

**REGULATIONS & COURSE CONTENTS**  
**OF**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**  
**(Under semester system)**



**POST GRADUATE DEPARTMENT OF BUSINESS MANAGEMENT**  
**FAKIRMOHAN UNIVERSITY**  
**BALASORE, ODISHA-756019**

**(Effective from the academic session 2014-15)**

## REGULATIONS

The duration of MBA course shall be two academic years spread over four semesters. Each Academic year shall have two semesters. Each semester is of four months duration comprising of sixteen weeks. Each week shall have 36 hours (6 days a Week).

The 1<sup>st</sup> Semester shall commence ordinarily within one week after the last date of admission fixed by the Department. The 3<sup>rd</sup> Semester shall commence ordinarily from the middle of July. The 2<sup>nd</sup> and 4<sup>th</sup> Semesters shall commence ordinarily from 1<sup>st</sup> week of January.

At the end of second semester, all students shall have to undergo a summer training programme of 4 to 6 weeks with an Industrial, Business or Service organization by taking up a project study. The conditions of successful completion of summer training shall not be deemed to have been satisfied, unless a student undergoes the same under the supervision of an external guide in the organization as approved by the Department. Each student will be required to submit three copies of project report to the Department for the work undertaken during this period for the purpose of evaluation in the 3<sup>rd</sup> semester.

Ordinarily the odd Semester (1<sup>st</sup> & 3<sup>rd</sup>) examinations shall commence from 1<sup>st</sup> week of December and the even Semesters (2<sup>nd</sup> & 4<sup>th</sup>) examination shall commence from last week of April. However, there shall be 110 - 120 (Four Months) teaching days for each semester before the commencement of examination.

In a semester, each theory paper carries 50 full marks and 04 credit and total credit for each semester is 32. For each paper 10 to 12 hrs teaching will be allotted. There shall be an internal assessment of 10 marks and rest 40 marks for University examination. However, for such papers having practicals namely, CP 105(Business Communication) and CP 108 (IT for Managers), there will not be internal test. In such cases, the total mark i.e. 50 is divided into 25 each for theory and practical having two credits for each component. There shall be two internal assessment and it shall have two components internal class test and home assignments/case studies/presentation. The weightage given to above stated components shall be announced at the beginning of a semester by the individual faculty member responsible for the paper. The internal marks will be the average of two components mentioned above. A candidate failing to appear the internal test shall be allowed to reappear it only under following conditions:

1. If the candidate is sick during the period of examination and produce medical certificate.
2. In case the candidate is representing University in Sports/Cultural/Allied activity provided documentary evidence is produced.
3. In case of demise of candidate's Father/Mother/Close Relative

Further, improvement for internal test shall not be allowed.

The internal assessment shall be conducted during the class hours of the respective course teachers in a particular day. However, other classes shall not be suspended on that day. The marks secured in the internal assessment in each theory paper shall be submitted in duplicate to the Head of the Department/Institute/College 15 days before the commencement of the examinations who shall immediately submit to the Controller of Examination. The dates of

internal class test shall be decided by the Teachers' Council. The record of the internal test shall be kept for a period of one year .by the concerned teacher if needed for verification.

The scheme of evaluation of Project Study/Dissertation/Grand Viva-voce shall be as follows:

A. For paper CP 304, a project report based on the summer training will have to be submitted 15 days prior to the commencement of third semester examination with joint guidance (External guide & internal faculty members). CP-304 will carry 50 marks and four credits.

B. For paper CP 403, the dissertation work shall commence during 4<sup>th</sup> semester and the dissertation shall be submitted 15 days prior to the commencement of fourth semester examination. The dissertation project will be carried out by the students on the topic decided by the department under the guidance of a faculty member. CP-403 will carry 50 marks and four credits.

C. The CP-404 will be Grand Viva-voce carrying 50 marks and four credits. The Grand Viva-voce will be conducted at the end of 4<sup>th</sup> Semester. The fundamentals of the subject taught over the previous semester will be examined in Grand Viva-voce. The Viva-voce will be conducted by and external examiner.

Further, in CP-209 the letter grade (A,B,C) will be awarded to the candidates. The candidates will have the option of writing either in English or Odia in that paper.

At the end of each semester there shall be an examination for each theory paper carrying 40 marks and each practical paper of 4 hours duration, which will be called "Semester Examination".

## **COURSE OUTLINE**

### **1<sup>ST</sup> YEAR MBA REGULAR**

<b>Semester I</b>		<b>Full Marks</b>	<b>Credits Allotted</b>
CP 101	Organization Structure & Management	50	04
CP 102	Quantitative Methods	50	04
CP 103	Organizational Behavior	50	04
CP 104	Managerial Economics	50	04
CP 105	Business Communication (Theory and Practical)	25 + 25	02 + 02
CP 106	Financial Accounting	50	04
CP 107	Indian Business Environment	50	04
CP 108	IT for Managers (Theory and Practical)	25 + 25	02 + 02

**Semester II**

CP 201	Business Ethics	50	04
CP 202	Operation Research	50	04
CP 203	Cost & Management Accounting	50	04
CP 204	Marketing Management	50	04
CP 205	Financial Management	50	04
CP 206	Human Resource Management	50	04
CP 207	Production & Operation Management	50	04
CP 208	Business Law	50	04

**2ND YEAR MBA REGULAR**

During 2<sup>nd</sup> year, in addition to compulsory papers, each student is required to opt for dual specialization from among the specialization groups listed below. The specialization group chosen in 3<sup>rd</sup> semester shall be same in the 4<sup>th</sup> semester. Apart from this, the students will also undergo Summer Training Project and prepare for Seminar Presentation & Comprehensive Viva-voce and Dissertation.

**Semester III**

CP 301	Business Research	50	04
CP 302	Management Information System	50	04
CP 303	Fundamentals of Management (Choice Based Paper)	50	04
CP 304	Summer Internship Project	50	04
CP 305	Fakir Mohan Studies (Non-Credit)		

**(Elective: The Students are required to select two groups of Elective Papers for their Specialization)**

**Group I      Marketing Management (MM)**

MM 311	Consumer Behavior	50	04
MM312	Product & Service Marketing	50	04

**Group II      Financial Management (FM)**

FM 321	Working Capital Management	50	04
FM 322	Financial Markets & Services	50	04

**Group III      Human Resource Management (HRM)**

HRM 331	Human Resource Planning & Compensation Management	50	04
HRM 332	Human Resource Developments	50	04

**Group IV      Small Business and Entrepreneurship Management (SBEM)**

SBEM 341	Small Business Environment and Management	50	04
SBEM 342	HRM & Entrepreneurial Development	50	04

<b>Group V</b>	<b>International Business (IB)</b>		
IB 351	International Economy and Foreign Trade	50	04
IB 352	Global Human Resource Management	50	04
<b>Group VI</b>	<b>Production and Operation Management (POM)</b>		
POM 361	Production Planning and Control	50	04
POM 362	Purchasing and Material Management	50	04
<b>Semester IV</b>			
CP 401	Strategic Management	50	04
CP 402	Banking Insurance and Management	50	04
CP 403	Dissertation	50	04
CP 404	Grand Viva-voce	50	04
<b>Group I</b>	<b>Marketing Management (MM)</b>		
MM 411	Advertising & Sales Management	50	04
MM 412	International Marketing	50	04
<b>Group II</b>	<b>Financial Management (FM)</b>		
FM 421	Security Analysis & Portfolio Management	50	04
FM 422	Corporate Restructuring	50	04
<b>Group III</b>	<b>Human Resource Management (HRM)</b>		
HRM 431	Industrial Relations & Labour Legislation	50	04
HRM 432	Strategic Human Resource Management	50	04
<b>Group IV</b>	<b>Small Business and Entrepreneurship Management (SBEM)</b>		
SBEM 441	Financing of Small Business	50	04
SBEM 442	Small Business Marketing	50	04
<b>Group V</b>	<b>International Business (IB)</b>		
IB 451	International Accounting and Finance	50	04
IB 452	Export – Import Procedure, Documentation and Logistics	50	04
<b>Group VI</b>	<b>Production and Operation Management (POM)</b>		
POM 461	Logistic Management	50	04
POM 462	Service Operation Management	50	04
<b>TOTAL</b>		<b>1600</b>	<b>128</b>

## **DETAILED COURSE STRUCTURE (Semester-wise)**

### **SEMESTER I**

#### **CP 101: ORGANIZATION STRUCTURE & MANAGEMENT (OSM)**

##### **Unit-I Introduction to Management and Forms of Business Organization(10 hrs)**

Introduction: Nature, objectives, functions and process of Management. Managerial levels, Skills and Roles: Evolution of Management Thought. Forms of Business Organization: Sole Proprietorship, Partnership Firm, Concepts, Types and Formation of Companies. Multi-National Companies (MNCs) and its Features.

##### **Unit-II Planning and Decision Making(10 hrs)**

Meaning and nature of planning, types of plans, steps in planning process, Decision making: meaning and importance. Steps in decisions making, approaches to decision making. Types of decision and various techniques used for decision making.

##### **Unit-III Organizing (10 hrs)**

Organizing as Managerial Function- Organization structure, formal and informal organization. Traditional Organization Structures-Functional, Divisional and Matrix Structure. Delegation, Decentralization, Organizational Design.

##### **Unit-IV Leading and Controlling (10 hrs)**

Leading as a function of management, Leadership and vision, Leadership traits, classic leadership styles, Leaders behavior-Likert's four systems. Overlapping role of leader and managers. Nature and process of controlling, Techniques of controlling.

Case studies on above topics (8 Hrs)

#### **References:**

1. Robins Stephen P, Organization Theory- Structure, Design and Application, Prentice Hall of India, New Delhi.
2. C.R. Basu, Business Organization & Management, TMH, New Delhi.
3. Gupta, Principles of Management, PHI, New Delhi
4. L.M. Prasad, Management Principles, Processes & Management- Sultan Chand, New Delhi.

## **CP102 QUANTITATIVE METHODS (QM)**

### **Unit I Mathematical Methods (10 hrs)**

Set Theory: Venn diagram and its applications, Operations on Sets, applications, Matrix Analysis: Basics, Operations and Applications, Differential Calculus: limit and standard derivatives of general functions. Maxima and Minima, applications.

### **Unit II Statistical Methods (10 hrs)**

Measure of Central Tendency- Mean, Median, Mode, Measures of Dispersion: Range, SD, Mean Deviation and Coefficient of Variation, Skewness.

### **Unit III Concept of Probability, sampling and Hypothesis Testing (10 hrs)**

Concept of Probability, Definition, axioms, conditional, independent of probability, Mathematical Expectation ,Probability Distributions- Binomial, Poisson and Normal Distributions and its properties. Concept of sampling: definition, types, use and techniques. Hypothesis Testing: definitions, types, procedure, use and techniques (using t, F and Chi-square test)

### **Unit IV Advance Statistical Methods (10 hrs)**

Correlation and Regression analysis: definition, types, use and applications, rank Correlation. Concept of parametric and non-parametric test.

Case studies on above topics (8 Hrs)

## **References**

1. R. K. Ghosh and S. Saha, Business Mathematics and Statistics, New Central Book Agency, Calcutta.
2. Gupta S.P and Gupta M.B, Business Statistics, Sultan Chand New Delhi, 4<sup>th</sup> Edition.
3. Sharma, Anand; Quantitative Techniques for Decision Making, Himalaya Publishing House, New Delhi.
4. Hooda, R.P: Statistics for Business and Economics, Macmillan, New Delhi

## **CP103 ORGANIZATIONAL BEHAVIOR (OB)**

### **Unit: I Fundamentals of OB & Interpersonal Behavior (12 hrs)**

Emergence of OB as a Discipline, Reasons of Studying OB, Five Anchors of OB, MARS Model of Individual Behavior. Personality-Determinants, Big Five Personality Dimensions. Myers-Briggs Type Indicator, Perception-Perceptual Process and errors, Emotions & Attitudes-sources and components, Cognitive Dissonance Theory, Changing Attitude, Learning-Classical and Operant conditioning, Social Learning .

### **Unit: II Group Behavior & Processes (10hrs)**

Team and Groups, Stages of Group Development, Team Design and Processes, Power and Conflict, Motivation- Drives and Needs, Maslow, Herzberg and Aldfer Model, Expectancy Model.

### **Unit: III Organisation Change, Culture & Effectiveness (10hrs)**

Nature of Change, Kurt Lewin Model of Change, Resistance to change, methods of managing resistance, Implementing change

Organizational Culture-Dimensions, Creating and sustaining organization culture

### **Unit: IV Emerging Aspects of OB (8 hrs)**

Emerging trends in OB Organizational Behavior, Work Related Stress and its management. Organizational Effectiveness – Concept, Importance, Determinants and Models.

Case Studies on above topics. (8 Hrs)

### **Reference:**

1. Steven L.Mc. Shane, Mary Ann, von Glinow & Radha R. Sharma OB, Mc Graw Hill, New Delhi.
2. K. Aswathapa Organisational Behavior, HPH, New Delhi.
3. Kalyani Mohanty and Padmalita Routray Human Resource Development and Organizational Effectiveness, Excel Books, New Delhi.
4. Uadai Pereek, Understanding Organizational Behavior, Oxford University Press, New Delhi.



## **CP104 MANAGERIAL ECONOMICS (ME)**

### **Unit I Basics (12 hrs)**

Managerial Economics- Basic Concept and Tools , Theory of Firm- Profit Maximization and Sales Maximization, Demand Analysis and Forecasting – Determinants of Demand and Elasticity of Demand, Significance of Demand Forecasting , Methods of demand Forecasting .

### **Unit II Production and Cost Analysis (08 hrs)**

Theory of Production-Production Function, Laws of Variable proportion and Return to Scale, Economics of Scales , Cost Output Relationship under Short-run and Long run, Cost Control.

### **Unit III Pricing (10 hrs)**

Pricing decision under Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly, Price Discrimination, Pricing – Methods, Policies and Practices.

### **Unit IV Macro Economic Analysis (10 hrs)**

National Income - measurement and determination, GDP and GNP, WPI, CPI and Inflation, Business Cycle.

Case Studies on above topics. (8 Hrs)

### **References:**

1. Dwivedi, D.N. Managerial Economics, Vikas Publishing House Pvt. Ltd., New Delhi.
2. Gupta G.S. Managerial Economics, Tata McGraw Hill, New Delhi
3. Edward Sapiro, Macro Economics, Tata McGraw Hill, New Delhi
4. Dean Joel, Managerial Economics, Prentice Hall of India, New Delhi
5. Adhikary M, Managerial Economics Excel Books, New Delhi.

## **CP105: BUSINESS COMMUNICATION (BC)**

### **Unit -I :Basics of Communication (10hrs)**

Communication-Meaning, Nature, Importance, Purpose and Functions. Process of Communication, Types of Communication, Barriers to Communication and Overcome the Barriers of Communication

### **Unit –II:Oral & Non-Verbal Communication (10 hrs)**

Oral Communication- Medium of Oral Communication, Oral Presentation Skills, Listening Skills, Negotiation Skills, Non-Verbal Communication-Types of Non-Verbal Communication.

### **Unit –III: Written Communication (10 hrs)**

Business Letters-Types, Meetings, Agenda, Notices, Minutes, Circulars, Memo, E-Mail, Job Application& Resume Writing, Business Proposal Writing, Report Writing,

### **Unit –IV: Soft Skills (10 hrs)**

Soft Skills-Meaning, Importance, Soft Skill Traits, Interpersonal Skills, Group Discussion, Group Decision Making, Leadership Skills, Interview Skills, Business Etiquettes

Practicals : (8 Hrs)

Delivering Oral Presentation, Negotiation Skills, Writing Memos, Circulars, Business Letter, Group Discussion, Writing Biodata/CV

### **References:**

1. K.K. Sinha, Business Communication, Taxmann Publications (P)Ltd, New Delhi.
2. S.S. Debasish & B. Das, Business Communication, PHI Learning Pvt. Ltd., New Delhi.
3. S. Sammantaroy, Business Communication & communicative English, Sultan Chand & sons, (p) Ltd, New Delhi.
4. R. Pal & J.S. Korlahalli, Business Communication, Sultan Chand & Sons, New Delhi.
5. Leena Sen, Communication Skills, PHI, New Delhi.

**CP106: FINANCIAL ACCOUNTING (FA)****UNIT I: Conceptual Basis of Accounting****(08 hrs)**

Introduction, Forms of major type of business organisations: Sole proprietorship, Partnership and Company, Information needs of different stakeholders of business, Evolution of accounting, Need for accounting, Conceptual basis of accounting: Business entity, Going concern, Money measurement, Matching concept, Realisation concept, Accrual concept, Conservatism, Materiality, Accounting Period, Dual concept and others, Users of accounting information

**Unit II: Balance Sheet and Profit/Loss account****(10 hrs)**

Introduction, Conceptual basis of a Balance Sheet: Assets, Liabilities, Capital, Revenue, Expenses, Gain/loss; Balance sheet equation, Fixed and current assets, current and Long-term liabilities and Owners equity; Formats of Balance Sheet and preparation of Balance Sheet. Classification of capital and revenue expenses, Preparation of Profit/Loss account

**Unit III: Financial Statements Analysis (FSA-I)****(12 hrs)**

Introduction, Purpose of Financial Statement Analysis, Types of FSA, Methods of FSA: Common Size Statements; Comparative Balance Sheet and Profit/Loss account, Trend Analysis; Limitations of FSA. Ratio Analysis: Introduction, Purpose, Classification: solvency ratios, profitability ratios, activity ratios, liquidity ratios, and market capitalization ratios; Utility and Limitations of ratio analysis.

**Unit IV: Financial Statements Analysis (FSA-II)****(10 hrs)**

Funds Flow Statement: Meaning, Concept of fund, Sources of funds, application of funds, Fund flow statement: Preparation of Schedule of Changes in Working Capital, Preparation of Funds Flow Statement. Cash Flow Analysis: Introduction, Objectives, classification of flow of cash, various cash and non-cash transactions, Preparation of cash flow statement. Fund flow statement vs. cash flow statement.

Case Studies on above topics.

**(8 Hrs)****References**

1. Mukherjee, Financial Accounting for Management, TMH, New Delhi.
2. Ghosh T P, Accounting and Finance for Managers, Taxman, New Delhi.
3. Maheshwari S.N & Maheshwari S K, An Introduction to Accountancy, Vikas Publishing House, New Delhi.
4. Ashish K. Bhattacharya, Essentials of Financial Accounting, PHI, New Delhi.

**CP-107: INDIAN BUSINESS ENVIRONMENT (IBE)****UNIT 1. UNDERSTANDING THE BASICS (10hrs)**

Defining the Environment of Business, Significance, Dimensions (PESTLE), Environment Scanning, Techniques of Environment Scanning, Concept of Globalization, Liberalization & Privatization.

**UNIT 11. INDUSTRIAL GROWTH & DEVELOPMENT (10hrs)**

5 Year Plans, Economic planning , Role of planning commission, National Productivity Councils (NPCs), Public Sector Policies, IDR Act,1951, Management of Industrial Sickness,BIFR,1987,Concept of MSME.

**UNIT 111. REGULATORY AND INVESTMENT (10hrs)**

Role and Function of SEBI, Concept of Corporate Governance, Competition Act,2002, FEMA 1999, EXIM Bank, FDI, FII, SEZ policy.

**UNIT 1V. NATURAL ENVIRONMENT (10hrs)**

Importance of natural environment, Industrial Pollution, Role of State and Central pollution control Boards, Environment Impact assessment, ISO 14000, Sustainable Development, Environment Audit.

Case Studies on above topics. (08hrs)

**Reference:**

1. K. Aswathappa, Essentials of Business Environment, HPH, New Delhi.
2. Andrew Harison, Business Environment in a Global Context, Oxford, New Delhi.
3. Vivek Mitta, Business Environment, Excel Books, New Delhi.
4. Adhikary, M: Economic Environment of Business, Sultan Chanc&o, Delhi

**CP108 IT FOR MANAGERS (ITM)****Unit I Introduction (06 hrs)**

Concept of computer: Brief History of Computer, Generation and its evolution (now and then), classifications, characteristics computers. Components of computer system: (s/w, h/w, f/w, I/O devices, Storage units (CD, DVD, Hard Disk, Pen drive), Memory Types (RAM, ROM and Cache). Role of computer in modern business and in various functional areas of business and its applications.

**LAB (03 hrs)**

Practical in Window: Creation of files, folders, copy, cut, paste files, note pad, word pad and some features of Microsoft Window 7.

**Unit II Software and O.S Concepts. (08 hrs)**

Software categories: System Software (Home, Professional and Enterprise edition), application S/W: types of application s/w, Concept of Operating System: definition, function, types.

**LAB (08 hrs)**

Word processing features of name of software's, spread sheet S/W features and name of software's presentation S/W features and name of software's used MS-Word, MS-Excel, MS-Power Point.

**Unit III Database Management Software (09 hrs)**

Concept of file, Data files- types of files, master and transaction files, traditional, data organization, database, types, components, DBMS, components, advantages and disadvantages, database model.

**Unit IV Basic Concepts of Computer Networks, Internet and Security (10 hrs)**

Introduction to Networks: LAN, WAN, MAN, topology, Data-Communication, Transmission media. Internet and its application in business: basics of working of Internet, E-mail, Telnet, FTP, WWW. Internet Security: Viruses and Worms, Types of attacks of virus, virus protection, security measures.

**LAB (04 hrs)**

Internet, E-mail, Downloading.

**Reference**

1. V. Rajaraman, Fundamental of Computers, PHI Publication, New Delhi.
2. Diennes, Sheila S: Microsoft Office, Professional for Windows 95, Instance reference, BPB Publication, Delhi
3. Mansfield, Ror, The Compact guide to Microsoft office, BPB Publication, Delhi.

**SEMESTER II****CP-201 BUSINESS ETHICS (BE)****Unit -1 Introduction (08 hrs)**

Evolution, Concept and nature of Business Ethics, Objective of Business Ethics, Scope of Business Ethics, Factor Influencing Business Ethics.

**Unit-2 Ethical principles and Theories (12 hrs)**

Utilitarianism, Rights and Duties, justice and Fairness, Ethics of Care, Alternative Principles of Ethics-Virtue Ethics, Teleological Theories, Deontological Theories, Virtue Theories and System Development Theories Management Theories vs Ethical Theories, Management Process Integrity.

**Unit – 3 Application of Business Ethics (10 hrs)**

Environmental Ethics: Origin Concept and Definition, Importance and Approaches, Corporate Environment Responsibility. Ethics in Marketing: Evaluation Ethical frame work in Marketing, Issues and Trends. Ethics in HRM: Importance and Scope, HR Ethical Practices, Ethical issues and challenges in HRM. Managing Ethical Behavior. Ethical Leadership: Need, Ethical Dimensions in Leadership Motivation and Influence Process, Preparing for Ethical Leadership.

**Unit- 4 Corporate Social Responsibility and Social Audit (10 hrs)**

Evolution of CSR concept, CSR Strategies, Sustaining CSR & Future of CSR, Social Audit: Concept and Purpose, Principles, Benefits of Social Audit, Social Audit in India.

Case Studies on above topics. (8 Hrs)

**Reference:**

1. Petrich joseph & Qu:nn F.Jhon.: Management Ethics: Integrity at work, Response Book, New Delhi.
2. Shreloker SA: Ethics in Management, Himalaya publishing House, New Delhi.
3. Chakerborty SK., Management by Ethics, PHI, New Delhi.
4. Andrew Crane & Dirk Matten, Business Ethics, Oxford University Press, New Delhi.
5. Rabindra N. kanangc & Manuel, Mendonca, Ethical Dimensions of Leadership, Sage Publication, New Delhi.

**CP-202 OPERATION RESEARCH (OR)****Unit I            Introduction** (06 hrs)

Historical Development, Nature and Meaning of OR, Management Applications of OR, Modeling in OR, Principles of Modeling, General Methods for Solving OR Models, Features of OR, Scope of OR, Role of OR in Decision Making, Development of OR in India.

**Unit II            Linear Programming Problems** (12 hrs)

Basic Concepts of Linear Programming Problem (LPP), Formulation of LPP, Graphical Solution of LPP, Solutions of LPP by Simplex Method, Revised Simplex Method, Duality in LPP, Dual Simplex Method, Integer Linear Programming.

**Unit III            Transportation, Assignment & Replacement Problem** (12 hrs)

Basic Concepts, Special Structure of Transportation Problem, Optimal Structure of Transportation Problem, Optimality Test, Degeneracy in Transportation Problem, Formulation of Assignment Problems, Unbalance Transportation Problem, Traveling Salesperson Problems. Replacement Models: Introduction Scope in Management, Single Equipment Replacement Model and Group Replacement

**Unit IV            Game Theory and Queuing Theory** (10 hrs)

Characteristics of Game Theory, Basic Definitions, Minimax (Maximin) Criteria and Optimal Strategy, Saddle Point, Optimal Strategies and Value of Game, Solution of Games with Saddle Points, Business Application of Game Theory, Limitation of Game Theory, Queuing Theory. Job Sequencing, project management by PERT-CPM, Dynamic programming, Case Studies on above topics. (8 Hrs)

**Reference:**

1. S.D. Sharma, Operation Research, Kedar Nath Ram Nath and Co. Meerut, UP.
2. J.K. Sharma, Operation Research-Theory and Applications, Mc Millan india Ltd., New Delhi.
3. C.K. Kothari, Operation Research, Tata Mc Graw Hill, New Delhi.
4. Hamdy A.Taha, Operations Research: An Introduction, Pearson, New Delhi.

**CP-203 COST AND MANAGEMENT ACCOUNTING (CMA)****Unit I: Introduction**

(10 hrs)

Limitations of financial accounting, Introduction of cost accounting, Differences between cost accounting and financial accounting and their inter-relationship, Role of cost accounting in decision making, limitations of cost accounting, Introduction of management accounting, Cost and management accounting tools as an aid to internal control

Cost Concept and classification, elements of cost, overheads, components of total cost, Preparation of cost sheet

**Unit II: Marginal Costing and Break Even analysis**

(10 hrs)

Introduction, Theory of marginal costing, Basic assumptions and essential features of marginal costing, Marginal costing and Absorption costing, uses of marginal costing, Cost-Volume-Profit (CVP) analysis, P/V ratio: analysis and implications, Concept and uses of contribution, Breakeven point and its analysis for the various types of decision-making

**Unit III: Budget and Budgetary Control**

(10 hrs)

Introduction, Concept of Budget; Elements of budget, Types of budget: static and flexible Cash budget, Sales budget, Production budget, Materials budget, Capital expenditure budget and Master budget, Steps in preparation of budgets. Zero based budgeting (ZBB), Budgetary control: Meaning, objectives, Advantages and limitations of budgetary control.

**Unit IV: Variance Analysis and Responsibility Accounting**

(10hrs)

Concept of standard costs, establishing various cost standards, calculation of Material and Labour Variances, and its applications and implications.

Responsibility Accounting: Concept, significance and features, types of Responsibility centers: investment center, cost center, profit center and responsibility center and its managerial implications,

Case Studies on above topics. (8 Hrs)

**References**

1. Horngren et al, Introduction to Management Accounting, Pearson, New Delhi.
2. Khan and Jain, Management Accounting, Tata McGraw-Hill, New Delhi.
3. Pandey I M, Management Accounting, Vikas Publishing House, New Delhi.
4. Sahaf M A, Management Accounting: Principles and Practice, Vikas Publishing House, New Delhi.



**CP-204          MARKETING MANAGEMENT (MM)****UNIT-I: Basics** (10hrs)

Meaning, nature and scope of Marketing and marketing Management, Marketing Process, Marketing Environment. Emerging Marketing Challenges. Recent Trends in Marketing, Marketing Organization,

**UNIT-II: Marketing Research and Consumer Behaviour** (10hrs)

Marketing Information System –need and elements of good MIS, Marketing research- methods and techniques, Process of Marketing Research, Factors influencing Consumer Behaviour, Consumer decision making Process, Marketing Segmentation-Bases and Procedures, Targeting and Positioning

**UNIT-III : Marketing Mix-I** (10hrs)

Product- Planning and development, Branding, Packaging and Labeling, Pricing -Objectives of pricing, Pricing Decisions – factors affecting pricing decisions, Pricing Policy, methods and strategies.

**UNIT-IV :Marketing Mix-II** (10hrs)

Channel Management – role of Marketing Channels - factors affecting distribution Channel, Classification of Distribution channels, Intermediaries and their roles, Promotion –promotion Mix, Advertising –Objectives, Functions and types, Personal Selling process, Sales Promotion – methods ,Functions and Programs, Publicity.

Case Studies on above topics (8 Hrs)

**Reference Books:**

1. Kotler Philip: Marketing Management Analysis, Planning, Implementation and Control, PHI, New Delhi.
2. Ramaswamy VS and Namakumari S Marketing Management, McMillan, New Delhi.
3. Sontakki C.N., Marketing Management, Kalyani Publishers, New Delhi.
4. Datta & Datta, Marketing Management, Vrinda Publications (P) Ltd., Delhi.

**CP-205 FINANCIAL MANAGEMENT (FM)****Unit-I Financial Management : An Overview (10 hrs)**

Financial management-Definition, Functions and Goals. Source of Finance. Cost of Capital-Definition, Significance, Determination and Types, Weighted Average Cost of Capital

**Unit-II Capital Structure and Dividend Policy (10 hrs)**

Capital Structure-Introduction, Importance, Optimum Capital Structure. Factors Affecting Capital Structure. Optimum Capital Structure. Capital Structure Theories-Net Income Approach, Net Operating Income Approach, M-M hypothesis. Dividend Theories-Walter's Model. Gordon's Model and MM hypothesis.

**Unit-III Capital Budgeting Decisions and Leverage (10 hrs)**

Capital Budgeting-Definition, Types and Significance. Techniques of Capital Budgeting-Pay back period, accounting Rate of Return, Net Present value, Internal Rate of Return and profitability Index. Liverages-Introduction, Types and significance.

**Unit-IV Working Capital Management (10 hrs)**

Working Capital-Concepts, Types. Determinants of working capital. Estimating working capital requirement. Motives for holding cash, Cash management Models and cash budget. Inventory management-Objectives and Techniques. Receivables Management-objectives and Dimensions.

Case Studies on above topics (8 Hrs)

**References:**

1. Pandey IM, Financial Management, Vikas Publishing House Pvt. Ltd., New Delhi.
2. Chandra Prassana, Financial Management-Theory and Practice, Tata Mc Graw Hill, New Delhi.
3. Horne Van C James, Financial Management and Policy, PHI, New Delhi.
4. Gupta & Sharma, Financial Management, Kalyani Publishers, New Delhi.

**CP-206 HUMAN RESOURCE MANAGEMENT (HRM)****Unit-I Introduction (8 hrs)**

Concept, nature and Scope of HRM, Challenges of HRM, Role of HR Manager in Changing Environment.

**Unit-II HR Planning (10 hrs)**

Human Resource Planning-Reanitment-Selection-Induction-Placement-Promotion-Transfer-Separation-Outstanding of HR-Emerging trends of NRM-HRM and Cross Cultural Environment-Job Analysis.

**Unit-III Training & Development (10 hrs)**

Training and Development-Training needs assessment- Types of training programs-Evaluation of Training-Performance Appraisal-Nature, Scope and Methods-Components of wage and Salary-Concept-Methods of Wage determination-Job Evaluation-Executive Compensation: the Concept-Job Evaluation.

**Unit-IV Industrial Relations (12 hrs)**

Industrial Relations-Concept, Nature and Scope-Industrial Relations System-Trade Union: Objectives, functions & drawbacks-Industrial Disputes-Procedure of settlement of industrial disputes-Workers Participation in Management-Concept, Collective Bargaining.

Case Studies on above topics (8 Hrs)

**References:**

1. VSP Rao, Human Resource Management, Excel Books, New Delhi.
2. B.B. Mohapatro, Human Resource Management, New Age Publication, New Delhi.
3. Aswasthapa, HRM Texts & Cases, TMH, New Delhi.
4. Jyoti Venkates, Human Resource Management, Oxford, New Delhi.

**CP-207: PRODUCTION & OPERATION MANAGEMENT (POM)****Unit-I: Basics (10 hrs)**

Introduction to Operation Management; objectives, difference between operation and strategy. Type of production their merit & demerit, strategic decision in Production technology – selection, management, location of production facilities, plant layout and types of plant layout.

**Unit-II: Operating Decision in POM - I (10 hrs)**

Capacity planning, Aggregate planning, master production schedule, JIT manufacturing System, Role of Material Management, Purchase function, Inventory Management, Concept and techniques of Inventory control, Stores-types, function, roles, responsibility.

**Unit-III: Operating Decision in POM - II (10 hrs)**

Project Management, Basic concept, network principles PERT, CPM, Job Design and work measurement, Business Process re-engineering, concepts, benefits, limitations, plant maintenance, function and types of plant maintenance.

**Unit -IV: Control Decision in POM - I (10 hrs )**

Basic concepts of quality of products and service, TQM, concept, deming's-14 principle, Kaizen, Quality circle, JIT, ISO-9000-2000, QS-9000, Six sigma concepts, role of management in implementing quality system.

Case Studies on above topics (8Hrs)

**Reference:**

1. B.Mahadevan, Operations Management Theory and Practice, Pearson education, New Delhi.
2. James Dilworth, Production and Operations Management, Pearson International, New Delhi.
3. K. Aswathappa, K. Sridhar Bhat, Production & Operations Management, HPH, New Delhi.
4. Upendra kachru, Production and Operations Management, Text and cases, Excel Books, New Delhi.

**CP-208: BUSINESS LAW (BL)****Unit-I: Indian Contract Act (10 hrs)**

Definition and Nature of Contract, Classification of Offer and Acceptance, Consideration, Capacity of Parties, Free Consent, Void Agreement, Contingent Contract. Special Contract: Indemnity, Guarantee, Bailment and Pledge, Agency.

**Unit-II: Sale of Goods Act : (10 hrs)**

Contracts of Sale of Goods, Conditions and Warranties, Transfer of Ownerships, Unpaid Seller and his Rights, Auction Sales, Higher Purchase Agreement.

**Unit-III: Negotiable Instrument ACT: . (10 hrs)**

Negotiable Instruments, Promissory Notes, Bill of Exchange and Cheque, Parties to Negotiable Instruments, Negotiation, Discharge of Parties from Liabilities, Dishonour of Negotiable Instruments

**Unit-IV: Indian Partnership Act & Companies Act (10 hrs)**

Elements and Kinds of partnership. Partnership Deed, Partner-Types, Rights and Duties. Relations of Partners to Third Parties, Dissolution and Registration of a Firm. Company Law: Classification and Formation of Companies, Articles of Association and Memorandum of Association, Appointment of Directors, Meetings, Proceeding and Winding up of Companies. Case Studies on above topics (8 hrs)

**References**

1. KC Garg and VK Sarun & RC Chaula “*Business and Company Law*”, Kalyani Publishers, New Delhi.
2. MC Kuchal, Business Law, Vikas Publishing House, New Delhi
3. ND Kapoor, Business Law, Sultan Chand & Sons, New Delhi
4. RSN Pilai & Bhagbati, Business Law, S.Chand & Company Limited.

## **SEMESTER III**

### **CP 301 BUSINESS RESEARCH**

#### **UNIT – I: Introduction to Business Research (10 hrs)**

Concept & Importance, Types of Business Research, Process of Research-Defining Research problem & Development of Hypotheses, Research design-Exploratory & Descriptive, Research Application in Business Decision

#### **UNIT – II: Data Collection, Measurement & Respondents Selection (10 hrs)**

Sources of Data-Primary vs Secondary data, Data Collection Methods, Measurement of Variables-Dimensions, Scale, Reliability & Validity, Questionnaire Designing, Basic Concepts of Sampling, Sampling Design-Probability & Non-Probability Sampling

#### **UNIT – III: Data Processing & Analysis (10hrs)**

Data Editing, Coding, Classification, Tabulation, Exploratory Data Analysis, Descriptive vs Inferential Analysis, Testing of Hypotheses-Parametric & Non-Parametric Test, ANOVA

#### **UNIT – IV: Advance Data analysis & Report Writing (10hrs)**

Correlation & Regression Analysis, Factor analysis, Discriminant analysis, Cluster Analysis, Multi-Dimensional Scaling, Report Writing.

Case Studies on above topics (8Hrs)

#### **Books for References**

1. Deepak Chawala & Neena Sondhi, Research Methodology, Vikash Publishing House, New Delhi
2. Uma Sekaran, Research Methods for Business: A Skill Building Approach, Wiley India, New Delhi.
3. CR Kothari, Research Methodology-Methods and Techniques, New Age Publishers, New Delhi.
4. R. Paneerselvam, Research Methodology, PHI, New Delhi.

**CP 302 MANAGEMENT INFORMATION SYSTEM****Unit – I Basics (10 hrs)**

Fundamentals of Information Systems, System Approach to Problem Solving, Developing IS Solutions, Concept & Importance of MIS, MIS function & Structure of MIS

**Unit – II Information Systems & Its applications (10hrs)**

Transaction Processing System, Decision Support System, Executive Information Systems, Expert Systems, Information System in Marketing, Manufacturing, HRM, Accounting and Finance.

**Unit – III Database & Information Processing (10 hrs)**

Corporate Databases: Data Organization, Data Arrangement and Access, Creating the Database, Database Management, DBMS Components, Data Models, Data Security.

**Unit – IV Implementation & Evaluation of MIS (10 hrs)**

Information Resource Management, Planning, Implementing & Controlling Information Systems, Computer Crimes, Security, Privacy, Ethics & Social Issues.

Case Studies on above topics (8Hrs)

**Books for References:**

1. Davis, GB Management Information Systems: Conceptual Foundations, Structure & Development, McGraw Hill, New Delhi.
2. Mudrick Robert G. Joel E Ross and James R Claggeti: Information System for Modern Management, PHI, New Delhi.
3. Goyal D.P., MIS: Managerial Perspectives, Mac Millan, New Delhi.
4. O'Brien James "Management Information System", TMH, New Delhi.
5. Rajaraman, V. Analysis and Design of Information System, PHI, New Delhi.

Introduction: Nature, objectives, functions and process of Management. Managerial levels, Skills and Roles: Evolution of Management Thought. Forms of Business Organization: Sole Proprietorship, Partnership Firm, Concepts, Types and Formation of Companies. Multi-National Companies (MNCs) and its Features.

Meaning, nature and scope of Marketing and marketing Management, Marketing Process, Marketing Environment. Emerging Marketing Challenges. Recent Trends in Marketing, Marketing Organization,

Financial Management-Definition, Functions, Objectives and Goals. Source of Finance. Cost of Capital-Definition, Significance, present value and discounting, concept of risk and return.

Concept, nature and Scope of HRM, Challenges of HRM, Role of HR Manager in Changing Environment.

1. Robins Stephen P, Organization Theory- Structure, Design and Application, Prentice Hall of India, New Delhi.
2. Kotler Philip: Marketing Management Analysis, Planning, Implementation and Control, PHI, New Delhi.
3. Pandey IM, Financial Management, Vikas Publishing House Pvt. Ltd., New Delhi.
4. VSP Rao, Human Resource Management, Excel Books, New Delhi.

**CP-305: FAKIR MOHAN STUDIES (NON CREDIT)**



## **ELECTIVES**

### **MM 311 CONSUMER BEHAVIOR**

#### **Unit – I: Basics of Consumer Behaviour (10 hrs)**

Consumer Behaviour-origin, concept & need, Understanding types of consumer behaviour, Application of Consumer Behaviour, Marketing Strategy & Consumer Behaviour, Consumer Decision Making Process.

#### **Unit – II: Environmental Influences on Consumer Behaviour (10 hrs)**

Cultural Influences on Consumer Behaviour, Social Class & Reference Group, significance of Family in Consumer Behaviour, Personal Influence-Opinion Leadership and Diffusion of innovation

#### **Unit – III: Individual Determinants of Consumer Behaviour (10hrs)**

Personality & Consumer Behaviour, Consumer Perception & Information Processing, Consumer Learning, Consumer Motivation, Consumer Attitude

#### **Unit – IV: Modelling Consumer Behaviour & Consumerism (10hrs)**

Traditional Models, Contemporary Models- Nicosia model, Howard Sheth model, Engel-Kollat-Blackwell model, Consumerism & Consumer Rights  
Case Studies on above topics (8Hrs)

#### **Books for References**

1. Leon G. Schiffman and Leslie Lazar Kanuk, Consumer Behaviour, PHI, New Delhi.
2. David, L. Loudon and Albert J. Della Bitta, Consumer Behaviour, Tata Mc Graw Hill Publication, New Delhi.
3. Dell, I., Hawkins, Roger, J., Best, Kenneth A., Coney, Amit Mukerjee, Consumer Behaviour, Tata Mc Graw Hill, New Delhi.
4. James F Engel, Roger D. Blackwell and Paul W. Miniard “Consumer Behaviour” Dryden Press, CBS Publishing Ltd, New Delhi.

## **MM-312 PRODUCT AND SERVICE MARKETING**

### **Unit-I: Basics of Products (10 hrs)**

Product Management-Meaning, Scope and Types of Product, Product Planning and Development, New Product Development Process, Product Cannibalization

### **Unit-II : Product Life Cycle (PLC) and Branding(10 hrs)**

PLC-Meaning, Features, Stages and Different Marketing Strategies Adopted In Different Stages of PLC, Branding- Meaning, Name, Symbol, Slogan and Benefits, Types of Brand, Brand Identity, Brand Personality, Brand Equity and Loyalty, Brand Extension.

### **Unit-III: Basics of Service Marketing (10hrs)**

Service-Meaning, Features, ServiceVs.Goods, Classification of Service Sector, Emergence of Service Sector, Marketing Mix of Services, Quality Issues and Models, Gap Analysis, SERVQUAL.

### **Unit-IV: Marketing Strategies of Service Sector (10 hrs)**

Market Segmentation in Service industry, Concept of CRM, Marketing of Financial Services, Health Care Services, Tourism Services and Education Services

Case Studies on above topics (8Hrs)

### **Books for Refernces**

1. R Majumdar, Product Management in India, TMH, New Delhi.
2. SM Jha, Service Marketing, Himalaya Publishing House, New Delhi.
3. VA Zeithamal and MJ Bitner, Service Marketing, PHI, New Delhi.
4. R. Srinivasan, Service Marketing, PHI, New Delhi.

## **FM: 321 WORKING CAPITAL MANAGEMENT**

### **Unit-I Overview of Working Capital Management (10 hrs)**

Concept of working capital, Need for Working Capital, Determination of working capital requirements; Determination of level of current assets- sources of financing working capital. Working capital life cycle. Optimum level of working capital.

### **Unit-II Cash and Marketable Securities Management(10 hrs)**

Cash management objectives- cash cycle-collections and disbursements-cost-benefit analysis-cash budget; Motives of holding cash,Determining optimum cash balances- Baumol Model- Miller and Orr Model, strategies for managing surplus fund in marketable securities.

### **Unit-III Receivables and Inventory Management (10 hrs)**

Credit management- objectives- credit analysis- collection policies- ageing schedules – techniques- Factoring. Inventory Management- Inventory levels – uncertainty and safety stock- EOQ Model -ABC analysis.

### **Unit-IV Working Capital Finance (10 hrs)**

Funds and Sources: Bank finance, trade credit; commercial papers; working capital financing-short-term, long-term financing. Term structure of interest rates. Control of working capital; Cost considerations and working capital, Regulation of Bank Finance.

Case Studies on above topics (8Hrs)

### **References :**

1. Bhattacharya, B K.: Working Capital Management, PHI, New Delhi
2. Chandra Prasanna, Financial Management, Theory and Practice. Tata McGraw-Hill Publishing Co. Ltd., New Delhi.
3. Krish Rangarajan and Anil Mira, Working Capital Management. Excel Books, New Delhi.
4. Bhalla, V K.: Working Capital Management, Anmol Publications Pvt. Ltd, New Delhi –

**FM-322: FINANCIAL MARKETS AND SERVICES [FMS]****Unit-I: Financial Markets-I****(10 hrs)**

Financial System- Introduction, Role and Classification, Functions of Financial system, Financial Assets, Financial Intermediaries, Financial Markets, Money Market - Money Market Instruments-Call Money, Treasury Bills, Commercial Bills, Commercial Papers and Certificate of Deposits. Capital Market in India- Features and instruments, New Issue Market and Secondary Market, Capital Market vs. Money Market.

**Unit-II: Financial Markets-II****(10 hrs)**

Security Exchange Board of India (SEBI) – Introduction, Objectives, Functions, Powers, SEBI guidelines for Primary, Secondary and Foreign Institutional Investors. Over the Counter Exchange of India (OTCEI) - Trading and Listing - Operational Highlights, National Stock Exchange (NSE) and Bombay Stock Exchange (BSE) – History, Objectives, Features and Functions

**Unit- III: Financial Service-I****(10 hrs)**

Financial Services: Concept, Features and Classification, Importance of financial services, New Financial products and services, Challenges facing the financial services sector. Hire Purchase- Features, Advantages and Disadvantages; Leasing- Types, Merits, Demerits and Legal Aspects; Merchant Banking- Services and Guidelines; Mutual Fund- Nature, Types, Importance, Features, Guidelines and Investors Rights; Venture Capital- Meaning, Features, Importance and Methods of Financing.

**Unit-IV: Financial Service-II****(10 hrs)**

Discounting, Factoring and Forfaiting – Introduction, Modus operandi- terms and conditions- functions- Types of factoring- benefits of Factoring and Forfaiting; Securitization of Debt- Introduction, Modus operandi, benefits of securitisation; Credit Rating- Meaning, Functions, Benefits and Limitations. Credit Rating Agencies- ICRA, CARE and CRISIL

Case Studies on above topics

**(8Hrs)****Books for References**

1. HR Machhi Raju, Indian Financial System, Vikas Publishing House, New Delhi.
2. MY Khan, Indian Financial System, TMH, New Delhi.
3. Gordon & Natarajan, Financial Markets& Services, Himalaya publishing house, Delhi.
4. Gupta, Aggarwal & Gupta, Financial Institutions and Markets, Kalyani publishers, New Delhi.

## **HRM 331 HUMAN RESOURCE PLANNING & COMPENSATION MANAGEMENT**

### **Unit –I: Basics (8hrs)**

Concept, Need and Process of HRP, Dimensions of HRP, Approaches of HRP, Factors affecting HRP, Recent trends in Human Resource Planning.

### **Unit-II: Demand and Supply Forecasting (10 hrs)**

Need for Forecasting, Techniques of Manpower Demand Forecasting, Supply Forecasting Techniques, Macro level Forecasting. HRIS, AIR Audit, HR Accounting – Concept and objectives, Career Planning.

### **Unit-III: Basic of Compensation Management (10hrs)**

Concept of compensation, Need for compensation, Forms of compensation, Job Evaluation, Compensation Policy.

### **Unit-IV: Strategic Compensation (12 hrs)**

Factors influence on Strategic Compensation, Market Competitive Compensation System, Team based Pay, Expatriate pay, Pay for Directors, ESOP, Broad Banding.  
Case Studies on above topics (8Hrs)

### **References**

1. Gordon Mc Beath, The Handbook of Human Resource Planning, PHI, New Delhi.
2. Bhattacharya Dipak Kumar, Human Resource Planning, Excel Books, New Delhi.
3. B.F.Staiver, Human Resource Planning, TMH, New Delhi.
4. Biswajit Patnaik, Human Resource Management, PHI, New Delhi.
5. Joseph J. Martocchio, Strategic Compensation: A Human Resource Management Approach, Pearson Education, New Delhi.

## **HRM 332      HUMAN RESOURCE DEVELOPMENT**

### **Unit – I: Fundamentals of HRD (10hrs)**

Evolution & Growth of HRD & Economic Development, Concept, Need , Scope and Objective of HRD, Role of HRD professionals, Challenges to organisation & HRD professionals, HRD Climate & Organisational climate.

### **Unit – II: Framework of HRD (10hrs)**

HRD Process - Assessing HRD needs, Designing Effective Training Programmes, Implementing HRD programmes, Evaluating HRD programmes

### **Unit – III: HRD System & Subsystems (10hrs)**

Performance Management System, Career Management & Development, Employee Coaching, Counselling & Wellness Services, Management Development, Self-Renewal subsystem-OD Process & Interventions.

### **Unit – IV: HRD Issues (10 hours)**

HRD Audit, Multi-source Feedback, Role of line Managers & Supervisors, HRD for Workers, Motivational Aspects of HRD.

Case Studies on above topics (8Hrs)

### **References:**

1. Jon M. Werner, Randy L. Desimone, Human Resource Development, Thompson India, New Delhi.
2. Udai Pareek and T.V Rao, Designing Human Resource System, Oxford IBH Publishing House, New Delhi
3. Kalyani Mohanty & Padmalita Routray, HRD & Organisational Effectiveness, Excel Publication, New Delhi.
4. T.V Rao, HRD Missionary Oxford & IBH Publishing House, New Delhi.
5. U.K. Halder, Human Resource Development, Oxford Publication, New Delhi.

## **SEMESTER IV**

### **CP 401 STRATEGIC MANAGEMENT**

#### **Unit – I Introduction to Strategic Management. (8 Hrs)**

Strategy & Organization strategy – Basic concepts, Levels of Strategy, Strategic Management Process.

#### **Unit – II Strategic Position. (12 Hrs)**

Analysing Environment – Macro Environment – PESTLE Framework, Industry Analysis, Competitors and Markets, Strategic gaps and SWOT Analysis, Resource-based view of the firm-Strategic & threshold resources, Strategic Resources Capabilities & Core competence, Value Chain Analysis.

#### **Unit – III Strategic Choices and Formulation (12 Hrs)**

Corporate Level Strategies – Corporate Parent, Corporate Portfolio, Corporate Diversity, Generic Strategies, Business Level Strategy – SBU, Bases of Competitive advantage, Strategic Options & Methods.

#### **Unit – IV Strategic Implementation & Control. (8 Hrs)**

Institutionalising the Strategy – Structural Consideration, Corporate Culture & Leadership, Strategic Control.

Case Studies on above topics (8Hrs)

#### **References:**

1. Gerry Johnson, Kevan Scholes & Richard. Whittington, Exploring, Corporate Strategy, Pearson Education, New Delhi.
2. Adrian Haberberg & Alison Rieple, Strategic Management-Theory & Application, Oxford University Press, New Delhi.
3. John A. Pearce II, Richard B. Robinson Jr., Strategic Management, AITBS, New Delhi.
4. Advian Haberberg & Alison Rieple, Strategic Management, Oxford University Press, New Delhi.

## **CP-402 BANKING AND INSURANCE MANAGEMENT**

### **Unit-I: Basics of Banking (10 hrs)**

Types of Banks, Role of Commercial Banks in the National Economy, Banking Sector Reforms In India, Reserve Bank of India-Role, Functions and Working, Monetary Policy and Control-Credit Policies, Regulation and Supervision, BASEL Norms.

### **Unit-II: Banking Products & Services (10 hrs)**

Products and Services- Deposit and Lending/Credit Policies, Fund Based and Fee Based Services, Credit Disbursal and Monitoring, Agency Services, Core Banking, Retailing Banking, Corporate Banking, Bancassurance, CRM in Banking

### **Unit-III: Basics of Insurance (10 hrs)**

Insurance- Definition, Features, Types, Principles and Benefits. Life Insurance- Definition, Features and Principles, Procedure for Taking Policy, Policy Conditions, Premium Plans, Calculation of Premium, Settlement of Claims

### **Unit-IV: General Insurance and IRDA Act (10 hrs)**

General Insurance-Types, Fire and Marine Insurance-Principles, Policy Conditions, Types of Policies, Settlement of Claims (Fire & Marine), IRDA Act, 1999-Objectives, Powers and Functions of Authority, Privatization of Insurance Sector and Emerging Challenges before the Insurance Industry.

Case Studies on above topics (8Hrs)

### **References:**

1. Indian Institute of Banking & Finance, Principles & Practices of Banking, McMillan
2. SN Maheswari & SK Maheswari, Banking Law and Practice, Kalyani Publisher, New Delhi.
3. S Paul, Management of Banking & Financial Services, Vikas Publishing House, New Delhi.
4. MN Mishra, Insurance Principles and Practices, S. Chand & Sons, New Delhi.
5. AB Jena & DP Misra, Consumer Perception towards Life Insurance Products- An Empirical Analysis, Kunal Books, New Delhi.

## **CP-403 DISSERTATION**

## **CP-404 GRAND VIVA-VOCE**



## **ELECTIVES**

### **MM 411 ADVERTISING & SALES MANAGEMENT**

#### **Unit-1 Basics on Advertising (10hrs)**

Meaning, nature, functions & types of Advertising, Advertising and Communication. Stage in Advertising Communication, Advertising Research, Advertising Agency- Role & function, Client-agency relationship.

#### **Unit-II Media Planning and Advertisement effectiveness (10hrs)**

Advertising Media- Types/ Classification, Media Planning Process, Media Scheduling , Creativity, Creative Strategy and Copy Writing, Evaluation of advertising effectiveness.

#### **Unit-III Sales Management-I (10hrs)**

Nature & Scope of sales management, personal selling and salesmanship Sales Organization Management of sales force-recruitment, selection and training of sales personnel.

#### **Unit-IV Sales Management-II (10hrs)**

Motivation & morale of sales force, Compensation of sales person, Evaluation & Supervision of sales personnel, Sales Budget, Sales Quotas, Sales territories, Sales control & Cost Analysis.

Case Studies on above topics (8Hrs)

### **References:**

1. Chunawalla, S.A., Advertising, Sales and Promotion Management, Himalaya Publishing House, Mumbai.
2. Kapoor, Fundamentals of Sales Management, MacMillan, New Delhi.
3. Batra, Myers and Aaker, Advertising Management, Pearson, New Delhi.
4. Mohan M, Advertising Management Concept & Cases, Tata McGraw Hill, New Delhi.

## **MM 412 INTERNATIONAL MARKETING**

### **Unit-I Basics of International Marketing (10hrs)**

Concept, Evolution, GLOBAL Marketing, Internationalization of Indian Firms, Process of International Marketing, Difference between Domestic & International Marketing, Overview of India's Foreign Trade.

### **Unit-II International Marketing Environment (10hrs)**

WTO- Functions, Principles, Agreement, effects on International Marketing, Identification, Segmentation and Selection of International Markets, Entering International Market- Modes of Entry, Factors affecting the entry mode.

### **Unit III Marketing Strategy (10hrs)**

Identification & development of products for International Market, Product Quality & Packaging, PLC in International Market, International Product Strategy, International Branding Strategy, International Pricing Strategy, International Logistics and distribution Marketing Communication Strategies.

### **Unit-IV International Trade & Export Management (10hrs)**

Trade policy- Export-Import Policy, International Trade, Export product made & Documentation, Institutional Infrastructure Export promotion, emerging issues in International Marketing.

Case Studies on above topics (8Hrs)

### **References:**

1. Joshi, Rakesh Mohan, International Marketing, Oxford University Press, New Delhi.
2. Cherunilam Francis, International Trade & Export Management, Himalaya Publishing House, Mumbai.
3. Warren J Keegan, Global Marketing Management, PHI, New Delhi.
4. S. Yuvaraj, International Marketing, Vrinda Publications (P) Ltd., New Delhi.
5. Rajgopal, International Marketing, Vikash Publishing House Pvt. Ltd., New Delhi.

## **FM 421: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT (SAPM)**

### **Unit-I: Investment: Objectives and Risk**

**(8 hrs)**

Investment - Meaning, Objectives, Process of investment; Securities - Nature and types of investment, Speculation and Gambling; Risk – Risk in investment, components of risk – systematic and unsystematic risk, Measuring risk – expected return, covariance and correlation of coefficient

### **Unit-II: Security Valuation and Analysis**

**(12 hrs)**

Fundamental Analysis – Economic Analysis, Industry Analysis and Company Analysis, Technical Analysis — Introduction, Logic behind the technical analysis, Types of Charts used in Technical Analysis, DOW Theory, Support level and Resistance level, Elliot Wave Theory. Bonds - Features and risks, Return from bonds – coupon rate, current yield, Yield to maturity (YTM) Holding period return, Equity Valuation Models.

### **Unit-III: Security Selection and Portfolio Construction**

**(10 hrs)**

Meaning of Portfolio, Estimating rate of return, standard deviation and co-variance of portfolio returns, Diversification of Portfolio risk, Markowitz Model -Assumption, Process and Efficient portfolio, Sharpe Index Model of Constructing Optimal Portfolio, Capital Assets Pricing Model (CAPM)

### **Unit-IV: Portfolio Evaluation and Efficient Market Hypothesis**

**(10 hrs)**

Portfolio Evaluation - Introduction, Need for portfolio evaluation, Treynor's ratio, Sharpe's Single Index Model and Jensen's Model; Efficient Market Hypothesis (EMH), Weak form hypothesis- Run Test.

Case Studies on above topics (8Hrs)

## **References**

1. Fischer and Jordan, Security Analysis and Portfolio Management, PHI, New Delhi.
2. V.K. Bhalla , Investment Management, Sultan Chand & Sons, New Delhi.
3. Sharpe, Alexander and Bailey, Investments, Prentice Hall of India, New Delhi.
4. P. Pandian, Security Analysis & Portfolio Management, Vikas Publishing, New Delhi.
5. Chandra Prassana, Security Analysis & Portfolio Management, TMH, New Delhi.

**FM- 422 CORPORATE RESTRUCTURING (CR)****UNIT-1: Basics (10 hrs)**

Corporate Restructuring- Definition, Objectives, Significance, Forms and Limitations of Corporate Restructuring. Merger and Acquisition Trends in India and International

**UNIT II: Theories of Merger (10 hrs)**

Overview, Theories of Merger, Motives, Legal and Regulatory Framework for Merger and Acquisition

**UNIT III Valuation of Business in Merger (10 hrs)**

Business Valuation- Concept, Factors Determining Value of the Firm. Business Valuation Methods- Asset Based Method, Discounted Cash flow (DCF) Approach and Market based Approach

**UNIT IV Merger and Acquisition Strategies (10 hrs)**

Takeover Defenses, Shares Buyback, Leveraged Buy Out (LBO), Management Buy Out (MBO), Demerger, Strategic Alliance and Joint Ventures.

Case Studies on above topics (8Hrs)

**References:**

1. Weston, SIU & Johnson, Takeover, Restructuring & Corporate Governance, Pearson Education, New Delhi.
2. Weston, Chung, Mergers, Restructuring & Corporate Control, PHI, New Delhi.
3. P.G. Godbole, Mergers Acquisitions and Corporate Restructuring, Vikas Publishing House, New Delhi.
4. N Jha, Mergers, Acquisitions and Corporate Restructuring, Himalaya Publishing House, New Delhi.

## **HRM 431      INDUSTRIAL RELATIONS & LABOUR LEGISLATION**

### **Unit-I Introduction (10hrs)**

Labour Force in India: Structure, Composition, Issues & Challenges, Meaning & Scope of IR, System frame work, Theoretical Frame work, Values governing IR, Globalisation & IR, Role of Govt in IR.

### **Unit-II Labour-Management Relations (10hrs)**

Trade unions-Concepts, Functions & Structure, Trade Union movement in India, Trade Union Act, 1926, Collective Bargaining-Legal frame work, levels of bargaining, negotiation techniques & skills, Tripartisim & Social dialogue, Employee participation & Labour Management co-operation. Grievances Handling- nature, causes & procedure, Managing Employee Discipline

### **Unit-III Legal Frame work Governing Employment, Working Conditions & Wage System (10hrs)**

Legal Framework Governing Employment, Working conditions & wage systems. Minimum wages Act-1948, Factories Act-1948, Workmen's Compensation Act-1923.

### **Unit-IV Industrial Disputes & Social Security (10hrs)**

Industrial Dispute Act-1947, Employees State Insurance Act-1948, Maternity Benefit Act-1961. Case Studies on above topics (8Hrs)

### **References:**

1. C.S. Venkataratnam, Industrial Relations, Oxford University Press, New Delhi.
2. Arun Monappa, Industrial Relation, Tata Mc Graw Hill, New Delhi.
3. C.S. Venkataratnam, Globalisation and Labour Management Relations, Response Books, New Delhi.
4. Arun Monappa, Ranjeet Nambudiri, Patturaja Selvara, Industrial Relations and Labour Laws, Tata Mc Graw Hill, New Delhi.

## **HRM 432      STRATEGIC HUMAN RESOURCE MANAGEMENT**

### **Unit – I Basics (10 Hrs)**

Evolution of SHRM, Concept & Importance of SHRM, Strategic Fit, Traditional HRM Vs Strategic HRM, SHRM Process, , HR Environment, HRM & Organisational Performance, Role of HR, Strategic HRM Models.

### **Unit – II Formulation and Implementation of HR Strategy. (10 Hrs)**

Corporate Strategy and HR Strategy, Business Strategy & HR Strategy, Employee Resourcing Strategy, Strategic Recruitment & Selection, Retention Strategy, Flexibility Strategy, Strategy for managing performance, Strategic Reward & Employee Relation Strategy, Strategic HRD.

### **Unit – III Strategic HR Issues & Challenges (10 Hrs)**

Downsizing & Restructuring, Merger & Acquisition, Workforce Diversity, Work- life Integration, HR Outsourcing

### **Unit – IV International Human Resource Management (10 Hrs)**

International versus Domestic HRM, Approaches to Staffing-creating strategic fit, Selecting & Developing Global Managers, Career Development, International Performance Appraisal and Compensation.

Case Studies on above topics (8Hrs)

### **References:**

1. Tanuja Agarwala, Strategic Human Resource Management, Oxford Press, New Delhi.
2. Charlers R Greer, Strategic Human Resource Management, Pearson Edition, New Delhi.
3. M. Armstrong & Angela Baron, Handbook of Strategic HRM, Jaico Publishing House, New Delhi.
4. Millo Jeffrey A., Strategic Human Resource Management, Thompson India, New Delhi.