



BHARATI VIDYAPEETH UNIVERSITY, PUNE

(Established u/s 3 of the UGC Act, 1956 vide Notification No. F.9-15/95-U-3 of the Govt. of India)

‘A’ Grade Accreditation by NAAC

Social Transformation Through Dynamic Education...

SCHOOL OF DISTANCE EDUCATION

PROGRAMME GUIDE

OF

MASTER OF BUSINESS ADMINISTRATION

(MBA)

Course: Master of Business Administration (MBA)

The Master of business administration programme is of three years duration comprising of Sem –I & Sem-II (Part – I) or Sem-III & Sem – IV (Part-II), Sem- V & VI (Part – III)

1. Aims and objectives of the course: -
 - a) To equip students with knowledge and skills to be able to perform their role as versatile and integrated business executives.
 - b) To cultivate competencies for performing both as strategists and recipients in the national and international context of change.
2. Nomenclature of the course: - Annexure – I
3. Abbreviation of the course: MBA
4. Name of the faculty: - Faculty of Management
5. Academic year in which course has been initiated: - 2010-11
6. Eligibility criteria for admission to the course:

A graduate degree (10+2+3 or equivalent) in any discipline with minimum 50% marks (45% for SC/ST) from any recognized University.

7. Teaching scheme of the course:

The Personal Contact Sessions and Seminars will be conducted at the Academic Study Centers during weekends (Sundays or Saturdays) and Public holidays. There will be 60 hours devoted to these sessions for theory as well as practical work.

8. Structure of the course: - The programme is divided into 6 Semesters consisting of 32 courses including summer training after completion of First Year and 6 month Internship Project in an organization.

9. Standard of Passing: -

In order to pass the course, a candidate will have to obtain minimum 40% marks in each head of passing.

Student is required to pass separately Internal and External Evaluation as per given below in the table:

Evaluation	Maximum Marks	Minimum Passing Marks
Internal	30	12
External	70	28

To pass the examination a student must obtain 50% of marks in aggregate for the entire examination consisting of Sem –I & Sem-II (Part – I), Sem-III & Sem – IV (Part-II), Sem- V & VI (Part – III) separately.

10. Rules pertaining to supplementary / reappearing in external examinations, if not passed the examination as per rules of passing.
The students are required to submit assignments to the centre before the commencement of the external examination for each semester for which they will be internally evaluated

If a student fails to secure 40 % marks in Internal / External evaluation separately in each head of passing then he / she must appear in the subsequent Internal / External exam to pass in the examination

If a student fails to secure 50% marks in aggregate in the entire examinations then he / she must appear in the subsequent either part I and II or part-III University examination

11. Rules of ATKT (Allow To Keep Term): -

A student is allowed to carry the backlog of courses prescribed for Sem-I, Sem-II and Sem-III respectively to the next semester.

However a student will not be allowed to appear for Semester –IV examination unless all the courses of Sem-I and Sem-II are cleared with at least 40% of marks in each head of passing.

A student will not be allowed to appear for Sem VI, unless Sem- III and IV are cleared with at least 40% of marks in each head of passing.

12. Award of Classes: -

The award of class will be based on aggregate marks obtained by a student in Part –I, Part –II & Part-III examination taken together

First class with Distinction	70% & above
First Class	60% & above but less than 70%
Second Class	50% & above but less than 60%
Fail	Less than 50%

13. Rules for conduct of examinations

- a) Students would be required to keep a track of the last dates to pay examination fees, which will be announced well in advanced. Only those students who fulfill all the eligibility criteria shall be permitted to fill in the form.
- b) Students should procure their admit cards which will be given at the end of the semester before the examination for appear in the examination
- c) A student is expected to adhere to high standards of honesty during examination.
- d) During the examinations, students should not indulge in any unfair practices. If so, he shall be debarred from taking the remaining papers and may have to lose one semester or year depending upon the gravity of the offence.
- e) The result / mark –sheets have to be obtained from Academic Study Centre within 30 days of declaration of result.

14. Basis for allocation of marks for

- a) Internal Assessment: - 30 marks
- b) Theory (External evaluation) 70 Marks
- c) Internship Project/ Summer Training Project: 100

15. Procedure for conduct of Internal Tests / Term work/ Internal Assessment

Every Student will have to submit two assignments for internal assessment in each semester for each subject.

16. Pattern of Evaluation and Examination & Procedure for the evaluation of Summer Training Project / Internship Projects and conduct of viva

The evaluation in each course shall consists of 100 marks (70 marks for Semester end examination and 30 marks for Internal Assessment)

A candidate will be evaluated in each course depending on learning objectives and requirements of the course contents.

The scheme of marks consists of 30% weight age to continuous internal evaluation by the Subject teacher and 70% to evaluation based on Semester –end Examination consisting of written papers. Oral or Viva – Voce examination based on Practical work, Field Study, Project Report.

The details of course – wise mode of evaluation and examination are as given below

Semester –end Examination	Subject Code / Course No.	Method of evaluation and Examination
Semester I	101 to 105	Written Papers of 3 hours duration with 70 marks each at Semester –end examination conducted by the University
	106	Theory and Oral examination carrying 70 marks conducted by the Department in association with Industry
Semester II	201 to 205	Written Papers of 3 hours duration with 70 marks each at Semester –end examination conducted by the University.
	206	Theory and Oral examination carrying 70 marks conducted by the Department in association with Industry
Semester III	301 to 305	Written Papers of 3 hours duration with 70 marks each at Semester – end examination conducted by the University.
	306	Theory and Oral examination carrying 70 marks conducted by the Department in association with Industry
Semester IV	401 to 405	Written Paper of 3 hrs duration with 80 marks each at Semester – end Exam conducted by the University.
	406	presentation based on Summer Training Project carrying 70 marks, conducted by the Department in association with industry professionals
Semester V	501 to 505	Written Papers of 3 hours duration with 70 marks each at Semester – end examination conducted by the University.
	506	Theory and Oral examination carrying 70 marks conducted by the Department in association with Industry
Semester VI	601	Evaluation based on Internship Project carries 100 marks, evaluated by the Department in association with industry professionals
	602	Viva based on presentation on Internship Projects Project carries 100 marks, conducted by the Department in association with industry professionals

Note : Panelists appointed should have minimum 5 years work experience in teaching full time or industry for evaluation of internal subjects.

17. Pattern of question paper

The final examination question paper for each subject has 2 sections i.e. I & II

- a) Section –I is based on theoretical concepts.**
- b) Section –II is based on practical application and case studies.**

Annexure- I
Nomenclature of the MBA Programme -

MBA –Course Structure

Semester –I

Sr. No.	Course No.	Subject
1.	101	Management Science and Decision Technology
2.	102	Organizational Behaviour
3.	103	Managerial Economics
4.	104	Financial & Management Accounting
5.	105	Marketing Management
6.	106	Managerial Skills Development

Semester –II

Sr. No.	Course No.	Subject
1.	201	Human Resource Management
2.	202	Financial Management
3.	203	Production and Operations Management
4.	204	Business Legislation
5.	205	Business Policy and Strategic Management
6.	206	Information Technology

Semester –III

Sr. No.	Course No.	Subject
1.	301	Customer Relationship Management
2.	302	Corporate Taxation Planning
3.	303	International Business
4.	304	HRD Instruments
5.	305	Research Methodology
6.	306	Business Ethics & Professional Values

Semester –IV

Sr. No.	Course No.	Subject
1.	401	Management Information System
2.	402	Elective – 1
3.	403	Elective -II
4.	404	Elective – III
5.	405	Elective – IV
6.	406	Training Project

Semester –V

Sr. No.	Course No.	Subject
1.	501	Innovation & Technology Management
2.	502	Elective – V
3.	503	Elective -VI
4.	504	Elective – VII
5.	505	Elective – VIII
6.	506	Project Management

Semester –VI

Sr. No.	Course No.	Subject
1.	601	Internship Project
2.	602	Viva on Internship Project

	1. Marketing Management		2. International Business
402	Elective-I -Consumer Behaviour	402	Elective-I -Global Business Strategies
403	Elective-II - Strategic Marketing	403	Elective-II International Financial Management
404	Elective-III Advertising and Media Management	404	Elective-III -Export – Import Procedures and Documentation
405	Elective-IV Rural and Social Marketing	405	Elective-IV -World Business Environment
502	Elective- V -Relationship Marketing	502	Elective- V -International Marketing
503	Elective- VI - Sales and Distribution Management	503	Elective- VI - International Laws
504	Elective- VII Brand Management	504	Elective- VII -Foreign Exchange Markets
505	Elective- VIII - Services Marketing	505	Elective- VIII -India’s Foreign Trade Policy
	3. Production Management		4. Human Resource Management
402	Elective-I -Purchasing & Materials Management	402	Elective-I -Labour Legislation
403	Elective-II - Quality System and Management	403	Elective-II - Training and Development Methodology
404	Elective-III Production Planning and Control	404	Elective-III Compensation and Benefits Management
405	Elective-IV Operations Research	405	Elective-IV Employee Administration, Industrial Relations and labour Welfare
502	Elective- V -Logistics Management	502	Elective- V -Performance Management System
503	Elective- VI Transportation Management	503	Elective- VI Organizational Development and Change Management
504	Elective- VII Service Operations Management	504	Elective- VII -Strategic Human Resource Management
505	Elective- VIII - World Class Manufacturing	505	Elective- VIII - Career Development Systems
	5. Financial Management		6. Retail Management
402	Elective-I -Applied Corporate Finance	402	Elective-I - Fundamentals of Retail
403	Elective-II - Risk and Insurance Management	403	Elective-II - Financial Management in Retails
404	Elective-III Investment Analysis and Portfolio Management	404	Elective-III Human Resource Management in Retail
405	Elective-IV Mergers and Acquisitions	405	Elective-IV Merchandising and Sales Promotion
502	Elective- V --Management of Financial Institutions and Services	502	Elective- V - Information Technology, MIS and E- Retailing
503	Elective- VI Global Financial Analysis	503	Elective- VI International Retail Management
504	Elective- VII -Management Control System	504	Elective- VII - Supply Chain Management
505	Elective- VIII - Foreign Exchange Management	505	Elective- VIII - Retail Marketing

Course No. : 101

Course Title : MANAGEMENT SCIENCE AND DECISION TECHNOLOGIES

Objectives :

To make students familiar with basics of management science and quantitative techniques used for decision making.

Course Contents:

- 1. Overview of Management - Evolution of management thought - Scientific management school - organization development school - Behavioural science school.**
- 2. Management Science Approach - Historical perspective of operation research - Methodology - Decision process, Management science techniques.**
- 3. Introduction to Statistical Techniques - Measures of central tendency & dispersion - Correlation & regression - Probability theory.**
- 4. Introduction to LPP - Applications & formulations of LPP.**
- 5. Transportation & assignment problem.**
- 6. Decision theory - Decision & risk analysis**
- 7. Queuing theory.**
- 8. Simulation.**

Suggested readings:

- 1. K.V. Rao - Management Science - McGraw Hill Book Company, Singapore.**
 - 2. Gupta, S.P. and Gupta M.P. Business Statistics, New Delhi, Sultan Chand, 1997.**
 - 3. Narag, A.S. Linear Programming and Decision Making, New Delhi, Sultan Chand, 1995.**
 - 4. Sharma, J.K. Fundamentals of Operations Research, Macimillan, New Delhi, 2001.**
 - 5. Terry, Sineich, Business Statistics by Examples, London, Collier Mac Millian Publishers, 1990.**
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Course No. : 102
Course Title : ORGANIZATIONAL BEHAVIOUR
Objectives :

To understand the implication of individual group and organisation process on individual behaviour in a work setting.

Course Contents:

- 1. Introduction to OB: Emergence and importance of OB, Characteristics of OB, Organizational challenges and OB.**
- 2. Individual Process in Organisation: Personality, Nature of personality, Attitudes, Perception and attribution, Learning, Different views of learning.**
- 3. Motivation: Content and process theories, Decision making and creativity.**
- 4. Foundation of Group Behaviour - Stages of group development, Group structure, Teams v/s group, types of teams, creating high performance teams.**
- 5. Leadership - styles of leadership, introduction to trait, behavioural and contingency theories of leadership, Charismatic leadership theory, Transactional V/s Transformational leadership, leading through empowerment.**
- 6. Conflict - Transition in conflict thought, interpersonal and organizational conflict.**
- 7. Organisational structure and design, basics of organizing, organizational design, organization strategy, determinants of organization design, organisation design and employee behaviour.**
- 8. Technology at work place - Work design, organizational culture, learning organization.**

Suggested readings:

- 1. Fred Luthans - Organisational behaviour**
 - 2. Robbins - Organisational behaviour**
 - 3. Keith Devis - Organisational behaviour**
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Course No. : 103
Course Title : MANAGERIAL ECONOMICS
Objectives :

To acquaint students with principles of economics as applied in the managerial decision making process.

Course Contents:

- 1. Concepts and Techniques - Nature of business making, Marginal analysis, optimization.**
- 2. Theory of Demand - Demand functions, income and substitution effects, Revealed preference approach and demand forecasts.**
- 3. Production and Cost - Returns to scale, cost curves, break - even analysis.**
- 4. Theory of Firm - Profit maximization, sales maximization, ownership and control.**
- 5. Market Structure - Competition, monopoly, oligopoly, Non-price competition.**
- 6. Macro Economics Aggregates and Concepts - GNP and GDP - Aggregate Consumption Gross domestic savings - gross domestic capital formation - WPI, CPI, and inflation employment balance of payments.**
- 7. Money supply and monetary policy - Fiscal policy; concept and measurement of national income.**
- 8. Determination of National Income - Consumption function, Fiscal impact and investment, synthesis of monetary and real factors.**

Suggested readings:

- 1. Adhikary, M. Business Economics, New Delhi, Excel Books, 2000.**
 - 2. Baumol, W.J. Economic Theory and Operations Analysis, 3rd ed., New Delhi, Prentice Hall Inc., 1996.**
 - 3. Chopra, O.P. Managerial Economics, New Delhi, Tata McGraw Hill, 1985.**
 - 4. Keat, Paul G. & Philips K.Y. Young, Managerial Economics, Prentice Hall, New Jersey, 1996.**
 - 5. Koutsoyiannis, A. Modern Micro Economics, New York, Macmillan, 1991.**
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Course No. : 104
Course Title : FINANCIAL AND MANAGEMENT ACCOUNTING
Objectives :

To develop an insight into principles and techniques of accounting and utilization of financial and accounting information for planning, decision - making and control.

Course Contents:

- 1. Financial accounting - Introduction to accounting- Principles of accounting - Preparation of financial statements.**
- 2. Accounting for inventories, receivables and depreciation.**
- 3. Analysis of Financial Statement - Cash flow and fund flow statements - Ratio analysis.**
- 4. Management Accounting: Introduction, Cost Concepts, Job order, process and contract costing system, cost volume profit analysis.**
- 5. Activity based costing.**
- 6. Budgeting and budgeting control, standard costing and variance analysis.**
- 7. Recent developments in financial and management accounting.**
- 8. International accounting standards.**

Suggested readings:

- 1. Anthony R.N. and Reece J S. Accounting Principles, 6th ed., Homewood, Illinois, Richard D. Irwin, 1995.**
 - 2. Bhattacharya S.K. and Dearden J. Accounting for Management. Text and cases, New Delhi, Vikas 1996.**
 - 3. Hingorani, N.L. Ramanathan, A R. Management Accounting, 5th ed., New Delhi, Sultan Chand, 1992.**
 - 4. Hongren, Charles etc. Principles of Financial and Management Accounting, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994.**
 - 5. Needles, Belverd, etc. Financial and Managerial Accounting Boston, Houghton Mifflin Company, 1994.**
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Course No. : 105
Course Title : MARKETING MANAGEMENT

Objectives :

To highlight the application of fundamental marketing concepts and to reinforce ‘marketing’ as an organic business function.

Course Contents:

- 1. Marketing Environment in India: Market concept & its types – Government market – Industrial v/s consumer market, Hightech marketing, Green marketing, internet, websites & e-marketing – Emerging trends, Global market – Multinationals – roles & problems.**
- 2. Marketing Functions and Organisation: Concepts of marketing – Marketing approaches- Market Process – Modern concept of marketing – Consumer delight its structure – Career options – Duties& responsibilities at different levels.**
- 3. Marketing Research: Introduction, scope – Marketing research process – Report format – Sampling techniques – Research techniques – Survey method, questionnaire method.**
- 4. Marketing Planning: Process – Its contents – Marketing strategy – PLC, Market segmentation and product positioning – Competitive strategies.**
- 5. Marketing Mix (4 P’s of marketing) – Strategies for 4 P’s, New product development Promotion mix, Pricing methods and applicability, Distribution strategy and channel decisions.**
- 6. Marketing Control: Process, Types of marketing control – Marketing audit, marketing ratios – Marketing budget.**
- 7. Consumerism: Marketing ethics.**
- 8. Case studies.**

Suggested readings:

- 1. Marketing Management: New Milenium – Philip Kolter.**
 - 2. Fundamentals of Marketing: Stanton.**
 - 3. Marketing Management: Dholakia.**
 - 4. Marketing Research: Sangeeta Agarwal.**
 - 5. Managing Brand Equity – David Aker.**
 - 6. Brand Extension: The Good, Bad & Ugly – David Aker.**
 - 7. Quelch, John A. Marketing Management: Text and Cases / John A Quelch, R.J. Dolan and Thomas J. Kosnick – Boston: Irwin / McGraw Hill, 1999 ISBN: 0-256-10955-9.**
 - 8. ‘Magazines: 1. HBR 2. A&M 3. Marketology**
 - 9. Business Novels: 1. Strong Medicine 2. The Middleman Must Add Value.**
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Course No. : 106
Course Title : MANAGEMENT SKILLS DEVELOPMENT
Objectives :

To help the students to handle situations and problems most likely to be encounter by him as a professional manager, either by acquiring new skills or improving existing once, as necessary.

Course Contents:

1. **Communication Skills: Basics of communication – Learning to listening – Asking questions – Reading efficiently – Taking notes – Exchanging informations – Making contacts – Using telephone – Information technology.**
2. **Written Communication: Letters – Reports – One to one communication – Communicating for results – Assessing communication skills.**
3. **Managing Meetings: Need for meeting – Aims – Choosing right type – Preparing for meeting – Attending meeting – Active participation – Minutes – Chairing a meeting – Keeping order – Solving problems.**
4. **Managing Time: Analysing time and use of time – Goals and priorities – Using time planers – Working with others – Scheduling time offs – Managing the time of others.**
5. **Presentation Skills: Preparing a presentation – Use of audio-visual aids – Rehearsing – Analysing and enhancing appearance – Body language – Improving voice – Eliminating tension – Delivering a presentation – Handling audience.**
6. **Negotiation Skills: Defining and preparing for negotiations – Principles of exchange – Assessing positions – Using agenda – Creating right atmosphere – Conducting negotiations – Making a proposal – Responding – Weakening other party's proposition – Closing negotiation – Handling breakdown – Using mediator, arbitrator.**
7. **Interviewing People: Curriculum Vitae – Technique – Preparing questions for interview – Conducting interview – Reading body language – Using tests – Analysing interview – Recording impressions – Assessing abilities.**
8. **Minimizing stress: Stress management - Analysing clauses of stress - Coping with daily life - Dealing with stress at work - Taking positive actions - Learning to relx - Developing interests - Diet and fitness - Yoga and exercise.**

Suggested readings:

1. **Bowman, Joel P. and Branchaw, Bernadine P. "Business Communication: From Process to Product". 1987. Dryden Press, Chicago.**
2. **Robert Heller and Tim Handle, Managers Manual, D.K.**
3. **Murph, Herta A. and Peck, Charrles E. "Effective Business Commuications". 2nd Ed 1976. Tata McGraw Hill, New Delhi.**
4. **Pearce, C. Glen etc. "Business Communications: Principles and Aplications". 2nd ed.1988. John Wiley, New York.**
5. **Treece, Maira, "Successful Business Communications". 3rd ed. 1987. Allyn and Bacon Boston.**
6. **"Managing Company - Wide Communication" - Werner David.**
7. **Victor David A. International Business Communication - New York: Harper Collins, 1992.**

Course No. : 201
Course Title : HUMAN RESOURCE MANAGEMENT
Objectives :

To sensitize students to the various facets of managing people and to create an understanding of the various policies and practices of human resource management.

Course Contents:

- 1. Concepts and perspectives of Human Resource Management.**
- 2. Human resource management in a changing environment: Corporate objectives and human resource planning: Career and succession planning.**
- 3. Job analysis and role description: Methods of manpower search.**
- 4. Attracting and selecting human resources.**
- 5. Introduction and socialization: Manpower training and development.**
- 6. Performance appraisal and potential evaluation: Job evolution & wage determination Employee welfare.**
- 7. Industrial relations & trade unions: Dispute resolution & grievance management.**
- 8. Employee empowerment.**

Suggested readings:

- 1. Aswathappa. K. Human Resource and Personnel Management. Tata McGraw Hill, New Delhi, 1977.**
 - 2. Holloway, J ed. Performance Measurement and Evaluation, New Delhi, Sage, 1995.**
 - 3. Monappa. A. & Personnel Management 2nd ed. New Delhi, Tata McGraw Hill, 1966.**
 - 4. Khanzode V.V. Human Resource Management: Conceptual analysis & strategies – New Delhi, Ashis Pub. 1992.**
 - 5. McBeath, Gordon The Handbook of Human Resource Planning – Oxford: Blackwell, 1992.**
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Course No. : 202
Course Title : FINANCIAL MANAGEMENT
Objectives :

To acquaint students with the broad framework of financial decision making in a business unit.

Course Contents:

- 1. Introduction to Financial Management – Aims and objectives – Financial management system.**
- 2. Time Value of Money – Risk and return.**
- 3. Security Valuation – Leverage.**
- 4. Sources of Long Term Finance- Cost of Capital and structure.**
- 5. Capital expenditure decisions.**
- 6. Working Capital Management – Financing of current assets – Receivables and inventory management.**
- 7. Internal Financing and Dividend Policy – Dividend decision.**
- 8. Valuation of firm.**

Suggested readings:

- 1. Archer, Stephen H. etc. Financial Management, New York, John Wiley 1990**
 - 2. Bhalla, V.K. Financial Management and Policy, 2nd Ed., New Delhi, Anmol, 1998**
 - 3. Humpton, John. Financial Decisions Making, Englewood Cliffs, New Jersey, Prentice Hall Inc, 1997.**
 - 4. Van Home, James C. Financial Management and Policy, 10th ed., New Delhi. Prentice Hall of India, 1997.**
 - 5. Brigham, Eugene F. Financial Management: Theory and practice / Eugene F. Brigham, Louis C. Gapenski, and Michael C Ehrhardt – 9th Ed – Fort Worth: Dryden, 1999 ISBN: 0-03-024399-8.**
 - 6. Kapur, Sudarshan Kr. Financial Management: Theory and practice – New Delhi: S.K. Publishers, 1999 ISBN: 81-85701-11-3.**
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Course No. : 203
Course Title : PRODUCTION AND OPERATIONS MANAGEMENT
Objectives :

To acquire knowledge and understanding of production operations function in business and to develop analytical skills of inventory and operations management systems.

Course Contents:

- 1. History – Brief overview of manufacturing management – Importance and functions of facility, location and layout.**
- 2. Production Planning and Control Functions: Traditional v/s modern trends.**
- 3. Maintenance Management Function: Traditional v/s modern approach.**
- 4. Material and Logistics Management: Concept and function – Purchasing – Inventory control and store management – Logistics concepts – Value analysis – Value engineering etc.**
- 5. Quality Management: Principle – Function and techniques – Quality assurance – Statistical quality control (SQC) – Statistical process control (SPC) – Total quality management (TQM) – Modern QC techniques etc.**
- 6. Japanese Production Related Techniques: Just in time (JIT) – Quality circles – Total productive maintenance (TPM) – Kaizen – Kanban – 5 S concepts – Toyota production systems – JIDOKA – ANDON etc. concepts.**
- 7. Concepts on quality management systems (QMS – ISO 9000 – 2000) – Environmental Management Systems (EMS – ISO – 14000).**
- 8. Modern Trend and Concept in Manufacturing Management: Business processes reengineering (BPR) – Lean / flexible – manufacturing systems – Six sigma concept.**

Suggested readings:

- 1. Production & Operations Mgt. – Everett Adams & Ronald Ebert.**
 - 2. Production & Operations Mgt. – Dr. N.G. Nair – Tata McGraw Hill Ltd.**
 - 3. Production & Operations Mgt. – S.N. Chary – Tata McGraw Hill Ltd.**
 - 4. Production & Operations Mgt. – E.S. Buffa – Tata McGraw Hill Ltd.**
 - 5. Production & Operations Mgt. – B.S. Goel.**
 - 6. Manufacturing and Technology Management – L.C. Jhamb.**
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Course No. : 204
Course Title : BUSINESS LEGISLATION
Objectives :

To provide the students with adequate knowledge of the legal aspects of Indian Business.

Course Contents:

- 1. Introduction: Meaning, definition and philosophy of business legislation, Types of business laws in India.**
- 2. The Indian Contract Act, 1972: Meaning and formation of contract – Essentials – Performance of contract – Discharge of contract – Remedies for breach – Law of agency – Sale of Goods Act: Definition of contract of sale – Essential conditions and warranties – Transfer of title – Rights of unpaid sellers – Caveat Emptor.**
- 3. Consumer Protection Act, 1986: Historical background of consumer protection in India – Definition of consumer – Goods and services – Defects and deficiency unfair trade practices – Rights of a consumer – Judicial machinery.**
- 4. Intellectual Property Rights: Introduction to Intellectual Property Rights, Law relating to trademark and patents.**
- 5. Companies Act: Meaning and nature and characteristics of companies – Incorporation and advantages of incorporation – Prospectus – Share capital – Types of shares – Transfer and transmission of shares – Law pertaining to dividend – Debentures – Directors – Legal position of directors – Powers of directors – Restriction on the powers of BOD – Meeting and resolution.**
- 6. The Information Technology Act, 2000: Digital signature, Electronic governance, Electronic records and certifying authorities.**
- 7. Indian Partnership Act, 1932; Salient features, Nature and definition, Formation and registration. Rights, duties and liabilities of partners. Resolution of a partnership firm.**
- 8. Miscellaneous Laws: Basics of Income Tax Act 1961. Basics of Sales Tax Laws. Basics of Central Excise – Law & Customs Act. Basics of Indian Contract Act. Basics of Negotiable Instruments Act. FEMA – Basics of Intellectual – Property Rights and Consumer Protection Laws.**

Suggested readings:

- 1. Elements of Mercantile Law – N.D. Kapoor**
- 2. Mercantile Law – M.C. Kuchal**
- 3. Business Law – M.S. Pandit & Shobha Pandit**
- 4. Copyright Law – P. Narayanan**
- 5. Indian Law of Patents (Designs) – K.K. Gujral**
- 6. Indian Sale of Goods and Partnership Act – D.F. Mulla**
- 7. Consumer Protection Act – Dr. V.K. Agarwal**
- 8. Law of Partnership – Avtarsingh, Easter Book C**

Course No. : 205
Course Title : BUSINESS POLICY AND STRATEGIC MANAGEMENT
Objectives :

To gain knowledge and understanding of strategic management and to develop skills of business policy analysis.

Course Contents:

- 1. Business policy as a field of study from general management point of view, vision, mission, objectives and policies.**
- 2. Environmental analysis and internal analysis.**
- 3. SWOT analysis, Tools and techniques for strategic analysis, Impact matrix, The experience curve, BCG matrix, GEC Model.**
- 4. Industry analysis, Concept of value chain, Strategic profile of a firm, Framework for analyzing competition, Competitive advantage of a firm.**
- 5. Strategy planning and implementation, Relation between strategy and structure, Organizational values and their impact on strategy – cases.**
- 6. Power games amongst competing players, Chief executive & board, Work of top management, Strategic management in international firm.**
- 7. Strategies in Indian contexts – case studies.**
- 8. Government as regulator of business / Industry, Indian companies and strategic management – Ethics & social responsibilities of business.**

Suggested readings:

- 1. Ansoff, H. Igor, Implanting Strategic Management, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1984.**
 - 2. Budhiraja, S.B. and Athreya, M.B. Cases in Strategic Management, New Delhi, Tata McGraw Hill, 1996.**
 - 3. Christensen, C.T. etc. Business Policy: Text and Cases, 6th ed., Homewood, Illinois, Richard D. Irwin, 1987.**
 - 4. Glueck, William F. Strategic Management and Business Policy, 3rd ed. New York, McGraw Hill, 1988.**
 - 5. Hax, A.C. and Majluf, N.S. Strategic Management, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1984.**
 - 6. R.L. Srivastava Management Policy and Strategic Management (Himalaya).**
 - 7. Lawrence R. Jauch cases in Strategic Management and Business Policy, New York: McGraw Hill, 1986.**
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Course No. : 206
Course Title : INFORMATION TECHNOLOGY
Objectives :

To develop an understanding of the concepts of information technology and its application in management.

Course Contents:

- 1. Fundamentals of Information Technology - From computer era to network centric era - Web forger of new IT economics.**
- 2. Managing Data - Field systems - Data management systems - Data base approach - MIS concept - Transaction processing - Data communication.**
- 3. Channels / Modems - LAN/ WAN / EDI**
- 4. Word Processing Database - Spreadsheets**
- 5. Major Software Packages - Graphic presentation media.**
- 6. Retrieving information using internet & intranet.**
- 7. Overview of CBIS Applications - Decision making concepts - need for decision support - decision support - Spread sheet software system as DSS tool.**
- 8. Development of planning models in various functional areas viz. financing, marketing, HR and production.**

Suggested readings:

- 1. FoxPro 2.5 Made Simple For DOS and Widows – R.K. Taxali.**
 - 2. Les Us C – Yashvant Kanetkar.**
 - 3. Microsoft Office Professional for Windows 95 – Sheila S. Dienes.**
 - 4. DOS 6 and 6.2 Instant Reference – Robert M. Thomas.**
 - 5. Cater. Roger Information Technology Handbook – London: Heinemann, 1987.**
 - 6. Mandnick, Stuart E The Strategic Use of Information Technology – New York: Oxford Uni. Press 1987.**
 - 7. Jeef Papows, Enterprise.com, Perseus, Cambridge.**
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Course No. : 301

Course Title : CUSTOMER RELATIONSHIP MANAGEMENT

Objective :To provide basic insights into the scope and extent customer relationship management (CRM) processes and practices.

Course Outline:

1. Introduction to customer relationship (CRM)-concepts and context.
2. CRM at work – understanding customers, information gathering, collation, analysis and evaluation.
3. Customer loyalty focus – the need for loyalty creation, managing customer relationships
4. Optimisation of customer experience – the need for customer attraction and interest, How to attract, acquire, and keep new customers
5. From product to customer-the need for market intelligence enterprise
6. Campaign management – the need for effective channel and product strategies.
7. Customer privacy and security
8. The three Ws of technology-database marketing, data warehousing, and data mining
9. Customer care and measurements ensuing this such as call centers Call center management
10. Partnership relationship management, Analytical CRM & channel Management
11. CRM through new product development-from product to customer

Suggested Readings:

1. Greenberg, Paul, CRM and the speed of light: Capturing and keeping customers in Internet, real time, Tata McGraw Hill, 2003.
 2. Gosney, John W and Boehm, Thomas P, Customer Relationship Management essentials, PHI, Eastern Economy Edition, 2000.
 3. Seth, Jagdish N, Parvatiyor, A and Shainesh, G, Customer Relationship Management: Emerging Concepts, Tools and Applications, Tata McGraw Hill, 2001.
 4. Dyche Jand Dyche, Handbook of CRM, Pearson education.
 5. Sugandhi R.K., Customer Relationship Management, New age International Publisher
 6. Richard.D.Darlene,The Customer Response Management Handbook,Tata McGraw Hill
- Zikmund,McLeod,Gilbert, Customer Relationship Management, John Wiley and Sons
Stone,G, Customer Relationship Management, LOMA Publisher

Course No. : 302

Course Title : CORPORATE TAX PLANNING

Objective: The basic of this course is to provide an in-depth insight into the concept of corporate tax planning and to equip the students with a reasonable knowledge of tax planning devices. The focus is exclusively on income tax.

Course Contents:

Introductory: Definitions, Residential status, Heads of Income, Computation of Taxable Income.

Taxation of Companies: Special Provisions in computation of Profits from Business, Deduction from Gross Total income, Amalgamations of Companies and fiscal Incentives. Minimum Alternate Tax on Companies, Special Provisions relating to Tax on Distributed Profits of Domestic Companies.

Tax Planning: Concepts relating to Tax Avoidance and Tax Evasion, Tax Planning with reference to: Location of Undertaking, Type of Activity, Ownership Pattern, Dividend Policy, Issue of Bonus Shares, Inter Corporate Dividends and Transfers, Tax Planning relating to: Amalgamations and Mergers of Companies, Tax considerations in respect of specific managerial decisions like Make or Buy, Own or Lease, Close or Continue, Sale in Domestic Markets or Exports, Capital Budgeting Decisions, Managerial Remuneration, Foreign Collaboration and Joint Ventures.

Tax Management:

Filing of Returns and Assessments, Penalties and Prosecution, Appeals and Revisions, Advance Tax, TDS, Advance Ruling, Avoidance of Double Taxation Agreements.

Textbooks:

1. Ahuja, G.K. & Gupta, Ravi, Systematic Approach to Income Tax. Allahabad, Bharat Law House.
2. Bhagwati Prasad, Direct Taxes Law & Practice, Wishwa Prakashan
3. Kanga, J.B. and Pallkhivala, N.A., Income Tax, Bombay, N.M. Tripathi
4. Singhanian, V.K. Direct Taxes: Law and Practices. Delhi, Taxman.
5. Srinivas E.A., Handbook of Corporate Tax Planning, New Delhi, Tata McGraw Hill.

Course No. : 303
Course Title : INTERNATIONAL BUSINESS
Objectives :

To acquaint the students with emerging global trends in international business environment.

Course Contents:

- 1. International Business: An overview, Business environment and nature.**
- 2. Developments in International Monetary Scene – International finance – Nature – Institutions involved.**
- 3. Recent trends in world trade & direct foreign investment, Managing MNCs, IMF and IBRD, WTO, Regional blocks.**
- 4. Balance of Payment Structure – Disequilibrium concept, IS/LM Model.**
- 5. Globalisation – Country risk analysis – Impact of globalization.**
- 6. Forex Market, Exchange rate determination, Euro market, Off-shore financial centers.**
- 7. Export Marketing: Products, services and procedure.**
- 8. Documentary Credit Operations – (UCPDC) & other methods of international trade settlement.**

Suggested readings:

- 1. Alworth, Julian S. The Finance, Investment and Taxation Decisions of Multinationals. London, Basil Blackwell, 1988.**
 - 2. Bhalla, V.K. and S. Shivaramu. International Business Environment and Business. New Delhi, Anmol, 1995.**
 - 3. Bhalla, V.K. International Economy: Liberalisation Process, New Delhi, Anmol, 1993.**
 - 4. Bhalla V.K. International Business Environment and Management – New Delhi: Anmol, 2000. ISBN 81-261-0438-4.**
 - 5. Ellis, John International Business Strategy / John Ellis and David Williams – London: Pitman, 1995. ISBN: 0-273-60712.**
 - 6. Grosse, Robert International Business: Theory and Managerial Applications / Robert Grosse and Duane Kujawa – 3rd Ed – Chicago: Irwin, 1995. ISBN: 0-256-11475-A.**
 - 7. Ricks, David A Blunders in International Business: Cambridge, Blackwell Pub, 1993.**
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Objectives: To acquire a understanding of various psychometric tests required for enhancing effectiveness of individuals at the work place.

1. Introductions
 - History & Evolution of Instruments & Tests.
 - Principles of Test Construction
 - Reliability & Values & Consideration in using tests & instruments.
 - User qualifications & principles in test usage.
 - Limitations of tests & instruments.
2. Tests for Personal Orientation & Behaviour.
 - Firo –B Test
 - Personal Effectiveness PE Scale
 - Blocks to Creativity Test
 - Cattles’s 16 PF Tsest
 - Transactional Analysis: Ego States Test
 - Locus of Control: Loco Inventory
 - Four Psychological Needs: Work Preference Schedule
 - Interpersonal Needs: INPI Test
 - Introduction to MBTI, PI Test
3. Personal & Interpersonal Styles
 - Leadership Styles Test
 - Managerial Styles: MAO-S
 - Consulting Styles: Spiro-C1
 - Coaching Styles: Spiro-C2
 - Conflict Management Styles: Opinion Survery of Org. Conflict
 - Conflict Management Styles: Conflict Management Preference
 - Conflict Management Styles: Approaches to Conflict Management
 - Communication Styles Questionnaire
 - Communication Style Questionnaire
 - Johari Window Questionnaire
 - Tower Building Exercise
4. Aptitude Tests
 - Clerical Aptitude
 - Mechanical Aptitude Test
 - Stanford – Binet Scales
 - Finger Dexterity Test
 - Language Proficiency Test
 - Thematic Apperception Test
5. Role Tests
 - Role Efficiency: Role Efficiency Scale (OR)
 - Role Efficiency: Role Efficiency Scale (RED)
 - Role Stress: Organizational Role Stress Scale
 - Role Ambiguity: Role Clarity Questionnaire
 - Role Overload, distance and Stagnation: RODS Scale
 - Coping with Stress: Role Pics (O)

6. Instruments used in Team Building
 - The X, Y Game
 - Desert Survival Exercise
 - Moon Survival Exercise
 - Broken Squares Exercise
 - Peter Senge's Management Game
7. The Organization
 - Boundary Management Scale
 - Power Enhancers: P-E Scale
 - Organizational Climate: MAO-C
 - Organizational Learning: Organizational Learning Diagnostics
 - Organizational Atmosphere: MAO-S
 - Organizational Ethos: OCTTAPACE Profile
 - Organizational Culture: Profile
 - Organizational Culture: Survey

Reference books:

1. Training Instrument for Human Resource Development – Udai Pareek (Publisher Tatal McGraw Hill)
2. Psychological Testing – Anne Anastasi
3. Theories & Models in Applied Behaviour Science Vols. – J William Pfeiffer (Publisher Vanity Books International)

Course No. : 305
Course Title : RESEARCH METHODOLOGY
Objectives :

To equip students with basic understanding of the research methodology and to provide an insight into the application of modern tools and techniques of research.

Course Contents:

- 1. Introduction to Research Methodology: Name and scope – Research in business / management – Social science and business research.**
- 2. Research Design: Features, steps and types – Research process & research proposal.**
- 3. Measurement and Scaling Techniques: Errors in measurement.**
- 4. Sampling Design: Characteristics and steps – Representative sample-sampling technique.**
- 5. Sources for Collection of Data: Primary / Secondary data – Questionnaire & interviews – Sample design – Optimal technique – Survey methods.**
- 6. Processing, Analysis and Interpretation of Data: Editing – Coding – Classification – Tabulation – Univariate – Bivariate and multivariate analysis of data – Measures of central tendency & dispersion.**
- 7. Testing of Hypothesis: Procedure – Statistical techniques – Chi Square test.**
- 8. Presenting Results: Written and oral reports – Steps in report writing – Format of research report – Use of computer in research.**

Suggested readings:

- 1. Research Methodology: C.R. Kothari**
 - 2. Business Research Methods: Donal B. Copper, Pamela S. Schindler.**
 - 3. Methodology and Techniques of Social Research: Wilkinson, Bhandarkar.**
 - 4. Methods of Social Research: Good and Hatt.**
 - 5. Research Methodology in Management: Dr. V.P. Michael.**
 - 6. Churchill, Gilbert A. Marketing Research – Methodology Foundation – 7th Ed. Fort Worth: Dryden 1999 ISBN: 0-03-023816-1.**
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Course No. : 306
Course Title : BUSINESS ETHICS AND PROFESSIONAL VALUES
Objectives :

To acquaint students with role and importance of ethics and values in business and profession.

Course Contents:

1. Nature, concept and definition of terms “business”, “ethics”, “profession” and “values”. Concept of “profit” and its relationship with business.
2. Entrepreneurial risks, Capital investments, Theories related to socio ethical systems and trusteeship, Concepts related to Gandhian, Jain, Islamic and Marxist approaches to business behaviour, Philosophical foundations of ethics, Building a good society.
3. Dimensions of business ethics as related to quality of service, Regulation of prices, Compliance to rules, Regulation Laws, Factor of accountability, Accountability to employees, shareholders, consumers, community and society in general, Importance of conduct of individual, institution, organization to maintain an equitable and workable balance among interested groups, Adult system for ethical behaviour within the organization.
4. Origin and growth of business practices in India, Professional values nurtured by Indian business houses advocating patriotism, self-reliance, freedom and values.
5. Forces leading to changes in norms standards of ethical and professional values, Crises arising out of excessive government controls, licensing, permits, legislative and administrative measures, Restrictions and regulations, Corruption, economic, offences, scams provoking criticism and hostile public opinion.
6. Economic reforms 1991, Emergence of new values in Indian industries, Striving to take customers, shareholders, employees into confidence through new operational philosophy, New social, political, economic obligations of industries, Concept of “responsible care”, “corporate governance” and “transparency” concepts and practices.
7. Analysis of ethical values based on professional codes in different fields, Ethics in functional areas, Marketing and advertising, Trade secrets, corporate disclosures and insider trading, Accounting, finance and corporate takeovers, Employment, wages and unions, Discriminatory action including the gender factor, Copyrights and intellectual property rights.
8. Globalization, cross cultural management and its impact on business ethics and professional values, Asian, Indian values and their transmission across the world.

Suggested readings:

1. Chakraborty, S.K.: Foundations of Managerial Work – Contributions from Indian Thought, Himalaya Publishing House, Delhi, 1998.
2. Chakraborty S.K.: Management by Values, Oxford University, Press, 1991.
3. Drucker, P: Managing in Turbulent Times, Pan Books, London, 1983.
4. Kumar, S and N.K. Uberoi: Managing Secularism in the New Millennium, Excel Books, 2000.

5. **Business Ethics – Richard De George.**
 6. **Management Ethics – William Evans**
 7. **Business Ethics – B.H. Agalgatti**
 8. **Reimann, Beinard C Managing for Value: A Guide to value based Strategic Management – Oxford: Blackwell, 1987.**
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Course No. : 401

Course Title : MANGEMENT INFORMATION SYSTEM

Objectives : **To Develop the basic understanding amongst the students about the decision support system of the artificial intelligence for business organization.**

Course Contents:

- 1. Introduction: Need purpose- Objectives; place in the organization; concept design model; Role of MIS in the organization ;choice of information technology; Multimedia approach to information processing ;Decision of information technology for proper MIS.**
- 2. Introduction to information technology- Computer communication Hardware-Software. Different computer system configurations; Date processing, transaction processing validations and controls.**
- 3. Concept under MIS: Decision making: Principals and process of decision making: types and systems of decision making; methods and tools of decision making under various objective conditions;**
- 4. Information concepts: Definition and difference between date and information; Relevance o information to decision making; source and types of information; Quality of information; perfect information and value of additional information; information modeling with reference to its user and processors; systems: system definition- types of systems; use of control principal in system design; open, closed, deterministic and probabilistic systems; Use of feedback principal for control methods of handling complex systems; Relevance of choice of systems in MIS.**
- 5. Organization –Structures and types of organization; Decision making and information flow in the organization; Dynamics of organizational behavior, culture, attitudes and managements style.**
- 6. Assessing information needs of the organization: Need to analyze information needs of organization as a whole: Methods and tools of assessing information needs: information modeling by decision and its user; Relation of nature, type quantity and quality of information to type of decision, its impact on the decision maker.**
- 7. MIS design: Prototyping and CASE Tools; MIS Structure; systems analysis and design; Design of MIS plan and its implementation; Introduction to RDBMS; Introduction to decision supports systems. (DSS).**
- 8. Application of MIS.**

Suggested readings:

- 1. Davis Gordon B and Olson Margreth H.: Management of Information Systems**
- 2. Jawadekar, W.S.: Management Information System**
- 3. Raplh H. Sprague Jr. and Barbara C McNurlin: Information System Management in Practice**
- 4. Jayashankar; Decision Support System**
- 5. Kroenke David: Management Information System – 2nd Edition**

6. **Banerjee Utpal K.: Management Information System – A Frame work – New Delhi: Vikas Publication, 1996.**
7. **Blokclijk Andre: Planning and Design of Information Systems – London: Academic Press, 1987.**
8. **Wilkinson Joseph W.: Information System for Accounting and Management – Concepts, Applications and Technology – Englewood and Cliff: Prentice Hall, 1987.**
9. **Dickey, J.W. Metropolitan Transportation Planning – New Delhi, Tata McGraw Hill, 1980.**
10. **Grey, G.E. and Hole, L.A.: Public Transportation Planning: Operations and Management – Englewood Cliffs, New Jersey, Prentice Hall Inc., 1979.**
11. **Gupta, M.P.: Metropolitan Transportation System – New Delhi, National, 1983.**
12. **Papacostas, C.S.: Fundamentals of Transportation Engineering – Englewood Cliffs, New Jersey, Prentice Hall Inc., 1987.**

Course No. : 402 (MKT)
Course Title : MARKETING MANAGEMENT – PAPER I – CONSUMER
BEHAVIOUR

Objectives :

To acquaint students with understanding of patterns of consumers behaviour and to equip them in designing marketing strategies.

Course Contents:

- 1. Consumer Behaviour: Introduction – Economics Marketing & Social Concepts – Consumer Powers. CB Models – Consumer Decision Making Process Models – Types of Consumer, Product & Services.**
- 2. Determinants / Factors Influencing Consumer Behaviour – Needs, Motivation, Involvement, Perception, CB & Personality, Self Concept, Learning, Memory, Attitude, Culture, Demographics & Social Class – Family & Reference Groups – Cross Cultural Marketing.**
- 3. Consumer Satisfaction: Concept, Consumer Delight – Consumer Surprise – Consumer & After Sales Services – Consumer Buying Motives & Psychology.**
- 4. Diffusion of Innovations: Diffusion Process, Individual differences in innovativeness – Brand Loyalty.**
- 5. Industrial Buying Behaviour: Participants in Industrial Marketing – Stages of Industrial Buying Process – Reseller Market – Government & Marketing.**
- 6. Consumer Protection: Education Methods.**
- 7. Consumer Movement: History & Scope, Consumer Welfare concept.**
- 8. Global Consumer: New dimensions – problems and prospects of understanding the behaviour of global customer.**

Suggested readings:

- 1. Marketing Management: Philip Kotler**
 - 2. Fundamentals of Marketing: Stanton & Futrell**
 - 3. Consumer Power: M.J. Anthony**
 - 4. Customer Focused Marketing: Ian Chasten**
 - 5. Modern Marketing Management: R.S. Davar**
 - 6. Consumer Behaviour: Leon G Schiffman & L.L. Kanuk**
 - 7. Consumerism: Sherelekar**
 - 8. Indian Cases in Marketing: Dr. Dilip Sarwate**
 - 9. Consumer Behaviour: Engel James F., Chicago, Dryden Press 1990**
 - 10. Customer Behaviour: Consumer Behaviour and Beyond: Sheth Jagdish Et. Al., Fort Worth-Dryden Press, 1999.**
 - 11. Business Magazines viz Business Today, Business India, A&M**
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Course No. : 403 (MKT)
Course Title : MARKETING MANAGEMENT – PAPER II – STRATEGIC
MARKETING

Objectives :

To develop skills for analyzing market and designing appropriate strategies for higher market share.

Course Contents:

- 1. Market situation analysis; Analysis of competitor's strategies and estimating their reaction pattern and competitive position.**
- 2. Market leader strategies – Expanding the total market, Protecting market share, Expanding market share.**
- 3. Market challenger strategies – Choosing and attack strategy.**
- 4. Market follower strategies; Market niche strategies; Competitive market strategy for emerging industries.**
- 5. Declining industries and fragmented industries; Balancing customer and competitor orientations. Industry segmentation and competitive advantage.**
- 6. Product differentiation and brand positioning, Competitive pricing.**
- 7. Competitive advertising, Role of sales promotion in competitive marketing.**
- 8. Strategic marketing in global economy – selected case studies.**

Suggested readings:

- 1. Kayank, E and Savitt, R. Comparative Marketing Systems, New York, Praegar, 1984.**
 - 2. Kotler, Philip Marketing Management: Analysis, Planning, Implementation and Control, New Delhi, Prentice Hall of India, 1997.**
 - 3. Dolan, Robert J.: Strategic Marketing Management – Boston: HBS Publications, 1991.**
 - 4. Khurana Rakesh: Strategic Marketing Management – Concepts and Cases: An Indian Context, Delhi: Global Business, 1995.**
 - 5. McDonald William J.: Cases in Strategic Marketing Management – An Integrated Approach, New Jersey: Prentice Hall, 1998.**
 - 6. Wilson, Richard M.S.: Strategic Marketing Management – Planning, Implementation and Control; Oxford: Butterworth Heinemann, 1992.**
 - 7. Manoj Kumar: Strategic Marketing in Global Economy: New Delhi: Excell, 2003.**
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Course No. : 404 (MKT)
Course Title : MARKETING MANAGEMENT – PAPER III – ADVERTISING
& MEDIA MANAGEMENT

Objectives :

To acquaint students with role of media in promotion mix and to equip them in taking media decisions.

Course Contents:

- 1. Advertising: Its functions and role in changing business scenario. Advertising, Sales promotion, Publicity, Public relations and salesmanship – Promotion mix – Advertising in marketing mix – Types of advertising – Indoor and outdoor advertising, Objections to advertising, DAGMAR concept.**
- 2. Advertising environment: Influence on society, economy – social, cultural & ethical issues – Advertising emerging trends – Internet, Website, Internet (Portal) advertising. Role of advertising in service sector: banking, hotel, tourism etc.**
- 3. Advertising research: Advertising effectiveness studies – Testing techniques.**
- 4. Advertising and sales promotion: Campaign – Its objectives – Push-Pull strategies. Corporate advertising: Industrial advertising – Non-commercial advertising – Its new dimensions – Advertising communication.**
- 5. Ad-agency: Obligations and responsibilities – Functions/services – selection and coordination, Organization set-up.**
- 6. Media management: Media mix planning – Clutter problems – Types of media – Merits and demerits – Criteria for media choice – Media research – Print, Direct mail, Sales literature, T.V., Radio, Cable, Satellite, Outdoor, P.O.P. and Trade shows.**
- 7. Advertising and advertisement: Presentation – Advertising copy – its body parts, details study and analysis (Slogan, Headlines, Logo, Use of models etc.)**
- 8. Advertising and promotion budget: Techniques.**

Suggested readings:

- 1. Mishra M.N.: Sales Promotion & Advertising Management – Mumbai, Himalaya, 1994.**
 - 2. Advertising: David Ogilvy.**
 - 3. Chunawalla S.A.: Advertising Theory & Practice 2nd Revised Edition – Mumbai, Hamalaya, 1994.**
 - 4. Parente, Donald: Advertising Campaign Strategy: A Guide of Marketing Communication Plans – 2nd Edition: Fortworth: Dryden, 2000.**
 - 5. Sissors, Jack Z: Advertising Media Planning – 4th Edition, Lincolnwood – NTC, 1996.**
 - 6. Journals: 1. HBR 2. A&M 3. Advertising Agencies of India Publications.**
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Course No. : 405 (MKT)

Course Title : MARKETING MANAGEMENT PAPER-IV
RURAL AND SOCIAL MARKETING

Objectives: In India, three fourth of the population is rural and nearly one-third of the National income is generalized by rural areas, hence it becomes important for students of Marketing to understand the Psyche of Rural population, their needs, desire, aspirations and behaviour. Further, number of service generating organization are engaged in the social Transformation Process like Educational Institutions, Hospitals and other Government and Non-Governmental organizations. These are marketing their services what principles they need to follow will be addressed by this course. Hence the course gives exposure to the students about Rural and Social Marketing Fundamentals.

Course Contents:

1. Rural Marketing Introduction: Definition; Myths and Reality of Rural Markets; Characteristics of Rural People; Rural market Environment; Rural Infrastructure; Problems of Rural Marketing as regards Product Positioning; Distributions; Language; Media; Transport etc. Challenges for Rural Marketing.
2. Rural Marketing Strategies: Rural Market Segmentation; Product Strategies; Pricing Strategies; Promotion Strategies; Distributor Strategies; Rural Marketing Research; Role of IT in Rural Marketing Research: Role of IT in Rural Marketing (e-Chaupals etc.) with few case studies; Marketing of Rural and Cottage Industry Products. Future of Rural Marketing in India.
3. Foundation of Social Marketing: Definition; Nature and Scope; Social Marketing Challenges; Conceptual Framework of Social Marketing; Need for Social Marketing.
4. Social Marketing Strategies and Applications: Social Markets Segmentation; Product Strategies; Marketing Mix; Pricing Strategies; Promoter Strategies: Role of Govt. and NGO's in Social Marketing; Social Marketing; Applied in Family Planning; Medicare; small Savings; AIDS Preventions.

Case Studies**Text Books:**

1. S.M. Jha, "Social Marketing", Himalaya Publishing House, Delhi, 2004.
2. Kotler P., "Strategic Marketing for Non-Profit Organizations", PHI, Delhi 2002
3. Gopalaswamy T.P., "Rural Marketing", Wheeler Publishing, Delhi, 2004
4. Krishnamacharyulu, C.S.G and Rama Krishnan Lalitha, "Rural Marketing – Text and Cases", Pearson Education, Singapore Pvt. Ltd, 2002

Reference:

1. Kotler, P. and Roberto E., "Social Marketing: Strategies for Changing Public Behaviour", Free Press, New York, 2002.
2. Kotler P., "Principles of Marketing", PHI, Delhi, 2003.
3. Gupta S.L., "Rural Marketing", Wisdom Publication, Delhi, 2004

Course No. : 402 (IBM)
Course Title : INTERNATIONAL BUSINESS MANAGEMENT – PAPER I -
GLOBAL BUSINESS STRATEGIES

Objectives :

To prepare theoretical base for understanding global business and to study strategies adopted in such global business dealings

Course Contents:

- 1. Global business – an overview.**
- 2. International business theories.**
- 3. Liberalization and Globalization of Business.**
- 4. Strategic management of global business.**
- 5. Competitive strategy and global business environment effects of MA and MV in competitive strategic formula in achieving & retaining global competitiveness.**
- 6. Business ethics & global strategic management.**
- 7. International labour and capital movement (Mobility).**
- 8. Recent trends in global business.**

Suggested readings:

- 1. V.K. Bhalla & S. Shivramu: International Business Environment & Management**
 - 2. Davidson William H.: Global Strategic management – New York: John Wiley, 1982**
 - 3. Negandhi Anant R.: International Strategic Management – Lexington: Lexington Books, 1989**
 - 4. Sheth Jagdish N.: Global Strategic management perspective – Cincinnati: South Western Publication, 1989**
 - 5. Veron – Wortzel Heidi – Global Strategic management: The Essentials – 2nd Edition, New York: John Wiley, 1985.**
 - 6. Ellis John: International Business Strategy – London: Pitman, 1995**
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Course No. : 403 (IBM)
Course Title : INTERNATIONAL BUSINESS MANAGEMENT – PAPER II -
INTERNATIONAL FINANCIAL MANAGEMENT

Objectives :

To study sources of financing cross border trade and methods of availing of such finances.

Course Contents:

- 1. Scope and significance of international finance – Finance function.**
- 2. Principal borrowing instruments – Syndicated loan, N.I.F. FRN, CP etc. Euro bond market.**
- 3. International trade finance – Export and import finance. External commercial borrowings and documentary credits mechanism.**
- 4. Short term financial management in MNC's – Buyers and suppliers credit; Foreign direct investment.**
- 5. Country risk analysis.**
- 6. Portfolio investment in India.**
- 7. Methods of international trade settlement.**
- 8. Case studies in international financial management.**

Suggested readings:

- 1. Prof. A.V. Rajwade: Foreign Exchange, International Finance & Risk Management – New Delhi, Academy of Business Studies, 1995**
 - 2. Prof. P.G. Apte: International Financial Management – New Delhi, TMH, 1995**
 - 3. V.K. Bhalla & S. Shivaramu: International Business Environment & Management – New Delhi: Anmol, 1996**
 - 4. Baker James C.: International Finance Management – Market and Institutions – New Jersey: Prentice Hall, 1998**
 - 5. Haskins Mark E.: International Finance – Reporting And Analysis – Chicago: Irwin, 1996**
 - 6. Sharan V.: International Finance Management – PHI, 2000**
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Course No. : 404 (IBM)
Course Title : INTERNATIONAL BUSINESS MANAGEMENT – PAPER III -
EXPORT – IMPORT PROCEDURES AND DOCUMENTATION

Objectives :

To enable students to become conversant with cross border trade procedure & practices followed by Indian Banks dealing in FOREX operations.

Course contents:

- 1. Trade and exchange control regulations relating to import and export. Procedure to start export – import activity.**
- 2. Foreign letter of credit-Parties – types and mechanism – opening of foreign L.C.**
- 3. Financing of export – Pre and Post shipment finance / Negotiation / Purchase / Discounting of export bills – factoring – Project exports – Deemed export – Crystallisation of export bills.**
- 4. Handling of export / import documents / B.E., Invoices, Transport, Risk bearing, Statutory documents – INCOTERMS.**
- 5. Guarantees used in International Trade**
- 6. Cargo clearance – Types of containers/ stuffing / Handling / Loading / Unloading operations**
- 7. Applications of exchange rates in FOREX transactions.**
- 8. Role of ECGC.**

Suggested readings:

- 1. Exchange Control Manual – R.B.I. – Vol I & II**
 - 2. A.P. / DIR – Circulars of R.B.I.**
 - 3. Import – Export Policy 2002-2007 – Ministry of Commerce Publication**
 - 4. Handbook of Import – Export Procedure – Ministry of Commerce Publication**
 - 5. UCPDC – ICC 500 & 522**
-

Course No. : 405 (IBM)
Course Title : INTERNATIONAL BUSINESS MANAGEMENT – PAPER IV -
WORLD BUSINESS ENVIRONMENT

Objectives :

To study economic environment of cross border trade dealings (international economics) and analyze developments in international monetary scene.

Course contents:

- 1. Economic and non-economic environment.**
- 2. Theories of international trade – Terms of trade – Tariffs and other barriers to trade.**
- 3. Regional blocks – European Economic Community, GATT, WTO, UNCTAD.**
- 4. World financial environment – Fixed and Flexible exchange rate.**
- 5. Exchange rate and BOP – IS/LM/BB analysis under macroeconomic policy. Monetary approach and portfolio balance approach to BOP.**
- 6. International money market, OFF-shore financial centers, Euro Dollar market.**
- 7. Crisis in S.E. Asia and other countries.**
- 8. Changing trade in world Business environment.**

Suggested readings:

- 1. Kindleberger: International Economics**
 - 2. Sodersten and Reed: International Economics**
 - 3. Mundell Robert: International Economics**
 - 4. V.K. Bhalla and S. Shivaramu: International Business Environment and Management**
 - 5. Francis Cherunilam: International Economics**
 - 6. Colham David: The Economic International Trade – Cambridge: Woodhead Faulkner 1979**
 - 7. Berry, Briam J.L.: The Global Economy – Eaglewood Cliffs: Prentice Hall.1993**
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Course No. : 402 (PROD)
Course Title : PRODUCTION AND OPERATIONS MANAGEMENT–PAPER I –
PURCHASING AND MATERIALS MANAGEMENT

Objectives :

To acquaint students with decision-making for effective and efficient purchase, storage and flow of materials in manufacturing and service organizations with reference to material handling and logistics.

Course Contents:

1. Role of purchasing and materials management – Objectives, Organization and interrelationships.
2. Determination and description of material quantity, Material planning in push and pull system, MRP and JIT; Receiving and incoming quality inspection, Acceptance, Sampling plans, Vendor-process capability.
3. Cost reduction techniques – Standardisation, Simplification and variety reduction; value analysis and value engineering, Make or buy decisions; Purchasing research, Sources of supply, Price determination and negotiation, Vendor rating, Selection and development.
4. Legal aspects of purchasing, Public purchasing and tendering; International purchasing – Procedures and documentation.
5. Purchasing of capital equipments – Appraisal methods, Evaluating suppliers efficiency.
6. Material logistics – Warehousing management, Material handling, Traffic and transportation.
7. Stores layout, Classification and codification, Disposal of scrap, Surplus and obsolete materials, Inventory control of spare parts.
8. Materials Information System.

Suggested readings:

1. Ansari A and Modarress B. JIT Purchasing, New York, Free Press, 1990.
2. Baily P. etc. Purchasing Principles and Management, London, Pitman, 1994.
3. Burt, David N. Englewood Cliffs, Proactive Procurement, New Jersey, Prentice Hal Inc., 1994.
4. Dobler, D.W. etc. Purchasing and Materials Management, New York, McGraw Hill, 1990.
5. Farrington B and Waters, Derek W. – Managing Purchasing, London, Chapman & Hall, 1994.
6. Gopalkrishnan P. and Sunderashan M. Handbook of Materials Management, New Delhi, Prentice Hall of India, 1994.
7. Poirier Charles: Advanced Supply Chain Management: SanFrancisco: Barnet Koehler, 1999.
8. Lambert, Doughus M.: Fundamentals of Logistics Management: Boston, McGraw Hill, 1998.
9. Christopher, Martin: Logistics and Supply Chain Management: London: Prentice Hall, 1998.

Course No. : 403 (PROD)
Course Title : PRODUCTION AND OPERATIONS MANAGEMENT–PAPER II

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QUALITY SYSTEMS AND MANAGEMENT

Objectives :

To acquaint students with basic concept of Total Quality Management (TQM) from design assurance to service assurance with emphasis on International Quality Certification Systems.

Course Contents:

1. **Basic concept of total quality (TQ); Evolution of total quality management; Components of TQ loop;**
2. **Conceptual approach to S.Q.C. Acceptance sampling and inspection plans; Statistical Process Control; Process Capability studies;**
3. **Humanistic aspects of TQM: Management of quality control and zero defect programmes; Quality improvement teams; Q-7 tools;**
4. **Quality costs; Taguchi loss function; Functional linkage of quality with reliability and maintainability; Failure analysis; (FTA/FMEA) and optimum maintenance decisions;**
5. **Total Productive Maintenance (TPM);**
6. **Quality audits; Lead assessment and ISO-9001-2000 standards;**
7. **Marketing aspects of T.Q.: Total Quality Services: Total Quality and Safety; Six Sigma.**
8. **Mathematical examples on SQC.**

Suggested readings:

1. **Carruba, Eugene R. and Gorden, Ronald D. Product Assurance Principles: Integrating Design Assurance & Quality Assurance, New York, McGraw Hill, 1991.**
2. **Grant, Eu-genu L and Leavenworth, Richards, Statistical Quality Control, McGraw Hill, New York, 1991.**
3. **Lochner, Robert H. and Matar, Joseph E. Designing for Quality. London, Chapman & Hill, 1990.**
4. **Pike, John and Barnes, Richard. TQM in Action. London, Chapman & Hill, 1994.**
5. **Scdmidt, Warren H. and Finnigan, Jerome P. TQ Manager. San Francisco, Jossey Bass, 1993.**
6. **Spenley, Paul. World Class Performance through TQ, London, Chapman & Hall, 1992.**

Course No. : 404 (PROD)
Course Title : PRODUCTION AND OPERATIONS MANAGEMENT–PAPER III
PRODUCTION PLANNING AND CONTROL

Objectives :

To develop a broad conceptual framework based on the research done to bridge the gap between the theoretical solutions on one hand and the real world problems on the other in ‘production’, ‘planning’ and ‘control’.

Course Contents:

- 1. Production planning and control function; Material requirement planning; Production inventory systems; Forecasting for inventory and production control;**
- 2. Aggregate planning: Job shop planning;**
- 3. Scheduling and control;**
- 4. Just-in-Time production; Line balancing;**
- 5. Planning for high volume standardized products;**
- 6. Procedures and documentation in production planning and control;**
- 7. Application of computers; ERP.**
- 8. Case Studies in production planning and control.**

Suggested readings:

- 1. Caubang, Ted C. Readings on Production Planning and Control, Geneva, ILO.**
 - 2. Vollmann, T.E. etc. Manufacturing Planning and Control, Homewood, Illinois, Richard D Irwin, 1988.**
 - 3. Shtub Avraham: Enterprise Resource Planning (ERP) – The dynamics of Operations Management: Boston, Kluwar, 1999.**
-

Course No. : 405 (PROD)
Course Title : PRODUCTION AND OPERATIONS MANAGEMENT–PAPER IV
OPERATIONS RESEARCH

Objectives :

To introduce the students to the principles of operations research techniques and their applications in decision making. Students will also be required to use computer packages for data processing purposes.

Course Contents:

- 1. Post optimality analysis – Sensitivity analysis, Parametric programming.**
- 2. Inventory control techniques.**
- 3. Replacement models and policies – Replacement problem and system reliability.**
- 4. Applied queuing models.**
- 5. Network models.**
- 6. Dynamic programming.**
- 7. Non-linear programming technique (Quadratic Programming).**
- 8. Case studies in operations research.**

Suggested readings:

- 1. Operational Research – By Hillier & Lieberman**
 - 2. Operational Research – By Kanti Swaroop / P.K. Gupta / Manmohan**
-

Course No. : 402 (HRM)
Course Title : Human Resource management- Paper- I -LABOUR LEGISLATION
Objective :

To acquaint the students with the legal formalities and prerequisites to functioning of industries, the treatment to be mandatorily meted out to workmen, the jurisprudence of labour and the history of Trade unionization. Here the attempt shall be limited to providing them only with a cursory view of the legal ambit of business owing to constraint of time and level of attainment of the students. The ubiquitous requirement of instruction in every legislation shall be a discussion on the nature, scope and applicability of the enactment, which is not mentioned separately under the head “Contents”.

Course Details :

1. Industrial Jurisprudence & Trade Union Movement
Jurisprudence (concept in brief). An overview of Industrial Jurisprudence,; Principles such as Social Justice, Natural Justice, Equity and National Economy, History or Trade Union Movement; Discussion (Brief) on prominent Trade Unions formation, membership, functions, political affiliation and weaknesses.
2. The Factories Act, 1948
Definition of Factory, Manufacturing process, Worker, Occupier, Health, Welfare and Safety Provisions; Hours of Work, Annual Leave with Wages.
3. The Payment of Wages Act, 1936
Definition of Wages; Rules for payment of wages; Authorised Deductions from Wages; Obligations of Employers and Employees.
4. The Industrial Employment (Standing Orders) Act, 1946
Definition of Certifying Officer, Employer, Certification of Standing Orders, Acts and Omissions constituting misconduct.
5. The Industrial Disputes Act, 1947
Definition of Industry, Industrial Disputer, Award, Public Utility Service, workman; concept of Strike, Lock-out, Lay-of, Retrenchment and Closure; Machinery set up for resolution of disputes, both with State intervention and without State intervention.
6. Shops and Establishments Act (The Bombay Act, 1948)
Definition of Commercial Establishment Shop; Registration of establishments; working hours of shops, restaurants, theatres; Employment of Women and Children, Health and Safety; Obligation of Employers.

Reference Books

Unit I, II, III, IV & VI - A. M. Sharma - "Industrial Jurisprudence and Labour Legislation" Himalaya Publication.

Unit V - P.R.N. Sinha & Orgs. - "Industrial Relations, Trade Unions and Labour Legislation"; Pearson Education.

Course No. : 403 (HRM)
Course Title : Human Resource management- Paper- II -TRAINING & DEVELOPMENT METHODOLOGY

Course Objective :

To expose students to all the necessary aspects of Training and Development function.

Course Details:

1. Concepts of Education, Training, Development & Learning.
2. Designing the training programme
Defining the Aim; Defining the Learning objectives determining the contents; choosing the Methods; Determining the Resources; Designing the Course; Presenting the Course; Review to improve; preparing the physical learning environment.
3. Learning Theories
Reinforcement Theories; Cognitive Theories; A Process Model of Adult Learning Experimental Learning Theory Learning to Learn and Self - Development Mental Process; Neuro - Linguistic Programming (NLP)
4. Learning Methods
Lectures; Demonstration; Discussions; Active Participation Methods, i.e. Case study, Role Play, Simulation, Games.
5. Learning Theories
Reinforcement Theories; Cognitive Theories; A Process Model of Adult Learning Experimental Learning Theory Learning to Learn and Self - Development Mental Process; Neuro - Linguistic Programming (NLP).
6. Learning Methods
Lectures; Demonstration; Discussions; Active Participation Methods, i.e. case study, Role Play, Simulation, Games.
7. Audio-Visual Aids Types
Display Aids Projected Aids Printed Aids Visual Aids
8. Evaluation of Training
Purpose of Training Types of Evaluation, Self-Evaluation
9. Trainer's Evaluation, Learner's Evaluation

Reference Books:

Managing the Training process	-	Mike Wills
Resource Based Learning	-	Julie Dorell
Learning to Change	-	Shalia harri Augetein & Lann M. Webb

Course No. : 404 (HRM)
Course Title : Human Resource management- Paper- III -COMPENSATION AND BENEFITS MANAGEMENT

Course Objective:

Compensation is a vital H.R. function that requires, like any other H.R. function, careful planning and implementation. In wake of the ever evolving socio-economic scenario, it becomes imperative that every H.R. professional in the making is updated, with information regarding the tax implication and other issues governing the administration of compensation and peripheral benefits that become payable to employees in the organization.

Course Details:

Introduction

Concept of compensation and Benefits Mgt. policies of organization factors affecting compensation and benefits decisions: scope and importance of compensation and benefits Managements: Pay models; compensation committee and cooperative governance; Labour cost and its components.

Time keeping and time booking

Concept of Time Keeping and time booking; idle time, treatment of idle time: concept of flextime and time working and implementation.

Attrition

Reasons of Attrition; implications of Attrition: costs associated with attrition: remedies to overcome attrition

Pay models and structure of compensation

Components of compensation package: Types of incentives, diff methods of designing incentives; cost to the company concept (CTC) methods and procedures of wage payment and e-transfer.

Taxation aspect

Taxation of the earning; Management of fringe benefits: other perquisites ESOP; Fringe benefits tax; drafting a letter in the light of statutory applicable provisions.

Performance linked pay systems

Job evaluation; Merit rating; performance appraisal; Reward management.

HR Accounting

Accounting of HR, treatment of HR in Balance sheet: Mapping with compensation

International HR issue related to compensation

Designing payment of ex-patriots: Deputation allowance for the employees depute out (abroad).

Books Recommended:

- 1. Labour cost accounting and compensation management: A.P. Rao.**
- 2. New Compensation Management in changing environment.**
- 3. Managing Human Resources: W.F Cascio.**

Course No. : 405 (HRM)
Course Title : Human Resource management- Paper- IV -EMPLOYEE
ADMINISTRATION, INDUSTRIAL RELATIONS AND LABOUR WELFARE

Course objective :

The administration of employees in the organization becomes a daunting task if personnel policies are not cautiously formulated and administered. Further it is essential to make adequate arrangements to set up machinery for the trail and resolution of industrial disputes. This course is structured to give an insight to the students in the areas of maintaining employee relations and the welfare provisions to be made available to them.

- I. Personnel Policies:
Standing Orders, personnel policy manual, personnel records (contents of a personal file)
- II. Employee Administration:
Disciplinary Action; conducting preliminary inquiry; Domestic Inquiry; Show Cause notice; charge-sheet methods; suspension pending inquiry dismissal' kinds of retirement; V.R.S.
- III. Evolution of Employee Relations:
Concept; changing phases of Management and employee relations in wake of labour reforms: new paradigms in employee relations.
- IV. Industrial Disputes and their Resolution:
The industrial Disputes Act. 1947: Definition of "Industrial Dispute", causes and machinery set up to resolve these disputes, grievance handling.
- V. [a] Strikes and Lock-Outs:
Forms of strikes provision pertaining to legality of strikes (acc. To the I.D. Act, 1947); concept of lock-out: legality of lock out (as per the I.D. Act.) Penalties for legal Strikes and Lock- Outs, Significance of strikes and lock- outs in the globalised scenario.
- VI. Trade Unions:
Definition of a Trade Approaches to employees welfare: Statutory welfare provisions.

Suggested readings:

- **Industrial Relations: Arun Monappa –Tata Mc Graw Hill.**
 - **Industrial Relations, Trade unions and Labour Legislation: P.R.N. Sinha & Ors- Pearson education**
 - **Personnel Administration: C.B. Mamoria –Himalaya Publication**
 - **Departmental Inquiries: Concepts procedure and practices Dewarkar and Sangita Goel- Jaico Publishing house.**
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Course No. : 402 (FIN)
Course Title : FINANCIAL MANAGEMENT – PAPER 1 –
APPLIED CORPORATE FINANCE

Objectives :

To acquaint students with principles of corporate finance and their application in financial management.

Course Contents:

- 1. Financial planning: In the corporate environment: Financial forecasting: Long range planning and short range planning.**
- 2. Sources of corporate finance: (1) Seed capital, Equity share capital, Preference share capital, Debentures, Public deposits, Venture capital (ii) Institutional finance: LIC, UTI, IFCI, ICICI, IDBI etc. (iii) Finance for working capital (iv) Internal sources: Depreciation as source of finance, Bonus shares, Retained earnings.**
- 3. Management earnings: Dividends policies, Dividend theories, Capital structure and earning per share, Trading on equity.**
- 4. Company incorporation, Company administration and corporate governance: Borrowing powers, Maintenance of records, returns, accounts. Register of members. Shareholder's rights. Appointment of auditors.**
- 5. Cost audit, Audit committees. Directors' accountability. Investigation powers of the government.**
- 6. Corporate taxation: Elements of income-tax. Definitions: Company, Indian Company, Domestic Company, Dividends, Deductions, Set off of loans, Depreciation.**
- 7. Tax planning; Computation of total income; MAT; Tax holidays; Wealth tax on companies.**
- 8. Audit of limited companies: Appointment of auditors; Powers and duties of an auditor; Inspection of documents and books; Auditor's report.**

Suggested readings:

- 1. Financial Management – I.M. Pandey, 8th ed., Vikas: 1999**
 - 2. Financial Management – Theory & Practice – Prasanna Chandra**
 - 3. Khan M.Y. – Basic Financial Management: New Delhi, TMH 2000.**
 - 4. Arnold Glen – Corporate Financial Management: Pitman, 1998.**
 - 5. Emery Douglas – Corporate Financial Management: Pearson Edu. Aria, 1997.**
 - 6. Vijay Gopalan – Indian Corporate Financial Management: Himalaya, 1997.**
-

Course No. : 403 (FIN)
Course Title : FINANCIAL MANAGEMENT – PAPER II –
RISK AND INSURANCE MANAGEMENT

Objectives :

To provide students with broad perspective of Risk Management and to acquaint with essential details of Insurance Contracts & Markets.

Course Contents:

- 1. Introduction to risk management – Different meanings of risk and risk management process.**
- 2. Objectives of risk management – Risk and value maximization.**
- 3. Fundamentals of corporate risk management – Risk management and shareholders wealth.**
- 4. Loss financing methods – Derivatives.**
- 5. Introduction to insurance – Insurance market place – Regulatory framework.**
- 6. Principles of insurance contract – Documentation / Underwriting and claims.**
- 7. Insurance pricing – regulation of insurance companies in India – Marketing of insurance products and pension funds in India.**
- 8. Life insurance and other personal insurances.**

Suggested readings:

- 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**
-

Course No. : 404(FIN)
Course Title : FINANCIAL MANAGEMENT – PAPER III
INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

Objectives :

To provide students knowledge and understanding regarding the theory and practice of security analysis, investment decision making and portfolio management.

Course Contents:

- 1. Investment – return & risk.**
- 2. Risk & Return: Total Risk and its factors.**
- 3. Valuation of Equity Shares: Economic Analysis, Industry Analysis, Company Analysis.**
- 4. Valuation of Fixed Income Investments:**
- 5. Portfolio Management: Introduction to Portfolio Management, Capital Market Theory, Portfolio Analysis, Portfolio Management Strategies, Capital Asset Pricing Model, Portfolio Revision.**
- 6. Recent Developments in Investment Management.**

Suggested readings:

- 1. Amling, Frederic, Investment. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1983.**
 - 2. Bhalla, V.K. Investment Management: Security Analysis and Portfolio Management, 8th ed., New Delhi, S. Chand, 2001.**
 - 3. Fischer, Donald E. and Jordan, Ronald, J. Security Analysis and Portfolio Management, 6th ed., New Delhi, Prentice Hall of India, 1995.**
 - 4. Fuller, Russel J and Farrell, James L. Modern Investment and Security Analysis. New York, McGraw Hill, 1993.**
 - 5. Haugen, Robert H. Modern Investment Theory. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1987.**
 - 6. Huang, Stanley S.C. and Randall, Maury R. Investment Analysis and Management, London, Allyn and Bacon, London, 1987.**
 - 7. Sharpe, William F. etc. Investment, New Delhi, Prentice Hall of India, 1997.**
-

Course No. : 405 (FIN)
Course Title : FINANCIAL MANAGEMENT – PAPER IV –
MERGERS AND ACQUISITIONS

Objectives :

The purpose is to study various aspects like analysis, accounting & regulation of mergers & takeovers against the SEBI guidelines.

Course Contents:

- 1. Types of and Motives For Business Combinations: A) Form of Business Combinations: Mergers Acquisitions. Takeovers. Amalgamation. Leveraged Buy-outs B) Motives for Businesses Combinations: Accelerated Growth. Enhance Profitability. Diversification of Risk. Tax Benefits. Financial Benefits. Increased Market Power etc.**
- 2. Analysis of Mergers: A) Planning: SWOT Analysis. Corporate Goals, Relevance of Product Market Strategies. Analysis of Industry Specific and Firm Specific Information. B) Search and Screening: How and Where to Look? Alternatives to Mergers: Is Merger the Best Alternative? C) Financial Evaluation: Determination of Cash – Flows. Areas of Risk. Purchase Consideration. Best Way to Finance the Merger.**
- 3. Regulation of Mergers and Takeovers: A) Companies Law B) Income-Tax Law C) SEBI Guidelines for Takeovers D) Other Applicable Laws.**
- 4. Accounting for Merges and Acquisitions: A) Accounting Standards in India. International Accounting Standards B) Pooling of Interests Method C) Purchase Method.**
- 5. International Business Combinations: A) Brief Study of Legal and Practical Aspects. International Business Combinations B) Joint Ventures Abroad C) Exchange Regulations in India Relating to Cross-Frontier Business Combinations.**

Suggested readings:

- 1. Mergers, Restructuring & Corporate Control – Weston, Chung & Hoag**
 - 2. Financial Management and Policy – Van Horne**
 - 3. Principles of Corporate Finance – Brealey and Myers**
 - 4. Financial Management – I.M. Pandey**
 - 5. Mergers and Takeovers – Legal and Practical Aspects – Institute of Charters Accountants of India.**
-

Course No. : 402

Course Title :Retail Management Paper- I -Fundamentals of Retail

Objective: **The objective of this paper is to promote an understanding of Basic of Retail. Concepts, importance of Franchising in Retail industry have been discussed.**

Unit I Retailing – Definition & Importance – Indian vs Global Scenario – Types of Retailing – Store Retailing – Non Store Retailing

Unit II: Types of retail formats- Franchising in retailing : Meaning - Types ,Advantages & Disadvantage of Franchising, elements of Franchising Retail organization structure – Major functional areas – careers in retailing

Unit III: Retail Location – Factors affecting retail location decision – Site selection – Factors affecting site selection – Steps in selecting site – Location based retail strategies

Unit IV: Store design – Interiors & exteriors – Store layout – Types of layouts – Factors affecting store layout – Retailing image mix – Store Façade

Unit V: Retail Strategies – Differentiation strategies – Growth strategies – Expansion Strategies – Pricing strategies.

Suggested Readings:

- 1. Retailing Management – Swapna Pradhan**
- 2. Retail Marketing Management – Swapna Pradhan**
- 3. Retail Management – Gibson Vedamani**
- 4. Retail Management – Levy & Weitz**
- 5. Channel Management & Retail Management – Meenal Dhotre**
- 6. Retail Marketing Management – David Gilbert**
- 7. Retail Management - Ron Hasty & James Reardon**
- 8. The Art of Retailing – A.J. Lamba**
- 9. Retail Management – W. Steward**
- 10. Retail Management – Analysis, Planning & Control – David Walters**

Course No. : 403

Course Title : Retail Management Paper- II - Financial Management in Retail

Objective : The objective of this paper is to promote an understanding of financial management in Retail. Concept, importance and application of financial management in Retail industry have been discussed.

Unit I: Financial system in Retail Marketing, Evolution of Indian Financial System, type of markets, type of Banks,

Unit II: Regulatory Bodies of Financial System; instrument of financial system, International Exchange – foreign exchange market, foreign investment and its regulation

Unit III: Profit Planning, Planning Profit margins, Retail Accounting statements,

Unit IV: Asset Management, Strategic Profit Model, Other Key business Ratios, Financial Trends in Retailing

Unit V :Budgeting, Preliminary Budgeting Decision, Ongoing budgeting process, Allocation of Funds, Merchandise Budget,

Unit V I:Resource Allocation, Credit Management, Magnitude of various costs

Unit V II: Inventory valuation, Cost and Retailing Methods of Accounting, Designing control Units, Cost Control

Suggested Readings;

- 1. Sheikh Arif, Fatima Kaneez, “Retail Management”, Himalaya Publishing House, 2008.**
- 2. Berman Barry & Joel R. Evans, “Retail Management : A Stratgic Approach”, Prentice Hall, 2007.**
- 3. Retail & Manufacturing Products/Applications – www.planalytics.com**
- 4. Van Horne, J.C. and Wachowicz, Jr.JM, “Fundamentals of Financial Management”, New Delhi, Prentice Hall of India, 1996.**
- 5. Chandra P., “Financial Management – Tyheory and Practice, New Delhi, Tata McGraw Hill, 2002.**
- 6. Bhatt, Sudhindra, “Financial Management”, Excell Books, New Delhi 2008.**

Course No. : 404

Course Title : Retail Management Paper- III- HRM IN RETAIL

Objective: To familiarize the students with importance of HRM in Retail Business and acquaint them with the methods of developing required skills and commitment among employees for better performance:

Unit-I Introduction to HRM in Retail: Meaning, Importance, People oriented nature of Retail Business, Competitive advantage through effective HRM.

Unit-II Organization Design and Structure: Setting up a Retail Business, Consideration of Organization Design, Organizational arrangement by Retail Business, Chain Retailers and Diversified Retailers, Specific Task to be performed by Retail Business dividing task among channel members and customers, Grouping task in to jobs and classifying jobs. Organization Chart of Retail Business.

Unit-III Manpower Planning & Recruitment in Retail Business: Manpower planning for retail business – Manpower planning, Manpower forecasting, Manpower scheduling, Manpower Budgeting and Manpower outsourcing in Retail Business. Acquisition of Manpower – Recruitment, Sources of Recruitment, Types of employees in Retail Business, Special features of recruitment in Retail Business.

Unit-IV Developing Skills of Retail Employees: Training Programme for existing and fresh employees, Methods of Training in Retail Business on typical task – Lectures, Demonstration, Video, Programmed Instruction, Sensitivity Training, Case Study, Role Play, Behavior Modeling and Competency Based Instructions.

Unit- V Motivation and Resources Environment of Retail Business: Women in Retailing, Human Resources & Executive Information System

Suggested Readings

- 1. Suja R. Nair, Retail Management, Himalaya Publishing House, Mumbai (2006)**
- 2. Gibson G. Vedamani, Retail Management – Functional Principles and Practices, Jaico Publishing House, Mumbai (2009)**
- 3. Berry Berman, Joel R. Evans, Retail Management: A strategic Approach, Pearson Prentice Hall, New Delhi (2009)**
- 4. V.V. Gopal, Retail Management: An Introduction, ICFAI University Press.**

Objective : This course provides the student with a comprehensive view of merchandising, buying systems, store layout etc. in a practical retail managerial environment. The aim is to equip students with basic understanding of the major building blocks of retailing, such as visual merchandising and display analysis

Unit 1: Planning Merchandise Assortments: What is Merchandise Management? Methods of planning and calculating inventory levels, Merchandiser skills and profile, Range Planning, Merchandise assortment and support.

Unit 2:Buying Merchandise: Negotiating the purchase, assortment planning process, sourcing, arranging and displays, space management, organizing the buying process by categories and objectives, international sourcing decisions, meeting vendors, establishing and maintaining strategic partnerships with vendors, ethical and legal issues in purchasing merchandise.

Unit 3: Buying Systems: Merchandise Budget Plan, Open to buy, Staple Merchandise Buying system, Allocating Merchandise to store, analyzing merchandise performance, Markups and Markdowns in Merchandise Management, Shrinkage in Retail Merchandise Management, Gross Margin Return on Inventory.

Unit 4: Store layout, Design and Visual Merchandising: Atmospherics, store layout, space planning, space mix, floor space management, Merchandise presentation techniques, shop displays

Unit 5: Retail Communication Mix: Role of Retail communication Program, planning the Retail communication Program, Implementing Retail Advertising Program, promoting the retailer as a brand, selecting the promotional mix, advertising and sales promotion, publicity, personal selling and relationship marketing, Frequent shopper loyalty.

Unit 6: Brand building and advertising management: Advertising and sales promotion- strategic considerations for decision making (Media planning, advertising research, creative strategy), Micro- marketing in retailing, Life cycle of a brand, brand positioning and role of advertising, brand – consumer relationship, power brands, super brands, corporate brands.

Unit 7: Globalization in advertising: Retail revolution, Advertising standardization, Advertising styles in different countries, the global media, knowledge process outsourcing, Independent Media buying outfits.

SUGGESTED READINGS:

- 1. “Retail marketing management” by “David Gilbert” – Pearson Education**
- 2. “Retail Management” by “Vedamani”**
- 3. “RETAILING: Environment and Operations” by Andrew J. Newman and Peter Cullen- Thomson learning**
- 4. “The world of Retailing” by “Levy and Weitz”**
- 5. “Advertising Management” by “Jaishri Jethwaney” and “Shruti Jain” – Oxford publishing**

Course : 406

Course Title : TRAINING PROJECT

A student shall be required to undergo training in the Organization for a period of 50 days during Vacation (after completion of Semester III external examinations during the Second year of the degree programme)

The organization, where student intends to join will be (i) Joint Stock Co. (either public or private) or Government Co. (ii) Registered Partnership or Official Franchise (iii) Central or State Government Department or Agency including Defense Organization (iv) Non-Government Organization or Non-Profit Societies. Associations or Bodies incorporated under law of the land.

The objectives of the training project are (a) to expose the students to the organizational work culture (b) to obtain knowledge and understanding of technical and operational aspects of the organization.

A guideline for conduct of the training project will be provided by the academic centre. Students have to strictly follow the guidelines.

A student shall be required to submit a Certificate from the Organization about the satisfactory completion of the training. A presentation and viva based on student's

Training Project will be held in during the Semester IV examination.

The Training Project report will be evaluated for 100 marks.

Course No. : 501

Course Title : INNOVATION AND TECHNOLOGY MANAGEMENT

Objectives :

To acquaint students with the indicators of technology and market survey of effective technology diffusion strategy and the parameters on which technology is assessed and evaluated.

Course contents:

- 1. Technological Indicators: Make or buy decision; Techno market survey; Technology Assessment and Technology Evaluation (TA & TE); Methodology of TA; TA Imperatives.**
- 2. Organization and management of TA; TE Parameter.**
- 3. Financing the technology; Government funding: CSIR, IDBI, ICICI, CII and UNDP, DRDO. Etc.**
- 4. Venture capital; Identification or core competence: Technology absorption and diffusion- terminology and concepts;**
- 5. Constraint in technology absorption: Technology absorption efforts –Case studies.**
- 6. Management of technology absorption; Technology absorption. Future thrust for technology absorption.**
- 7. Importance of diffusion; Diffusion strategies; Case studies Indian experiences.**
- 8. Technology marketing issues and strategies- Internal transfers, exports etc.**

Suggested readings:

- 1. Burgelman Robert A: Strategic management of Technology and innovation- Home wood: Irwin, 1988.**
 - 2. Hawthorne, Edward P: Management of Technology. London, Mc Graw hill, 1978.**
 - 3. Fransman, Martin & Kenneth king Technological Capabilities in the Third world Machmillan, 1984.**
 - 4. Jain, Ashok, S Pruthi, K.C. Garg, S.Anabi: Indicators of Indian Science & Technology, Segment Books Publ. 1996.**
 - 5. Twis, Brain & Goodrige, Managing Technology for Competitive Advantage, Pitman, 1989.**
-

Course No. : 502 (MKT)

Course Title : **MARKETING MANAGEMENT – PAPER V**
RELATIONSHIP MARKETING

Objectives :

To study customer business relationship with emphasis on CRM Techniques.

Course Contents:

- 1. Concept: Consumer satisfaction based on healthy relationship and interaction as the fountainhead of successful marketing; Need and significance in the context of emergence of mass production technologies;**
- 2. Mass media, mass marketing, mass consumption, mass customization; Categories, Groups, segments, sub-segments, individuals with great expectations and sensitivity to product and price; Communication appeals.**
- 3. Shift over emphasis from transaction marketing to relationship marketing; Consistent application of up-to-date knowledge of individual customers;**
- 4. Product and service design communicated interactively; Development of continuous, long-term and mutually beneficial relationship.**
- 5. Customer bonding: Customer selection and rejection; Categories of customer bonding; Levels of customer bounding; Shape of customer profile.**
- 6. Consumer versus business relationship and customizing for masses; Customer versus B2B market places; Preconditions for mass customization; A range of approaches to mass customization; Developing a mass customization strategy; A mass customization plan.**
- 7. Planning for CRM and technology for CRM; CRM plan; ECRM; Application of IT for successful CRM.**
- 8. Implementation of CRM and building more customers through CRM: CRM application; CRM – a smart decision; Future of CRM; Sales force automation; Case-studies.**

Suggested readings:

- 1. Ronald Swift: Accelerating Customer Relationship**
 - 2. Dick Lee: Customer Relationship Management Planning Guide**
 - 3. Moira Clark, Martin Christopher, Adrian Payne, Helen Peck: Relationship Marketing**
 - 4. Gordon: Relationship Marketing**
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Course No. : 503 (MKT)
Course Title : MARKETING MANAGEMENT – PAPER VI
SALES AND DISTRIBUTION MANAGEMENT

Objectives :

To acquaint the student with the concepts about developing a sound sales and distribution policy and organizing and managing sales force and marketing channels.

Course Contents:

- 1. Nature and scope of sales management.**
- 2. Setting and formulating personal selling objectives; Recruiting and selecting sales personnel; Developing and conducting sales training programmes.**
- 3. Designing and administering compensation plans; Supervision of salesman; Motivating sales personnel; Sales meetings and sales contests;**
- 4. Designing territories and allocating sales efforts; Objectives and quotas for sales personnel;**
- 5. Developing and managing sales evaluation programme.**
- 6. Sales cost and cost analysis.**
- 7. An overview of marketing channels, their structure, functions and relationships.**
- 8. Channel intermediaries – Wholesaling and relating; 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.**

Suggested readings:

- 1. Anderson, R.: Professional Sales Management – Englewood Cliffs, New Jersey, Prentice Hall Inc., 1992.**
- 2. Anderson, R.: Professional Personal Selling – Englewood Cliffs, New Jersey, Prentice Hall Inc., 1991.**
- 3. Dalrymple, DJ Sales Management: Concepts and Cases, New York, John Wiley, 1989.**
- 4. Stanton, William J: Management of A Sales Force – Chicago, Irwin, 1995.**
- 5. Still, R.R.: Sales Management – Englewood Cliffs, New Jersey, Prentice Hall Inc., 1988.**
- 6. Walters David: Retail Marketing Management – London: MacMillan, 1987.**

Course No. : 504 (MKT)

Course Title : **MARKETING MANAGEMENT – PAPER VII**
BRAND MANAGEMENT

Objectives :

To impart in-depth knowledge to the students regarding the theory and practice of brand management.

Course Contents:

- 1. What is a Brand? Brand attributes; Brand characteristics; brand personality; brand image and brand association.**
- 2. Brand identity; Perspectives of brand identity; brand identity structure – value proposition and credibility; Organisational association; Brand loyalty. Strategic brand analysis; leveraging of brands; Managing brand system.**
- 3. Organizing brand building and brand leadership – classic v/s new imperatives; brand leadership tasks; brand success and brand failure.**
- 4. Brand positioning and repositioning; brand extension; brand architecture.**
- 5. Market complexity; brand confusion; brand beyond advertising; role of sponsorship and web.**
- 6. Brand equity – measuring of brand equity: cost based, price based, consumer based methods.**
- 7. Global brands – planning process and practice; Brand franchise; Brand ambassador; Celebrity branding; B2B branding; Service branding; Retailer issues in branding.**
- 8. Case studies in brand management.**

Suggested readings:

- 1. Aaker, David A.: Managing Brand Equity, New York, Free Press, 1991.**
- 2. Czemiawski, Richard D. and Michael W. Maloney: Creating Brand Loyalty, AMACOM, NY, 1999.**
- 3. Kapferer J.N.: Strategic Brand Management, New York, Free Press, 1992.**
- 4. Murphy, John A.: Brand Strategy, Cambridge, The Director Books, 1990.**
- 5. Steward, P.: Building Brands Directly; London, Macmillan, 1996.**
- 6. Upshaw, Lyhh B.: Building Brand Identity: A Strategy for Success in a Hostile Market Place New York, John Wiley, 1995.**
- 7. Schmitt Bernad: Marketing Aesthetics – A Strategic Management of Brands Identity and Image: New York – MacMillan, 1997.**
- 8. Interbrand: Brands – The New Wealth Creator – London, MacMillan, 1998.**
- 9. Nicholas Ind.: The Corporate Brand – London, MacMillan, 1997.**
- 10. Varma Harsh: Brand Management New Delhi; Excell 2002**
- 11. David A. Aakar: Building Strong Brands and Managing Brand Equity - New York The Free Press**
- 12. David A. Aakar and Erich J.: Brand Leadership – New York, The Free Press**
- 13. Fiona Gilmore: Brand Warriors – London, Harper Collins.**
- 14. Y.L.R. Moorthi: Brand Management – The Indian Context – New Delhi Vikas.**

Course No. : 505 (MKT)

Course Title : **MARKETING MANAGEMENT – PAPER VII
SERVICES MANAGEMENT**

Objectives :

To acquaint students with the challenges before service providers while marketing their products and with a conceptual framework for effective marketing of service by customer oriented approach in service delivery.

Course Contents:

- 1. Services marketing: Introduction – History – Role of services in growing economy – Importance of marketing of services – Services vis-à-vis tangible goods – Classification of services to gain strategic insight – 4 P's for marketing of services.**
- 2. Service as a product: Dimension of services – Understanding customer expectations – Developing and managing customer service functions – case studies.**
- 3. Designing services for marketing: Process – Blue print of services – Servicescape – The impact of physical surroundings on customers and employees – Developing new services.**
- 4. Customer service: Developing and managing customer service functions – Customer relationships.**
- 5. Service quality and customer satisfaction: Measuring service quality and managing customer satisfaction. Measuring quality of service – Servqual.**
- 6. Understanding costs and developing pricing strategies.**
- 7. Delivery and promotion of services.**
- 8. Managing information technologies in the organization – Building a total customer oriented service organization.**

Suggested readings:

- 1. Christopher H. Lovelock: Managing Services**
 - 2. Christopher H. Lovelock: Service Marketing**
 - 3. Parasuram & Berry: Marketing Services**
 - 4. Heskett, Sasser & Hart: Service Breakthroughs**
 - 5. Zeithaml & Bitner: Services Marketing – McGraw Hill**
 - 6. Kasper Hans: Services Marketing Management – Chichester, 1999.**
 - 7. Dr. S. Shajahan: Services Marketing – Himalaya.**
-

Course No. : 502 (IBM)

Course Title : INTERNATIONAL BUSINESS MANAGEMENT – PAPER V
INTERNATIONAL MARKETING

Objectives :

To acquaint students with marketing principles and practices in respect of selling product across the border.

Course Contents:

- 1. International marketing – Definition, concept and setting.**
- 2. Planning for International Marketing.**
- 3. International Marketing Mix – Identification of Market.**
- 4. Product policy, promotion, pricing, distribution strategy.**
- 5. Marketing mix for services sector.**
- 6. Direct Marketing.**
- 7. Global Branding.**
- 8. Cases in International Marketing.**

Suggested readings:

- 1. Fram Bradley: International Marketing Strategy**
 - 2. Alexander Hiam & Charles Shaw: International Marketing**
 - 3. Philip Kotler & Armstrong: Principles of Marketing**
 - 4. Buzzel Robert D.: Global Marketing Management – Cases and Reading; 3rd Ed. Reading: Addison-Wesley, 1995.**
 - 5. Jain, Subhash C.: International Marketing, Management – 5th Ed., Cincinnati: South Western College, 1996.**
 - 6. Keegam Warner J.: Global Marketing Management – 5th Ed., New Delhi, Prentice Hall, 1995.**
 - 7. Quelch John A.: Cases in European Marketing Management – Burr Ridge: Irwin, 1994.**
 - 8. Varshney R.L.: International Marketing Management – An Indian Perspective – 10th Ed., New Delhi: Sultan Chand, 1996.**
-

Course No. : 503 (IBM)

Course Title : INTERNATIONAL BUSINESS MANAGEMENT – PAPER VI
INTERNATIONAL LAWS

Objectives :

To acquaint students with statutory framework of cross border trade dealings.

Course Contents:

- 1. Uniform customs and practice for documentary credits – ICC – UCP 500.**
- 2. Uniform rules for collections – ICC – UCP – 522.**
- 3. Exchange Control Manual – RBI Vol. I & II.**
- 4. FEMA / EXIM POLICY – 2002 – 2007.**
- 5. India's Custom and Baggage Rules.**
- 6. Intellectual Property Rights, Trade Marks, Patents etc.**
- 7. Sale of Goods Act – Relevant provisions.**
- 8. Case reports on international laws.**

Suggested readings:

- 1. U.C.P.D.C. – 93 Revision – I.C.C. Publication No. 500 & 522**
 - 2. Export – Import Policy – 2002-2007**
 - 3. Schaffer, Eark, Agusti.: International Business Law & its Environment**
 - 4. Mansell Wade: A Critical Introduction to Law – London – Cavendish, 1995.**
 - 5. Baxi Upendra: Mass Disaster and Multinational Liability – New Delhi: Indian Law Institute, 1986.**
-

Course No. : 504 (IBM)
Course Title : INTERNATIONAL BUSINESS MANAGEMENT – PAPER VII
FOREIGN EXCHANGE MARKETS

Objectives :

To acquaint students with functioning of FOREX market with special reference to exchange rate mechanism and derivative instruments.

Course Contents:

- 1. Foreign exchange market – Necessity, nature, dealings and type.**
- 2. Constituents of foreign exchange markets – LIBOR / SIBOR etc.**
- 3. World financial markets.**
- 4. Exchange rate operations in Forex market. Exchange arithmetic.**
- 5. Forex markets of India – Structure and size.**
- 6. Spot and forward dealing in Forex market: Exchange rate card.**
- 7. Currency option; Future; Swap dealings in Forex market.**
- 8. Case studies in Forex market.**

Suggested readings:

- 1. Prof. A.V. Rajwade: Foreign Exchange, International Finance and Risk Management – New Delhi: 1995.**
 - 2. Adrian Buckley: The Essence of International Money – Prentice Hall Series.**
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Course No. : 505 (IBM)
Course Title : INTERNATIONAL BUSINESS MANAGEMENT – PAPER VIII
INDIA’S FOREIGN TRADE POLICY

Objectives :

To acquaint students with the trend, structure and pattern of India’s foreign trade and its impact on India’s balance of payment.

Course Contents:

- 1. Trend, structure, composition and pattern of India’s foreign trade.**
- 2. Statutes governing India’s foreign trade i.e. Exim policy; Handbook of Import and Export procedure.**
- 3. B.O.P. in general and analysis of India’s balance of payment.**
- 4. Developments in Indian foreign trade: Five year plan.**
- 5. BOU, EPZ and EPC’s in India.**
- 6. Financing methods of foreign trade available in India; Role of BCGC/FDI.**
- 7. Foreign direct investments in India.**
- 8. Latest developments in India’s foreign trade.**

Suggested readings:

- 1. Reports on Currency & Finance – R.B.I. Publication Vol. I & II**
 - 2. Annual Reports – Ministry of Commerce Publication**
 - 3. Ingram & Dunn: International Economics**
 - 4. V.K. Bhalla & Shivarama: International Business Environment and Management**
 - 5. Kumar Satish: Developing Countries in International Trade Relations – Allahabad: Chugh Publications, 1987.**
 - 6. WTO Annual Report 1998 – Geneva: WTO, 1999.**
-

Course No. : 502 (PROD)

Course Title : PRODUCTION AND OPERATIONS MANAGEMENT – PAPER
V-

LOGISTICS MANAGEMENT

Objectives :

To acquaint students with basic theory and techniques of logistics in the changing business environment to improve effectiveness and competitiveness of an enterprises. Students would be encouraged to use computer software packages for problem solving.

Course Contents:

- 1. Introduction to logistics and its interface with production and marketing;**
- 2. Measures of logistics; Physical distribution and logistics;**
- 3. Logistics system analysis and design; Warehousing and distribution centers; Location; Transportation systems: Facilities and services;**
- 4. Dispatch and routing decisions and models;**
- 5. Inventory management decisions;**
- 6. Logistics audit and control; Packaging and materials handling;**
- 7. International logistics management.**
- 8. Logistics – future directions.**

Suggested readings:

- 1. Ballau, Renald H.: Business Logistics Management, Englewood Cliffs, New York: Prentice Hall Inc., 1992.**
 - 2. Beal K.: A Management Guide to Logistics Engineering, U.S.A., Institute of Production Engineering, 1990.**
 - 3. Benjamin S.B.: Logistics Engineering and Management. Englewood Cliffs, New York, Prentice Hall Inc., 1996.**
 - 4. Christopher, M.: Logistics and Supply Chain Management; Strategies for Reducing Costs and Improving Services, London, Pitsman, 1992.**
 - 5. James, C.J. and Wood; Donald F.: Contemporary Logistics, New York, Macmillan, 1980.**
 - 6. Shapiro, R.: Logistics Strategy – Cases and Concepts – St. Paul, West, 1995.**
 - 7. Oak Brook: Reuse and Recycling – Reverse Logistics Opportunities; Council of Logistics Management, 1993.**
-

Course No. : 503 (PROD)

Course Title : PRODUCTION AND OPERATIONS MANAGEMENT-PAPER VI-
TRANSPORTATION MANAGEMENT

Objectives :

To acquaint the students with the problems faced in planning policy for executing the transportation system.

Course Contents:

- 1. Growth of urbanization and problems of transportation; Transport-challenges and limitations;**
- 2. Government activities in transportation;**
- 3. Transportation systems – Planning, operation and management;**
- 4. Trip generation and distribution; Load planning; Transportation modes and their selection;**
- 5. Sequential travel demand forecasting models;**
- 6. Future developments in transportation;**
- 7. Motor Vehicle Act 1988 and its impact on urban transportation system; Emission norms.**
- 8. Case studies in transportation management.**

Suggested readings:

- 1. Baerwald, J.E.: Transportation and Traffic Engineering Handbook – Englewood Cliffs, New Jersey, Prentice Hall Inc., 1976.**
 - 2. Bell, G. etc.: The Business of Transport – Plymouth, McDonald and Evans, 1984.**
 - 3. Dickey, J.W. Metropolitan Transportation Planning – New Delhi, Tata McGraw Hill, 1980.**
 - 4. Grey, G.E. and Hole, L.A.: Public Transportation Planning: Operations and Management – Englewood Cliffs, New Jersey, Prentice Hall Inc., 1979.**
 - 5. Gupta, M.P.: Metropolitan Transportation System – New Delhi, National, 1983.**
 - 6. Papacostas, C.S.: Fundamentals of Transportation Engineering – Englewood Cliffs, New Jersey, Prentice Hall Inc., 1987.**
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Course No. : 504 (PROD)

Course Title : PRODUCTION AND OPERATIONS MANAGEMENT-PAPER VII
SERVICE OPERATIONS MANAGEMENT

Objectives :

To acquaint students with decision making in planning, design, delivery, quality and scheduling of service operations and role of service quality and operations in emerging services economy in India.

Course Contents:

- 1. Matrix of service characteristics; Challenges in operations management of services;**
- 2. Aggregate capacity planning for services; Facility location and layout for services;**
- 3. Job Design – safety and physical environment; Effect of automation; Operations standards and work measurement;**
- 4. Measurement and control of quality of services; Dynamics of service delivery system;**
- 5. Scheduling for services personnel and vehicles; Waiting-line analysis;**
- 6. Distribution of services; Production-support services; Maintenance of services;**
- 7. Inventory control for services;**
- 8. Case studies on professional services.**

Suggested readings:

- 1. Bowman David E. etc.: Service Management Effectiveness – Balancing Strategy, Organization and Human Resources Operations and Marketing, San Francisco, Jossey Bass, 1990.**
 - 2. Collier David A.: Service Management: Operating Decisions; Englewood Cliffs, New Jersey, Prentice Hall Inc., 1987.**
 - 3. Fitzsimmons, James A and Sullivan, Robert S.: Service Operations Management; New York, McGraw Hill, 1982.**
 - 4. Heskett, James L. etc.: Service Breakthroughs – Changing the Rules of the Game, New York, Free Press, 1990.**
 - 5. Murdiek, R.G. etc.: Service Operations Management; Boston. Allyn and Bacon, 1990.**
 - 6. Sharma, J.K.: Service Operations Management; Delhi, Anmol, 2001.**
 - 7. Voss, C. etc.: Operations Management in Service Industries and the Public Sector; Chichester, Wiley, 1985.**
-

Course No. : 505 (PROD)

Course Title : PRODUCTION AND OPERATIONS MANAGEMENT-PAPER-VIII
WORLD CLASS MANUFACTURING

Objectives :

To acquaint students with the world class manufacturing environment and optimized production principles.

Course Contents:

- 1. World class manufacturing environment: Imperatives for success - Technology, systems approach and change in the mindset;**
- 2. Strategic decisions in manufacturing management: Choice of technology; Capacity; layout / automation in material handling systems; Aggregate planning and master production scheduling.**
- 3. Materials Requirement Planning (MRP) – Software in use – Manufacturing Resources Planning (MRP-11) Software in use – Implementation problems – Indian experience;**
- 4. Optimised production; Technology principles advocated by Eliyahu Goldrater; Just – In – Time system: JIT manufacturing system JIT pull system – Use of Kanban, JIT purchase - Time system: JIT manufacturing system, JIT pull system – Use of Kanban, JIT purchase – Source development, Buyer – seller relations;**
- 5. Supply Chain Management / Bench marking;**
- 6. Failure Mode Effect Analysis, Fault – tree analysis, Concurrent engineering principles, Taguchi's quality loss function and Robust design concept, Designing products through 'Fuzzy' Logic.**
- 7. Total employee involvement and small group activities; Customer driven project management (Integration of TQM, Project management systems with customer – driven team structure); Automation in design and manufacturing; Automated material handling equipments.**
- 8. Role of IT in World class manufacturing, Flexible Manufacturing Systems (FMS), Group technology / Cellular manufacturing systems; Six Sigma.**

Suggested readings:

- 1. Buffa, Elwood et al: Programmed learning for Production and Operations Management – Illinois, Learning System Co., 1981.**
- 2. Devistiotis, Kostas N: Operations Management Auckland, McGraw Hill, 1981.**
- 3. Hughes, Chris: Productions and Operational Management – London, Pan Books, 1985.**
- 4. Schonberger, Richard J: Japanese Manufacturing Techniques, NY, Free Press, 1982.**

Course No. : 502 (HRM)

Course Title : HUMAN RESOURCE MANAGEMENT – Paper – V-
PERFORMANCE MANAGEMENT SYSTEMS

Course Objectives :

- **To enable students, knowledge of managing performances for greater success.**
- **To provide information about the latest developments and trends in the practice of Performance Management.**

Course Details:

I. Introduction to Performance Management

Meaning of Performance Management, Scope, features of effective Performance Management Systems; use and of effectiveness of Performance Management Systems, Performance Management as an interlinked process.

II. Application of Performance Management Systems

Conceptual framework for Performance Management, Developing an effective MIS and Performance feedback system, Link between Performance Management and pay; Performance Management and job evaluation; Performance Management for teams.

I. Performance Management Process

Defining Performance Measures – Types of measures; Criteria for Performance Measures; Setting Performance Standards; Competence & Competency Analysis; Guidelines for conducting performance Management.

II. Developing and Maintaining Performance Management Systems

Introducing Performance Management to employees and enabling learning about Performance Management; Performance Management training; Evaluating Performance Management – areas for examination and methods.

III. Impact of Performance Management Systems on Individuals and Organizations

Significance of Performance Management for, improving employee performance and overall organizational performance; Strategic linkage between performance Management and achievement of Organisational goals; Measuring contribution and impact of performance Management.

IV. Evaluation of Performance Management Systems used by Organisations Currently

Balance Score Card as a management system, Linking multiple score card measures to a single strategy, limitations of financial measurement of business performance. The Balance Score Card model – Financial perspective, Customer perspective, Internal Business – Process perspective, Learning and growth perspective.

Best practices in industry regarding Performance Management and Systems, Research on views about Performance Management, Problems and key issues in Performance Management.

Books Recommended

- 1. Performance Management – Michael Armstrong & Angela Barren**
 - 2. Performance Management Vol – I – Lowe P (Kogan Page India Pvt. Ltd.)**
 - 3. Performance Appraisal – Fister M (Kogan Page India Pvt. Ltd.)**
 - 4. Performance Management – T V Rao**
 - 5. Maximum Performance Management – Josept H Boyett & Henry P Conn**
 - 6. Balance Score Card – P.S. Kaplan & D.P. Norton**
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Course No. : 503 (HRM)

Course Title : HUMAN RESOURCE MANAGEMENT – Paper – VI-
ORGANIZATIONAL DEVELOPMENT AND CHANGE
MANAGEMENT

Objectives :

1. **To impress the importance of Human Approach for imbibing change.**
2. **To get a sound understanding of the various OD interventions used in organizations**

Course Contents:

1. **Introduction to OD: - History of OD – Survey researches feedback stem, action research Stem, Socio-technical & Socio – clinical stem, Values, Assumptions & beliefs in OD, Chronology of events in Management & Organization thought, early statements of OD values & assumptions, Implication of OD values & assumptions.**
2. **Theory & Management of OD: - Foundation of OD; Models and theories of planned change – Systems theory, Participation & empowerment – teams & team work, Parallel learning structure – Normative re-educative strategy of changing. Applied Behaviour Science – action Research.**
3. **Managing the OD Process: - Diagnosis – Action Component: OD interventions, Program Management Component, Action Research & Organization Development.**
Action Research: a process and approach, History and varieties of action research OD Interventions: - An Overview of OD Interventions, Classifying OD Interventions.
4. **Team Interventions, Team & Teamwork: Strategic units of Organization Broad Team building interventions – The formal group diagnostic meeting. The formal group team building meetings, Process consultation meeting Role analysis technique, A role negotiation technique, Force field analysis.**
5. **Comprehensive Interventions: - Beckhard’s confrontation meetings, Strategic Management activities Survey feedback System 1 – 41, Grid organization development, Schein’s cultural analysis, Trans organizational development.**
6. **Structural Interventions: - Socio-technical systems (STS) Self Managed teams; Work redesign, MBO & Appraisals – Quality Circles, Quality of work life projects, Physical setting and OD, Total Quality, Management (TQM), Re-engineering and OD.**
7. **Individual Interventions: - Sensitivity training – Behaviour Modeling, Life & Career planning, issues in client consultant relationships. Transactional Analysis, Johari Window.**

Reference Books:

1. **Organization Development – Wendell L. French, Cect H Bell Eastern Economy addition, Publisher Prentice – Hall**
2. **Images of an Organization – Gareth Morgan**
3. **Change Management – Dump & Stacy**
Adison – Wesley Series on OD Sage Publication (28 Books)

Course No. : 504 (HRM)

Course Title : HUMAN RESOURCE MANAGEMENT – Paper – VII-
STRATEGIC HUMAN RESOURCE MANAGEMENT

Objectives :

To teach participants the skill they need to seize new opportunities & adapt quickly to shifting condition.

Course Details:

- I. Business & Corporate Strategy**
- II. HR Role in facilitating the strategy formation process**
- III. Organizational Diagnosis: Gauging and developing organizational capabilities**
- IV. Overcoming structure hurdles reexamination of organizational structure**
- V. Change Management & Business Strategy**
- VI. Values and their role in shaping high performance organization Leadership & Organization Culture**
- VII. Developing measurement systems & linkage of this measurements to performance management to assist in strategy execution process.**

Reference Books:

- **Leading Change Through Human Resources: Towards a Globally Competitive India – Balaji C.S. Chandrashekhar & Dutla Rajan (Tata McGraw Hill)**
 - **Business Led HR Strategies – All India Management Association – M.L. Gupta (Excel Books)**
 - **Human Resource Strategy Architecture for Change – Chandra A & Kabra S (Response Books)**
 - **Organizations of the Future: A Strategic Organization Perspective – P.N. Khandelwal**
 - **Organization Diagnosis and assessment – HARRISON MI & SHIRON SAGE (New Delhi).**
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Course No. : 505 (HRM)

Course Title : HUMAN RESOURCE MANAGEMENT – Paper – VIII-
CAREER DEVELOPMENT SYSTEM

Objectives :

Understanding the importance of career strategies in rapidly changing environment and enabling the student in designing appropriate Career Development System.

Course Details:

- 1. Career development in a changing environment, Theoretical fundamentals of Career Development.**
- 2. Concepts of Career Anchor.**
- 3. Concept of competence, Competency Approach to development.**
- 4. Assessment Center and Competency Building.**
- 5. Career Paths, Career Translation and Plateauing, Career Development and Business Strategy.**
- 6. Succession planning and fast tracking.**
- 7. Dual – laddering for Career Development.**

Suggested readings:

T.B. Rao – Assessment Center

Vasant Naik – Assessment Center

Nitin Sarawadekar – Career Development

Course No. : 502 (FIN)

Course Title : FINANCIAL MANAGEMENT – PAPER V MANAGEMENT OF FINANCIAL INSTITUTIONS AND SERVICES

Objectives :

To acquaint the students with specific financial management problems of financial institutions including a detailed study of the working of the leading financial institutions in India.

Course Contents:

- 1. The role and importance of financial institutions.**
- 2. Financial management models and their applications in financial institutions; Application of the wealth maximization model to financial decisions.**
- 3. Evaluating risks and returns of assets and liabilities of financial institutions.**
- 4. Flow of fund analysis of the borrowing and lending behaviour of financial institutions; Interest rate analysis; interest rates in the financial system; Yield curve; Risk and inflation.**
- 5. Financial management of commercial banks; Banking law and regulation; Provisions of RBI's operations; Credit and monetary planning; Insurance companies; Thrift institutions; Development banks; Role of development banking in industrial financing in India; Capital adequacy and capital planning; Strategy of growth; Problems of time and cost over runs.**
- 6. Financial planning of financial institutions; Financial goals and proforma statements; Working and organization of different institutions in India like IFCI, ICICI, IDBI, UTI, LIC, MUTUAL Funds.**
- 7. International aspects of financial institutions.**

Suggested readings:

- 1. Bhalla, V.K. International Financial Management, 2nd ed., New Delhi. Anmil, 2001.**
 - 2. Bhalla, V.K. Managing International Investment and Finance. New Delhi, Anmil, 1997.**
 - 3. Buckley, Adrian. Multinational Finance. 3rd ed., Englewood Cliffs, Prentice Hall Inc., 1996.**
 - 4. Eiteman, David K and Stonehill, Arthur I. Multinational Business Finance. California, Addison – Wesley, 1988.**
 - 5. Johnson and Giaccotto. Options and Futures. St. Paul, West, 1995.**
 - 6. Kim, Suk and Kim, Seung. Global Corporate Finance : Text and Cases. 2nd ed., Miami, Florida, 1993.**
 - 7. Shapiro, Alam C. Multinational Financial Management. New Delhi. Prentice Hall of India, 1995.**
-

Objectives:

The objective of this course is to give students in-depth knowledge of the working of international financial markets.

Course contents:

- 1. History of the international financial system – The rise and fall of Bretton Woods, Globalisation and the growth of derivatives, The crash of 1994-96 and beyond.**
- 2. Euro-currency market, Euro-banking and Euro-currency centers, Deposit dealing and the term structure of Euro-currency rates, Euro-currency futures and options, Syndicated Euro-term structure of Euro-currency rates, Euro-currency futures and options, Syndicated Euro-credits.**
- 3. International bond markets – Introduction, New issue procedures in the Eurobond markets, Eurobond valuation and hedging.**
- 4. Interest rates and currency swaps, Pricing option, Features of international bonds, Forecasting and the Image of the Future.**
- 5. Central Banks and the Balance of Payments.**
- 6. The European monetary system and other regional artificial currency areas**
- 7. New instruments in international capital markets, International banking and country risk.**

Suggested reading:

- 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. Eiteman, David K and Stonehill, Arthur I. *Multinational Business Finance*. California. Addison- Wesley, 1988**
 - 5. Johnson and Giaccotto. *Options and Futures*. St. Paul. West, 1995**
 - 6. Kim, Suk and Kim, Seung. *Global Corporate Finance : Text and Cases*. 2nd ed., Miami, Florida, 1993**
 - 7. Shapiro, Alan C. *Multinational Financial Management*. New Delhi. Prentice Hall of India 1995**
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Course No. : 504 (FIN)

Course Title : FINANCIAL MANAGEMENT – PAPER VII
MANAGEMENT CONTROL SYSTEM

Objectives :

To acquaint the students with specific financial management problems of financial institutions including a detailed study of the working of the leading financial institutions in India.

Course Contents:

The Main Objective of the course is to appraise the students the about the concept of management control system as well as its role in efficient management of public system organizations.

Course contents:

- 1. Management control – An overview: Nature, scope and concept of management control systems.**
- 2. Organization goals, Strategic planning and implementations, Organisation structure, Contingency theory, Organizational climate position of controller in the organization structure of an organization.**
- 3. Management control process: Programming, budgetary planning and procedures. Budgetary control, analysis of variances, Flexible budgeting, Zero-base budgeting, Performance budgeting, Accounting aspects of control including internal audit and control and value for money, Analysis and reporting, Variance reporting.**
- 4. Management control structure: Responsibility center, Responsibility accounting, Cost center, Profit center, Inter-divisional transfer pricing, Measurement of divisional performance including performance evaluation – qualitative and quantitative, Investment center.**
- 5. Behavioural aspects of management control: Motivation and morale, Goal congruency, Participative and responsive management. Human as a part of information process, Learning curves.**
- 6. Management control in specialized organization: Selected case studies on non-profit and public service organizations.**

Suggested readings:

- 1. Anthony, R N and Govindrajana V. Management Control Systems. 8th ed., Taraporevala, Chicago, Irwin, 1995.**
- 2. Emmanuel, C and Otley, D. Accounting for Management Control. London, Nostrand Reinhold, 1985.**
- 3. Ghosh, P K and Gupta, G.S. Cost Analysis and Control. New Delhi, Vision, 1985.**
- 4. Glynn, J.J. Value for Money: Auditing in Public Sector. London, Prentice Hall Inc., 1985.**
- 5. Hersey, P and Blanchard, H.B. Management of Organization Behaviour: Utilising Human Resources. New Delhi Prentice Hall of India, 1988.**
- 6. Maciariello, J A and Kirby C.J. Management Control System. Englewood Cliffs, New Jersey, Prentice Hall of Inc., 1994.**

Course No. : 505 (FIN)

Course Title : FINANCIAL MANAGEMENT – PAPER VIII

FOREIGN EXCHANGE MANAGEMENT

Objectives :

To acquaint participants with the mechanism of Forex Market, Measurement of Foreign Exchange Risk and Exposure.

Course Contents:

1. **Foreign Exchange Definition.**
2. **Forex Market, Nature & dealings – Exchange Rate Mechanism.**
3. **Understanding of Rate Card – Direct & Indirect Rate Quote. Exchange Arithmetic – Spot forward & Derivative Market. Exchange Risk & Exposure Management.**
4. **Documentary Credit Operations, Trade Settlement Methods – UCPDC – Import Letter of Credit.**
5. **Export Finance – Pre & Post-ship. Sources of External Finance – ECB – Loans,**
6. **Forex Documentation.**
7. **Balance of Payment & Exchange Rate.**

Suggested readings:

1. **APDIR Circulars of R.B.I.**
 2. **Aliber, Exchange Risk & Corporate International Finance**
 3. **A.C. Shapiro, International Financial Management**
 4. **International Finance by – Prof. Apte**
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Course No. : 502

Course Title : Retail Management Paper-V Information Technology, MIS and E-Retailing

Objective : The objective of this paper is to update and enhance the knowledge of students about application of Information Technology in Retailing. The Students will be acquire rich knowledge on how to use the information technology in Retail Sector, Scope of e-commerce and how to acquire the benefits of Information technology.

Unit I: Role of Information Technology in Retailing, Electronic data Exchange, Bar Coding, RFID, Electronic Payment Systems. I T in supply chain Management, Internal Supply Chain Management, E-Business & SCM, Building strategic partnership and trust within SCM.

Unit II: MIS in Retail

Unit III: History of e-commerce and its impact on Retailing Environment.

Unit IV; Web-hosting Services: The web-hosting service models; type of hosting accounts, choosing a web-hosting service. Retail Strategies on the Internet.

Unit IV : E-tailing technologies: Hardware and configuration, search engine and directories,

Commerce's services, Technology issues – basic infrastructure, security, pricing, Packaging

Unit V : IT in Customer Relationship Management, On-line customer service, Payment systems,

Unit VI: E-Retailing Strategy: Formulation an E-Retailing Strategy: Sector Strategies, E-Branding, Ownership issues.

Suggested Readings:

- 1. Sunil Chopra, Peter Meindal, DV Kalra, Supply Chain Management – Strategy, Planning and Operation, Pearson Education.**
- 2. Braj Mohan Chaturvedi, Supply Chain Management, ICFAI University Press.**
- 3. Rahul V, Altekar, Supply Chain Management Concepts and Cases, Prentice Hall India, New Delhi.**

Course No. : 503

Course Title : Retail Management Paper-VI- International Retail Management

Objective : The aim of the course is to provide students with the understanding of Traditional and contemporary frameworks of global retailing; Ways for an international retailing company to plan for and adapt to a complex, changing environment; Principles of strategic retail management, which the international retailing companies should implement in building their retail strategy on the global market.

Unit I: Concept of International Retail Marketing and its scope, objective of International Retail Marketing, Challenges and opportunities, Forces of International Retailing,

Unit II Global Retail Marketing Environment – Economic Environment, Socio cultural Environment, Legal and statutory framework, need for environment analysis, country risk Analysis.

Unit III: Global Marketing Research and information system, Process of Marketing Research, Significance of Retail Marketing Research,

Unit IV: Foreign Market Entry Strategies; their merits and demerits.

Unit V: International Pricing, Decisions and factors influencing uniform pricing Vs. market by market pricing.

Unit VI: Global Advertising, issues and challenges, merits and demerits of standardized global advertising theme.

Recommended Readings:

- 1. International Marketing by Cateora.**
 - 2. Global Marketing Management by Warren Keegan**
 - 3. Global Marketing Strategies by Jeannet.**
 - 4. International Marketing Management by Subhash Jain.**
 - 5. International Business Environment by Francis Cherunilam**
 - 6. Global Marketing-Foreign Entry, Local Marketing and Global Management by Johny K. Johanson.**
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Course No. : 504

Course Title : Retail Management Paper-VII- Supply Chain Management

Objective: To promote an understanding of the integrated supply chain to the achievement of organizational effectiveness.

Unit-I Introduction to Supply Chain Management: Meaning, Objectives and Importance, Decision phases, Process View, Competitive and supply chain strategies, Achieving strategic fit, Supply chain drivers.

Unit-II Planning Demand and Supply in Supply Chain: Supply Chain integration, Demand Forecasting in a supply chain, Managing Demand and supply in supply chain, Role of IT in forecasting.

Unit-III Designing the Supply Chain Network: Designing the Distribution Network, Role of Distribution, Factors influencing distribution, Design options, Modeling for supply chain, Network design in Supply Chain.

Unit-IV Logistics in Supply Chain Management: Introduction, Elements, Logistics interfaces with other areas, Approach to analyze Logistics System, Logistics System Analysis- Techniques, Factors affecting the cost and Importance of logistics.

Unit-V Logistics and competitive strategy: Competitive advantage, gaining competitive advantage through Logistics, The Supply Chain and competitive performance, the changing Logistics environment.

Unit VI Sourcing and Pricing in Logistics: I. Sourcing- In-house or outsource, Supplier scoring and assessment, Procurement process, Sourcing- Planning and Analysis II. Pricing- Pricing and Revenue management for multiple customers, Perishable products, Seasonal demand, Bulk and spot contracts.

Unit VII Just-in-time and ‘quick response’ logistics: The Japanese philosophy, Implication for logistics, ‘quick response’ logistics, Vendor management inventory, and Logistics system dynamics, Production strategic for quick response

Suggested Reading

1. Sunil Chopra, Peter Meindal, D.V. Kalra, Supply Chain Management- Strategy, Planning and Operation, Pearson Education.
2. Braj Mohan Chaturvedi, Supply Chain Management, ICFAI University Press.
3. Rahul V. Altekar, Supply Chain Management, Concepts and Cases, Prentice Hall India, New Delhi.
4. John Mentzer, Supply Chain Management, Response Books, Sage Publication, New Delhi.

Course No. : 505

Course Title : Retail Management Paper-VIII -Retail Marketing

Objective :The objective is to make students learn to apply marketing tools in a retail company. The students will also master market research methods and individual tools of marketing communication activities

Unit –I: Consumer versus customer, determinants affecting consumer behavior, models of consumer behavior, present-day consumer and his lifestyle.

Unit –II :Market research as a part of the information system of a retail company, types of market research, information sources. Groups of respondents for various types of market researches, ways of their selection.

Unit - III : Trade mark x Brand (essence, difference), meaning for a retail company, strategic brand management. Private labels of the retail chains.

Unit- IV: Marketing and commercial communications in a retail company, their substance, forms, characteristics, significance.

Unit- V: Forms of BTL(Below The Line) communication activities (In-Store, Sales Support, Sampling, Merchandising, Couponing, Event Marketing) and their use in a retail company. (

Unit- VI: Factors affecting Retail Price Strategy- (Govt., Consumer, Manufactures, Wholesalers & others), Developing a Retail Price Strategy, Retail Objectives & prices, Price Policy, Implementation of Price Strategy, Price Adjustment.

Unit- VII: Public Relations -- their significance in a retail company (substance, fundamentals and meaning), Media relations, Brand PR, corporate communications, crisis communication, effectiveness of PR campaigns and its measurement.

Suggested Reading

- 1. Retail Marketing Management 2nd Edition, David Gilbert Nov 2002, Paperback**
- 2. Retail Marketing, Publisher: AK PUBLICATIONS Author: Sandeep Kumar**
- 3. Retail Marketing, Publisher: Cengage Learning Author: Malcolm Sullivan, Dennis Adcock, Dennis Adcock**

Course No. : 506

Course Time : PROJECT MANAGEMENT

Objectives : TO UNDERSTAND THE FRAMEWORK FOR PREPARING AND EVALUATION PROPOSALS AND TO LEARN TOOLS AND TO LEARN TOLLS AND TECHNIQUES OF PROJECT MANAGEMENT.

Course contents:

- 1. Project management: concept and scope; types of projects; Generation and screening of project idea; importance and difficulties in project planning.**
- 2. Project risk management: Risk planning cycle; Technology platforms in risk management Risk modeling and simulation.**
- 3. Establishing the project: Feasibility studies: Technical studies: Financial analysis – tools and techniques.**
- 4. Social cost-benefit analysis: project profitability: Economic viability- Methods of assessment.**
- 5. Project organization: Project management team; Contacts-Planning, tendering, evaluation: legal aspects of contract management' Global tendering.**
- 6. Project network PERT evolution, techniques; Monitoring and control of projects –Projects evolution.**
- 7. Software project management: Activities covered; Activity planning; ISO certification; Specialised bodies.**
- 8. Case studies in project management.**

Suggested reading:

- 1. Chaudhary S: Project Mangement- Tata McGraw hill**
 - 2. Gopalkrishna P. Rammoorthi: Text books of project Management Mc Millan.**
 - 3. Nair N.G.: Rosuerce Mangement- Vikas**
 - 4. Hughes B. Cotterell Mike Software Project Mangement –Tata Mc Graw hill.**
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Course No. : 601 and 602

**Course Title : INTERNSHIP PROJECT AND VIVA
VOCE**

Internship Project

A student shall be required to undergo training in the Organization for a period of 4 months days after the end of the Vth Semester examination of the degree programme

The objective of this Internship work is to test the ability of the students to work on any topic/problem related to his / her elective functional area. It will be in the form of analysis of a problem, development of new product, method and technology or application of some new methods, policy analysis etc. The activities may include collection of information and data, analysis and interpretation of collected data and suggesting solutions, alternatives etc.

- A) For students who have already been working
For those students who have been placed and are working in different corporate Organizations, they should undertake Internship Project in a area of current issue which will enhance their academic worth and will serve the interest of the organization, where they are working. In consultation with the authorities of the organizations concerned. Internship Research projects can also be assigned to them by the organizations concerned.
- B) For students who are yet to be placed
For those students who are yet to be placed, such students must undertake Internship projects on a Topic of current economic / social relevance. Such projects should take into account the present problems faced by the industry and the society and seek viable solution for the same.

The organization, where student intends to join for internship projects will be (i) Joint Stock Co. (either public or private) or Government Co. (ii) Registered Partnership or Official Franchise (iii) Central or State Government Department or Agency including Defense Organization (iv) Non-Government Organization or Non-Profit Societies. Associations or Bodies incorporated under law of the land.

This is expected to be project based learning exercise to be undertaken by the student under the guidance of allotted guide / Corporate Guide in the month of Jan after the completion of V Semester Examination.

A student shall be required to submit the Project Report based on the same in the month of April. A student will not be allowed to appear for the presentation and viva Examination for the same unless he / she completes his internship project study work to the entire satisfaction of the Faculty Guide and Academic Co-ordinator.

Evaluation of Internship Project

- 100 marks for Report
 - 100 mark for presentation and Viva Voce examination based on the Report.
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