiliate Marketing and Syndication on the Internet, Internet Enabled Retailing-customizing the offering, Internet Pricing Influences - Price and Customer Value - Online Pricing Strategies and Tactics – Time-based Online Pricing - Personalized Pricing - Bundle Pricing.

**Unit 3.** Traditional Offline Businesses in the Online World , Website Designing - Website Content - Forms of Search Engines – Working of Search Engines - Revenue Models in Search Engine Positioning – SEO - Display Advertising - Trends. The technology behind Internet Marketing, complexities/ snares in running the online business.

**Unit 4.** Integrating Online Communication into IMC Process - Online Advertising – Email Marketing - Viral Marketing - Affiliate Marketing - Participatory Communication Networks - Social Media Communities - Consumer Engagement - Co-Created Content Management-Interactive Digital Networks Global Internet Marketing. Localization and Customization, Measuring Internet Marketing Effectiveness: Metrics and Website Analytics Trust in Internet Marketing. Ethical and Legal Issues. Exposure to contemporary software's used in this field

**Suggested reading-**

Smith P R Chaffey Dave, E-Marketing Excellence: The Heart of E-Business

Butterworth Heinemann, USA 2. Strauss Judy, E-Marketing, Prentice Hall, India

**SEMESTER III****Core Papers (Two Papers, Both are Credit and Compulsory)**

IMS 031 STRATEGIC MANAGEMENT - I

IMS 032 BUSINESS LAWS

**Elective Papers – Credit** (Total No. of elective papers in a semester will be five)**A. (3-5 Papers Supportive to the discipline of study)**

MBA (RM) 031 BRAND MANAGEMENT

MBA (RM) 032 LEGAL ISSUES IN RETAIL

MBA (RM) 033 INVENTORY MANAGEMENT

MBA (RM) 034 SUPPLY CHAIN AND VENDOR MANAGEMENT

MBA (RM) 035 ADVERTISING AND SALES PROMOTION

MBA (RM) 036 E-RETAILING

MBA (RM) 037 TREND FORECAST &amp; RETAIL BUSINESS

**B. Expanded range of study up to two papers of any stream of specialization available in the same semester of any of the IMS-MBA programs****Foundation Paper**LU 031 FOREIGN LANGUAGE ( **Non Credit**) **Compulsory Paper**

LU 032 SUMMER INTERNSHIP REPORT – (CREDIT) COMPULSORY

**IMS 031 STRATEGIC MANAGEMENT – I****Objective:** To acquaint the students with the concept of strategy, its formulation and different strategic alternatives.**Course Outline****Unit I:**

Business Policy as a Field of Study: Nature, importance, purpose and objectives of Business Policy.; Strategic Management Process: Strategists and Their Role in Strategic Management.; Hierarchy of Strategic Internet: Vision, Mission, Business Definition, Goals and Objectives

**Unit II:**

**Environmental Appraisal:** Environmental Scanning, Appraising the Environment; **Organizational Appraisal:** Organisational Capability Factors, Considerations in Organisational Appraisal, Methods and Techniques used for Organisational Appraisal, Structuring Organisational Appraisal.

**Unit III:**

**Company level strategies:** Grand, Stability, Expansion, Retrenchment & Combination Strategies & Corporate Restructuring; **Business Level strategy:** Business-level, Generic Business & Tactics for Business Strategies.

**Unit IV:**

**Strategic Analysis and Choice:** Corporate-level (*BCG Matrix & GE 9 cell Matrix*) and business-level (*Life Cycle Analysis, Porter's Five Forces of Industry Analysis*). *Concept of Strategic Decision Making. Subjective Factors in Strategic Choice and Process of Strategic Choice.* Routes to Competitive advantage

**Recommended book(s)**

Crafting and executing strategy, by Thompson, Strickland &amp; Gamble, TMH

Strategic Management – An Integrated Approach, by Charles W.L. Hill, Gareth R. Jones – Biztantra

Business Policy, by AzharKazmi

**IMS 032 BUSINESS LAW****Objective:** To familiarize the student with legal aspects of conducting business.**Course Outline****Unit I**

Indian Contract Act, 1872 Contract- Meaning, Essentials, Kinds, Offer and Acceptance, Contractual Capacity, Free Consent, Consideration, Void Agreements, Quasi Contracts. Modes of discharge of contract and remedies for breach of contract. Contract of Indemnity and Guarantee. Law of Agency.

**Unit II**

The Sale of Goods Act, 1930 Meaning of Contract of sale, Difference between Sale and Agreement to Sell. Conditions and Warranties, Transfer of Property in Goods, Unpaid Seller and his Rights.

**Unit III**

Indian Partnership Act, 1932. Meaning and test of Partnership, Implied Authority of a partner, Position of a minor in partnership, Consequences of Non Registration of a partnership, Firm Expansion, Death and Insolvency of a partner, Dissolution of firm

**Unit IV**

The Negotiable Instruments Act, 1881 Meaning, and characteristics of promissory note, bill of exchange and cheque. Holder and Holder in due course. Negotiation and assignment. Crossing of cheque, bouncing of cheques. Elements of company law; Meaning and types of companies, Formation and incorporation Memorandum of Association, Articles of Association, Prospectus.

**Recommended book(s)**

Elements of Mercantile Law, by N D Kapoor, Sultan Chand

Legal Aspects of Business, by Akhileshwar Pathak, Tata Mc GRAW HILL

Business Law, by M C Kuchhal -Vikas

### **MBA (RM) 031 BRAND MANAGEMENT**

**Objective:** To provide detailed understanding of the concept of brand and the process of establishing brand equity.

#### **Course Outline**

**Unit – I** Introduction, Brand Hierarchy, Brand Personality, Brand Image, Brand Identity, Brand Positioning

#### **Unit – II**

Brand equity, brand customer relationships, brand loyalty and Customer Loyalty Managing Brands

#### **Unit – III**

Brand creation, Brand extensions, Brand-product relationship, Brand Portfolio, Brand Assessment through Research-Brand Identity, Positioning, Image, Personality Assessment and Change

#### **Unit – IV**

Brand Architecture, Brand Revitalization, Financial aspects of Brands, Branding in Different Sectors: Customer, Industrial, Retail and Service Brands

#### **Recommended book(s) :**

Aaker, David, A. Managing Brand Equity, New York, Free Press

Cowley, Don, Understanding Brand, London, Kogan Page

Murphy, J.A., Strategic Brand Management, New York, Free Press

Steward, P., Building Brands Directly, London, MacMillan

### **MBA (RM) 032 LEGAL ISSUES IN RETAIL**

**Objective:** To develop an understanding of legal issues involved in retail business.

#### **Course Outline**

#### **Unit – I**

##### **Central Excise Laws**

The Legislative background of the Central Excise including constitutional provisions; nature of excise duty; central excise duty - chargeability - scope and basis of the levy - meaning of goods, manufacture and manufacturer; classification and valuation of goods; duty payment and exemption provisions; provisions and procedure dealing with registration and clearance of goods; an overview of set off of duty scheme.

#### **Unit –II**

##### **Customs Laws**

Historical perspective and legislative background of the levy; appointment of Customs Officers, ports, warehouses etc., nature of and restrictions on imports and exports; levy, exemption and collection of customs duties - an overview of law and procedure; clearance of goods from the port, including baggage, goods imported or exported by post; stores and goods in transit; duty drawback provisions.

#### **Unit – III**

##### **Central Sales Tax Laws**

Evolution and scope of levy of Central Sales tax; Inter-State sale, sale outside a State and sale in the course of import and export - basic principles; registration of dealers and determination of taxable turnover.

#### **Unit –IV**

Procedural Laws:- CPC & Cr PC, Laws relating to salaries and wages:- Minimum wages Act, Payment of Wages Act, Payment of Bonus Act, Gratuity Act, PF Act etc, Labour welfare and social security legislations:- Industrial Dispute Act, Factories Act, Contract Labour Act, ESI Act, Workmen compensation Act, Maternity Benefits Act etc.

#### **Recommended Book(S)**

Banerjee, A.K., Indian Mercantile Law

Venkateshan, A Hanbook of Mercantile Law

Maheswari and Maheswari, Commercial Law

Labour Laws, V.G. Goswami

### **MBA (RM) 033 INVENTORY MANAGEMENT**

**Objective:** To inculcate scientific thought process and to understand the process of inventory management for effective planning and management of inventory.

#### **Course Outline**

#### **Unit – I**

Nature and scope of inventory management, goals and functions of inventory management, significance, recent trends, future of IM, interface of IM with other functional areas of management.

#### **Unit – II:**

Inventory management cycle; areas inventory management; factors encouraging large lot sizes and small lot sizes; cost pattern; Inventory replenishment systems; Economic ordering quantity; Assumptions of Wilson's EOQ formula; Modification of EOQs; Quantity discounts

#### **Unit – III:**

Inventory control under risk and uncertainty; Inventory classification techniques; Multi-criteria approach to inventory classification; Integrated approach to materials management.

#### **Unit – IV:**

Applications of techniques of forecasting including use of computers in inventory management; Case study on inventory management in some organizations; Development of efficient work methods; Work measurement techniques; Work sampling;

Financial analysis of operating plans, Quality assurance; Acceptance sampling; Statistical process control; Total Quality Management; ISO – 9000.

**Recommended Book(S)**

Operations Management Theory and Practice, B.Mahadevan, Pearson Education

Operations Management, William J. Stevenson

Operations Management, Richard B Chase 11th edition TMH,

**MBA (RM) 034 SUPPLY CHAIN AND VENDOR MANAGEMENT**

**Objective:** To familiarize students with the procedures and methods used in managing supply chain and the techniques used in vendor management.

**Course Outline**

**Unit – I:**

Understanding the supply chain: Supply of chain-introduction, Decision phases in supply chain, Process view of a supply chain, supply chain drivers and obstacles

**Unit – II:**

Designing in supply chain network: Role of distribution in supply chain, factors influencing distribution in network design, design options for a distribution network, role of network design in supply chain, selection of vendors, relationship with vendor, factors affecting network design decisions, role of supply inventory in supply chain, measuring product availability supply chain, measuring cycle availability, evaluating cycle service level and fill rate and safety inventory.

**Unit – III:**

Planning and transporting: Role of transportation in supply chain, factors affecting transportation decisions, modes of transportation.

**Unit – IV:**

Technology in supply chain: Role of information technology in the supply chain, supply chain information technology network, future of information technology in supply chain, role of e-business in supply chain, E-business framework, E-business in practice.

**Recommended Book(S)**

1. Chopra & Meindl Supply Chain Management – Strategy, Planning and Operation, Pearson/PHI
2. Coyle, Bardi, Longley The management of Business Logistics – A supply Chain Perspective, Thomson
3. Janat Shah, Supply Chain Management Pearson Publication

**MBA (RM) 035 ADVERTISING AND SALES PROMOTION**

**Objective:** To acquaint the students with the process of advertising & sales promotion and their imperatives for marketing.

**Course Outline**

**Unit – I**

Evolution of Advertising, role of advertising in market mix; types of Advertising; Economic, Social & Ethical Aspects of Advertising, Structure of the advertising industry, Advertising research – objectives and market positioning, DAGMAR approach – determination of target audience, advertising plan.

**Unit – II**

Creativity and Advertising; Message development: Strategies and Methods, Copywriting, Art Direction and Production. Media Planning, Objectives and strategies, Types of Media, Budgeting and Evaluation; Advertising organization – Selection, Compensation and Appraisal of an Agency.

**Unit – III**

Sales Promotion and Marketing Mix, Nature and types of Sales Promotion, Consumer Behaviour and Sales Promotion, Deal Prone Consumer, Economic Theories of Promotion, Sales Promotion's Impact of Sales, Evaluation of Sales Promotion Experiments.

**Unit – IV**

Manufacturer Promotion Planning Process, Retailer Promotion Planning Process, Choice and Purchase Timing Models, Strategic Issues in Designing Promotional Strategies, Substantive Findings and Issues on Coupons Trade Dealings and Retail Promotions.

**Recommended Book(S)**

- Foundations of Advertising, Chynawalla & Sethia, HPH  
 Advertising management Rajeev Batra, John G Myers & Aaker – PHI  
 Advertising Basics, Vilanilam, Varghese, Response Books  
 Advertising, Sangeeta Sharma & Raghuvir Singh, PHI

**MBA (RM) 036 E-RETAILING**

**Objective:** To acquaint the students with the environmental, institutional, decisional and procedural aspect of retailing through the internet.

**Course Outline**

**Unit – I:**

Introduction to E-Retailing: Definition, features and types, Forces fueling E-Retailing, E-Commerce Business Models – B2C, M-Commerce, Privacy and Right to Information.

**Unit – II:**

Intellectual Property Rights. E-Retailing infrastructure, Building of E-Commerce website.

**Unit – III:**

E-Commerce Payment systems: credit cards, e-cash, e-cheques, stored value systems, accumulating balance systems, electronic billing.

**Unit – IV:**

E-Commerce marketing, online branding, online market research, E-commerce marketing communication: online advertising, online promotions, costs and benefits of online communications.

**Recommended Book(S)**

**SEMESTER IV****Core Papers (Two Papers, Both are Credit and Compulsory)**

IMS 041 STRATEGIC MANAGEMENT - II  
 IMS 042 ORGANIZATIONAL EFFECTIVENESS & CHANGE

**Elective Papers – Credit**

A. 2-4 Papers Supportive to the discipline of study

MBA (RM) 041 STORE DESIGN & VISUAL MERCHANDISING  
 MBA (RM) 042 RETAIL VERTICALS  
 MBA (RM) 043 SAFETY & SECURITY MANAGEMENT IN RETAIL  
 MBA (RM) 044 TOTAL QUALITY MANAGEMENT  
 MBA (RM) 045 CONSUMER PROTECTION  
 MBA (RM) 046 CUSTOMER RELATIONSHIP MANAGEMENT  
 MBA (RM) 047 BUYING & MERCHANDISING

B. For Expanded range of study up to two papers of any stream of specialization available in the same semester of any of the IMS-MBA programs

**Foundation Paper (Credit and Compulsory)**

LU 041 RESEARCH PROJECT/BUSINESS PLAN

**IMS 041 STRATEGIC MANAGEMENT – II**

**Objective:** To comprehend strategic management process, understand interrelationship between formulation and implementation and apply administrative and leadership skills for successful implementation of strategies.

**Course Outline****Unit I:**

Nature and Scope of Strategic Management. Concept of Core Competence, Capability and Organisational learning; Management of *Strategic Change*; Process of Strategic planning and Implementation, Activating Strategies, Strategy and Structure.

**Unit II:**

**Behavioral Implementation:** An overview of: Leadership, Corporate Culture, Corporate Politics and Use of Power, Personal Values and Business Ethics.

**Functional /Operational Implementation:** An overview of: Functional Strategies.

**Unit III:**

Strategy Evaluation and Control (*Mc Kinsey's 7s Framework*).

**Tailoring Strategy to Fit Specific Industry and Company Situations:**

*Strategies for Competing in Emerging Industries; Strategies for competing in Turbulent, High-Velocity Markets; Strategies for Competing in Maturing Industries; Strategies for Competing in Fragmented Industries; Strategies for Firms in Stagnant or Declining Industries; Strategies for Sustaining Rapid Company Growth; Strategies for Industry Leaders; Strategies for Runner-up Firms; Strategies for Weak and Crisis Ridden Businesses.*

**Unit IV:**

Mergers and Acquisitions: *Takeover and Defense Tactics, Laws For Mergers And Acquisitions, Regulatory Framework of Takeovers in India, Cross Border Mergers and Acquisitions.*; Strategic Management in an International Firm; Strategy and Corporate Evolution in Indian Context.

**Recommended book(s)**

1. Strategic Management by Thompson, Strickland, Gamble and Jain. McGraw Hill 2010, 16th edition.
2. Thomas L. Wheelen & J. David Hunger; Concepts in Strategic Management and Business Policy; Pearson Education
3. Strategic Management by AzharKazmi, Tata McGraw Hill
4. Mergers and Acquisitions by Jay M Desai, Nisarg A Joshi; Biztantra

**IMS 042 ORGANIZATIONAL EFFECTIVENESS & CHANGE**

**Objective:** To understand the facilitative forces for organisational effectiveness and management of change.

**Course Outline****Unit I**

**Understanding Organizational Effectiveness and Change.** Concept and Process of Organizational Effectiveness; Concept and Process of Organizational development; Design, Development and application OD interventions.

**Unit II**

**Organizational Learning and Learning Organizations:** Process of organizational learning; Characteristics of learning organizations; Creativity and innovations; Organisational Change.

**Unit III**

**Interpersonal Relationships:** Individual's Behaviour, Individual's in Group; Perception, motivation, attitudes, values, personality. Interpersonal Communication: Types of Interpersonal Relationship Inter group behaviour & collaborations; Team building & team management; **Transaction Analysis.**

**Unit IV**

**Organizational Culture and Climate.** Organizational Ethos; Dimensions and process of organizational climate; Dimensions and process of organizational culture; Power and Politics. Corporate Governance; Conflict Dynamics; Conflict and Negotiations; Stress Management.

**Recommended book(s):**

Organizational Behaviour, by Stephen P. Robbins  
 Organizational Effectiveness and Change, by Cummins (South Western Thompson)  
 Management of Organizational Change, by Hari Gopal  
 Change Management, by Neelkant Ramanarayan

**MBA (RM) 041 STORE DESIGN & VISUAL MECHANDISING**

**Objective:** To develop in-depth understanding for effective utilisation of store design and visual merchandising techniques.

**Course Outline**

**Unit – I:**

Elements and Principles of store design and display, rules, techniques and theories of visual merchandising, visual thinking and creativity, demonstrate creativity through hands on lab experiences.

**Unit – II:**

Interior and Exterior displays, different types of presentations, importance of theatre in presentations, stimulating consumers through five senses, use of colour to emphasise product characteristics, different types of lighting and the importance of their effects, recognise basic safety rules and practices, signing and price tickets.

**Units – III:**

Merchandise facilitators (fixtures, props, graphics and signs etc) and material, current developments in visual materials, fixtures, retail space management, floor plan blueprints.

**Unit – IV:**

Applied visual merchandising: class project: brainstorming on how to get started, determination of specific store concept and image, identification of store concept, design and atmospheric elements, and defining strategies required to strengthen retail brand or store image.

**Recommended Book(S)**

Retailing Management by Swapna Pradhan, TMH  
 Integrated Retail Management by James R. Ogden & Denise T. Ogden, Biztantra  
 Retail Management, Levy & Weitz-TMH

**MBA (RM) 042 RETAIL VERTICALS**

**Objective:** To acquaint the students with the vital aspect of retail verticals and their importance in retailing.

**Course Outline**

**Unit – I**

Concept of Retail Verticals, understanding apparel and jewellery retail verticals in detail.

**Unit – II**

Lifestyle products including watches, books and music

**Unit – III**

Retail in food and grocery

**Unit – IV**

Retail in consumer durables

**Recommended Book(S)**

Retail Management by Rosemary Varley, Mohammed Rafiq- Palgrave Macmillan  
 Retail Management by Chetan Bajaj-Oxford Publication.  
 Retail Management by Uniyal & Sinha-Oxford Publications.

**MBA (RM) 043 SAFETY AND SECURITY MANAGEMENT IN RETAIL**

**Objective:** To build foundation in the area of safety and security management in retail

**Course Outline**

**UNIT – I**

Introduction: Retailing and Security. Planning for Retail Security – objectives and problems; security planning; guidelines for planning; risk analysis, standards. Legal aspects of retail security.

**UNIT – II**

Problems and Countermeasures: Job applicant screening and employee training; Protection at Point-of-sale – management information systems, cash registers, preventing losses at POS, bad checks, credit card fraud, counterfeiting, refund fraud, additional POS vulnerabilities.

Internal Losses and Countermeasures: Shrinkage, employee theft in retailing, employee theft countermeasures. Shoplifting and Countermeasures: losses from shoplifting, characteristics of shoplifters, protection against shoplifting.

**UNIT – III**

Investigation of Internal Losses and Shoplifting: Investigative skills, investigation of suspected internal losses, investigation of suspected shoplifting; Store Design and Physical Security: Store location and design, physical security and physical security methods; Burglary and Robbery Countermeasures.

**UNIT – IV**

Risk Management: definition, scope, risk management strategies, job duties of risk manager, insurance for retailers; Occupational Safety and Health Administration (OSHA); Fire protection; Disasters; Comprehensive risk management.

Special Topics: Shopping Malls; Gangs; Substance abuse - drug free workplace; technology and future

**Recommended Book(S)**

Retail Security & Shrinkage Protection by Philip P. Purpura, Published by Butterworth-Heinemann

**MBA (RM) 044 TOTAL QUALITY MANAGEMENT**

**Objective:** To give students an overview of quality management and its application for enhancing competitive advantage.

**Course Outline**

**Unit I:**

**Introduction to Quality Concepts:** Definition of Quality, its scope and determinant factors. Types of quality, Different philosophies, Quality and ISO-9000, Developing quality policy, Taguchi methods, Quality function deployment, Taguchi methods, Quality function deployment, Failure, Mode and Effect Analysis, Statistical Methods of Quality Control.

**Unit II:**

**Total Quality Management:** Elements of TQM, TQM tools and practices, Transfer to TQM, TQM and beyond, Typical successful stories of select Indian enterprises.

**Unit III:**

**Productivity Basics and Productivity Measurement:** Definition, concern, significance of Productivity, Rationale of productivity measurement, perspectives of productivity, Productivity measurement models, Performance Objectives Productivity (POP) Model, Productivity measurement in manufacturing & service sectors.

**Unit IV:**

**Productivity Management and Implementation Strategies:** Productivity improvement techniques and strategies, Effective capital and human resource management, Waste reduction and energy conservation programmes, Productivity and economic growth.

**Recommended Book(S)**

Saurabh S. Doleha, ISO quoto – A manual for TQM

Manson Bestrant, Quality Control – Prentice Hall of India

Juran & Gryna, Quality Planning & Analysis, Tata McGraw Hill

Edited by Lt. Gen. (Retd.) J.S. Ahluwalia, Total Quality Management, Tata McGraw Hill

**MBA (RM) 045 CONSUMER PROTECTION**

**Objective:** To provide an overview of the scope of consumer protection through the study of relevant Acts.

**Course Outline**

**Unit I**

Consumer protection Act 1988: objectives and reasons, definitions, strategies and institutions, consumer problems and their remedies under the act. The Monopolies, restrictive and unfair trade practices Act and Consumer Movement.

**Unit II**

Law on Food, drugs, weights and measures and consumer movement The Food Adulteration Act, 1954. The Essential and Commodities Act, 1955. The Drugs and Cosmetics Act, 1940

**Unit III**

The Medicinal and Toilet Preparation (Excise Duties) Act 1955, The Prevention of Illicit Traffic in Narcotic Drugs and Psychotropic substances Act, 1988 - – salient features of the above mentioned Acts, penal provisions and consumer protection implicit in the provisions.

**Unit IV**

The standard weights and measures Act 1976 – salient features of the above mentioned Acts, penal provisions and consumer protection implicit in the provisions.

**Recommended Book(S)**

**MBA (RM) 046 CUSTOMER RELATIONSHIP MANAGEMENT**

**Objective:** To provide customer centric approach for managing different business operations.

**Course Outline**

**Unit I:**

CRM – Concept and Introduction Definition, Concept of customer acquisition, satisfaction and retention, Unethical approaches to maintain customer relationship.

**Unit II:**



CRM Strategy, Relationship intensity, Components of CRM customer Life Cycle Management.

**Unit – III**

Customer Life Time Value, CRM Process, CRM as A tool for managing Complaints and Adjustments.

Need for CRM in retailing, CRM vs e-CRM.

**Unit – IV**

CRM implementation, integration of CRM with ERP system, Data Warehousing and knowledge management system. CRM Facets.

**Recommended Book(S)**

Customer Relationship Management, Peeru Ahamed & Sagadevan, Vikas Publishing

CRM, Alok Kumar, Chhabi Sinha, Biztantra