

Dr. K. N Modi University, Newai

Student Evaluation System

Examination Process

Continuous Assessment

All courses undertaken by students are evaluated during the semester using internal system of continuous assessment. The students are evaluated on class /tutorial participation, assignment work, lab work, class tests, mid-term tests, quizzes and end semester examinations, which contribute to the final grade awarded for the subject. Students will be notified at the commencement of each courses about the evaluation methods being used for the courses and weightages given to the different assignments and evaluated activities.

In order to make the evaluation system as similar and transparent with any of the globally reputed educational institutions like N.I.Ts, I.I.Ts etc. the Dr. K. N. Modi University Academic Council has adopted the grading practices. Here marks obtained in the continuous assessment and end semester examination are added together and a 10-point grading system will be used to award the student with on overall letter grade for the course (subject).

Distribution of Marks

(i) Courses without Practical Components

(a) Attendance Class participation, Class Tests, Quizzes, Projects, Seminar etc. - 10 Marks	} 40 Marks
(b) Two Assignments of 5 marks each (for each subject) - 10 Marks	
(c) Midterm Test I - 10 Marks	
(d) Midterm Test II - 10 Marks	
(e) End –Term Examination - 60 Marks	} 60 Marks

Total : 100

(ii) Courses with Practical Components only

Internal Practical Examination and Continuous Progress-	50
End –Term Examination (Practical) - _____	50

Total : 100

Letter Grading System

Final evaluation of course is carried out on a TEN POINT grading system. Performance Grade and Grade Points are as shown below:

Table 1

Marks	Grade Value	Grade	Description
91 to 100	10	AA	Out Standing
81 to 90	9	A+	Excellent
71 to 80	8	A	Very Good
61 to 70	7	B+	Good
51 to 60	6	B	Above Average
41 to 50	5	C	Satisfactory
Less than 41	0	F	Exposed
Absent in the University Final Examination	0	I	Incomplete

Note: In order to convert the SGPA and CGPA into percentile, multiply the same with the Conversion factor of 10.

A student who earns a minimum of 5 grade Point (C grade) in a course (subject) is declared to have successfully completed the course, and is deemed to have earned the credits assigned to that course. A course successfully completed cannot be repeated.

A student should have appeared for the end semester examination of the prescribed course of study (mere appearance in the continuous assessment test is not sufficient) to be eligible for the award of the degree in the course.

If a student is eligible for but-fails to appeared in the end semester examination, he/she will be awarded an 'I grade (in complete) on the grade sheet. For all practical purposes an 'I 'Grade is treated as an 'F'.

If a student is not eligible to appear in the end semester examination owing to his/her not fulfilling the minimum attendance requirements, he may be permitted to re-register for those courses in which he/she had attendance shortage, at the next available opportunity.

Grade Point Average (SGPA) & Cumulative Grade Point Average (CGPA)

Each course grade will be converted into a specific number of points associated with the grade as mentioned in above Table 1. Here points are weighted with the number of credits assigned to a course. The Grade Point Average (GPA) is the weighted average of grade points awarded to a student. The Grade Point Average for each semester will be calculated only for those students who have passed all the courses of that semester. The weighted average of GPA's of all semester that the student has completed at any point of time is the Cumulative Grade Point Average (CGPA) at that point of time.

CGPA up to any semester will be calculated only for those students who have passed all the courses up to that semester.

A student of student has to earn minimum of 244 credits to gets his B. Tech. Degree on completion of eight semesters.

Calculation of SGPA and CGPA:

Example:

Table 2

Courses	Credits	Letter Grade	Grade Value	Credit Value	Grade Points
Mathematics	3	B+	7	3x7	21
Chemistry	3	A	8	3x8	24
Physics	3	A+	9	3x9	27
Language Lab	2	A	8	2x8	16
TOTAL	11			TOTAL	88

$$\text{In this case GPA} = \frac{\text{Total Grade Points}}{\text{Credits}} = \frac{88}{11} = \mathbf{8.0}$$

Suppose the GPAS in two successive semesters are 7.0 and 8.0 with 26 and 24 respective course credits, then the

$$\text{CGPA} = \frac{7 \times 26 + 8 \times 24}{26 + 24} = \frac{374}{50} = \mathbf{7.48}$$

After the results are declared, grade cards will be issued to each student which will contain the list of courses for that semester and the grades obtained by the student, as well as GPA of that

semester. However, a conversion factor of “10”, will be included, enabling students and future employers for transforming CGPA into percentage of marks at par with the existing practices of I.I.Ts, N.I.Ts and A.I.C.T.E.

Minimum Eligibility Requirements in Dr. K. N. Modi University for proceeding to the next academic year of study.

A First year Student of Dr. K. N. Modi University satisfying the below mentioned requirements is eligible to study in the 3rd Semester of next academic year.

“Pass with Minimum C Grade in Four Theory Papers & Pass in Four Laboratory Papers in the I & II Semester (Combined)”

A Second year Student of Dr. K. N. Modi University satisfying the below mentioned requirements is eligible to study in the Vth Semester of the next academic year.

“Pass with Minimum C Grade in Four Theory Papers & Pass in Four Laboratory Papers in the IIIrd& IV Semester (Combined)”

A Third year Student of Dr. K. N. Modi University satisfying the below mentioned requirements is eligible to study in the VIIth Semester of the next academic year.

“Pass with Minimum C Grade in Four Theory Papers & Pass in Four Laboratory Papers in the Vth& VI Semester (Combined)”

Proficiencies:

Extra-curricular activities as listed below will be offered to students of all programs. These activities will run in both semesters and evaluated. Activities will be graded as outstanding/Excellent/Very Good/Good/Above Average/ Satisfactory/Exposed/Incomplete.

The extracurricular activities are sports, cultural:

1.	Tennis	2.	Athletics	3.	Table Tennis
4.	Badminton	5.	Gymnastics	6.	Chess
7.	Throw Ball	8.	Gardening	9.	Organization & Management
10.	Football	11.	Electronics	12.	Fine Arts & Paintings
13.	Cricket	14.	Social Service Club	15.	Rovers & Rangers
16.	Volleyball	17.	Music and Dramatics	18.	Model and Sculptures
19.	Basketball	20.	Debate	21.	Equestrian Race
22.	Kho - Kho	23.	Robotics	24.	Yoga & Meditation
25.	Art & Photography Club	26.	Cultural Club	27.	Any other activity with prior approval of the President.

Guideline for submission of assignment

A. Assignments (Theory)

Following are the guidelines of assignments, their evaluation.

Assignment means a set of work, tasks and/or numerical problems given to the student, on the basis of topics recently covered in the class as homework to be solved and submitted, within the time frame given by the faculty and the examination cell. Each assignment should require 5 – 6 hours work to be done by the student. The Date of Submission (DOS) duly announced on the Date of Allotment (DOA) to the student and duly mentioned in the Academic Calendar.

1. In a multiple-section course, the preparation, duplication and distribution is the responsibility of the Course Coordinator.
 - a. Allotment of an assignment should be made in the academic calendar of the semester.
 - b. The Date of Submission (DOS) of an assignment should be the tutorial in the prescribed week wherever applicable. Where tutorials are not scheduled, submission should be in the first lecture of the subsequent week.
2. Assignment should NOT have any descriptive questions (that can be directly copied from a book or from the internet). However, in those course(s) where only descriptive problems are feasible, prior approval for the same is to be sought from the President in writing mentioning the justification for the same.
3. The effective teaching for semester is generally of 14 weeks. The minimum number of assignments to be given throughout the semester is two. No assignment should be due in the last week of the semester.
4. The assignment is to be submitted on or before the Date of Submission (DOS) as announced.
5. The evaluation of numerical assignment will be done through a test based on the assignment. The test would comprise of one of the questions from the assignment to be solved in the class. The following process may be adopted for the purpose:
 - a) Ask students to bring the assignment sheets to the class (along with calculators, if required).
 - b) Take 60 sheets of A4 sheets. On each sheet write the roll number of a student and the question number from the assignment that he/she has to solve. Different question for adjacent students. Make student sit roll-number-wise, so that no two adjacent students are given the same problem.
 - c) Give student just sufficient time to solve the problem assuming that they have done the assignment at home.
 - d) Make sure they have submitted the assignment before the start of the test and that they are not copying.
6. Marks to be awarded in these assignment-quizzes only if the assignment is submitted in time.
7. For non-numeric assignments the rest could have questions based on the assignment. Make sure that there are multiple shuffled sets for these tests to prevent copying. The comments on the assignments are mandatory. The marks are to be allotted to submission and test separately.
8. Minimal time to be given to the students to attempt the said tests because they should not require any thinking for solving these as they have already solved these problems earlier.
9. The evaluated assignments/tests are to be shown to the student (as done in scrutiny of the End Term Examination answer sheets) and are to be retained by the instructor. The

evaluated assignments/test should be retained till the next assignment is evaluated. This is to permit checking by designated authority at any instance.

10. The assignment-based tests should be given on the Date of Assignment (DOS). Only the students who have submitted the assignment on time should be allowed to take the test, otherwise, the student should be awarded ZERO marks for the same.
11. This procedure is to be announced and explained to the students in the very first class. The importance of timely submission of assignments should be explained.
12. No deviation from this policy is permitted except with a written prior approval from the president.

B. Laboratory Assessments

Following are the guidelines for the conduct and evaluation of practical in all courses with laboratory components:

1. A practical is where a student is taken to a laboratory and is asked to perform a set of task on the given computer, equipment or on a setup comprising of devices or components. This includes on-the spot conduct of an activity to derive desired results and to report the findings.
2. A student will have to maintain record of the experiments performed in the labs in the bound lab notebook.
3. The lab notebook should be maintained in the format of a lab journal, where (in general) the aim of the experiment, the observations, calculations, results and discussions are reported. These should not have any description like 'method' etc, unless the method itself is the aim of the experiment. Error analysis forms an essential part of the lab journal.
4. Each lab work performed is to be verified by the respective teachers in the next class.
5. A student will be evaluated on every experiment/lab performed. The components of practical assessment are to be re-defined, notified to the student and to be strictly adhered to.

The records of the students attendance in the lab is to be maintained. The lab file record is evaluated for 10 marks and the attendance weightage will be again 10 Marks.

DR. K. N. MODI UNIVERSITY
Study and Evaluation Scheme
MBA Effective from session 2015-16
Semester-I

S. NO	Sub Code	Subject Name	Period			Evaluation Scheme			
			L	T	P	Continuo us assessment	Final exam	Total	Credit
1	01MB109	Managing organisation	3	1	0	40	60	100	04
2	01MB110	Mnagerial economics	4	1	0	40	60	100	04
3	01MB111	Business Accounting	3	1	0	40	60	100	04
4	01MB112	Business environment	4	1	0	40	60	100	04
5	01MB113	Business statistics	4	1	0	40	60	100	04
6	01MB114	Marketing Management	4	1	0	40	60	100	04
7	01MB115	Communication for management	4	1	0	40	60	100	04
8	01MB116	Fundamental of computers information system	4	1	0	40	60	100	04
9	01CC1010	Co-curricular Activity	4	0	4	100		100	04
10	01CC1011	Seamless learning	0	0	4	100		100	01
		Total	30	8	8			1000	34

DR. K. N. MODI UNIVERSITY
Study and Evaluation Scheme
MBA Effective from session 2015-16
Semester-II

S. NO	Sub Code	Subject Name	Period			Evaluation Scheme			
			L	T	P	Continuo us assessme nt	Final exam	Total	Credit
1	01MB209	Managing Human resources	4	1	0	40	60	100	04
2	01MB210	Business laws	4	1	0	40	60	100	04
3	01MB211	Customer relationship management	4	1	0	40	60	100	04
4	01MB212	Financial Management	4	1	0	40	60	100	04
5	01MB213	Operational research	4	1	0	40	60	100	04
6	01MB214	Cost and Management Accounting	4	1	0	40	60	100	04
7	01MB2015	Operations Management	4	1	0	40	60	100	04
8	01MB216	Research Methodology	4	1	0	40	60	100	04
9	01CC2010	Comprehensive Viva(CV)	0	0	4	100		100	01
10	01CC2011	Seamless Learning	0	0	4	100		100	01
		Total	32	8	8			1000	34

DR. K. N. MODI UNIVERSITY

**Study and Evaluation Scheme
MBA Effective from session 2015-2016
Semester-III**

S. NO	Sub Code	Subject Name	Period			Evaluation Scheme			
			L	T	P	Continuou s assessmen t	Final exam	Total	Credit
1	02MB305	Entrepreneurship Development	4	0	0	40	60	100	04
2	02MB306	International Business Management	4	1	0	40	60	100	04
3	02MB307	Rural development	4	1	0	40	60	100	04
4	02MB308	Project Management	4	1	0	40	60	100	04
5	**Elective 1 st of 1 st SPECIALIZATION		4	1	0	40	60	100	04
6	**Elective 2 nd of 1 st SPECIALIZATION		3	1	0	40	60	100	04
7	**Elective 3 rd of 2 nd SPECIALIZATION		4	1	0	40	60	100	04
8	**Elective 4 th of 2 nd SPECIALIZATION		3	1	0	40	60	100	04
9	02CC3010	Summer Training Project report	0	0	4	100		100	01
10	02CC3011	Co-Curricular Activities	0	0	4	100		100	01
		Total	26	8	8			1000	34

*** FUNCTIONAL AREA OF SPECIALISATION : Students are required to choose any two areas of specialization .They should choose two subjects from the chosen areas of specialization From the list given below.**

DR. K. N. MODI UNIVERSITY
Study and Evaluation Scheme
MBA Effective from session 2013-14
Semester-IV

S. NO.	Sub Code	Subject Name	Period			Evaluation Scheme			
			L	T	P	Continuou s assessment	Final exam	Total	Credit
1	02MB405	Strategic Management	4	1	0	40	60	100	04
2	02MB406	Insurance and Risk Management	4	1	0	40	60	100	04
	02MB407	Hospitality & Toursim Management	4	1	0	40	60	100	04
3	*Elective 1 st of SPECIALIZATION		4	1	0	40	60	100	04
4	*Elective 2 nd of SPECIALIZATION		4	1	0	40	60	100	04
5	*Elective 3 rd of SPECIALIZATION		4	1	0	40	60	100	04
6	*Elective 4 th of SPECIALIZATION		4	1	0	40	60	100	04
7	02MB408	Behavioral finance	4	1	0	40	60	100	04
8	02MB409	Comprehensive Viva	4	1	0	40	60	100	04
9	02MB410	Reseach Project report	0	0	0	50	50	100	03
10	02CC4010	Seamless Learning	0	0	4	100		100	01
11	02CC4011	Co-Curricular activities	0	0	4	100		100	01
		Total	24	6	8			900	29

*** FUNCTIONAL AREA OF SPECIALISATION : Students are required to choose any two areas of specialization .They should choose two subjects from the chosen areas of specialization From the list given below.**

ELECTIVE PAPERS

Specialization Group: Human Resource

Course Code

1. 02MBH305 Leadership & Personality Development..... (III Semester)
2. 02MBH306 Industrial Relations & Labour Enactments..... (III Semester)
3. 02MBH405 Negotiation & Counseling (IV Semester)

Specialization Group: Marketing

Course Code

1. 02MBM305 Consumer Behaviour & Customer Loyalty..... (III Semester)
2. 02MBM306 Integrated Marketing Communications (III Semester)
3. 02MBM405 Retailing & Distribution Management (IV Semester)

Specialization Group: Financial Management

Course Code

1. 02MBF305 Security Analysis & Investment Management(III Semester).
2. 02MBF306 Management of Financial Institutions & Services.... (III Semester).
3. 02MBF405 Tax Planning and Management (IV Semester)

Specialization Group: Information Technology

Course Code

1. 02MBIT305 Database Management System (III Semester)
2. 02MBIT306 System Analysis & Design..... (III Semester)
3. 02MBIT405 Data Communication & Network (IV Semester)

Specialization Group: International Business

Course Code

1. 02MBIB305 International Marketing Management (III Semester)
2. 02MBIB306 International Logistics & Documentation (III Semester)
3. 02MBIB405 International Financial Management (IV Semester)

Specialization Group: Rural Development

Course Code

1. 02MRD305 Rural Marketing..... (III Semester)
2. 02MRD306 Micro Finance, Small Group Management and Cooperatives (III Semester)
3. 02MRD405 Food Technology & Processing Management (IV Semester)

MANAGING ORGANIZATION

Course Objective: To familiarize the students with the basic concepts and principles of management. The students should clearly understand the definitions of different areas of management. This course will facilitate students to understand and describe specific theories related to perception, motivation, leadership, job design, and organizational change. Also this will help the student to demonstrate effective teamwork behavior by learning the concept of group dynamics and conflict management. The course will help them evaluate methods of motivating and rewarding individuals & group and integrate individual, group, and organizational level concepts.

UNIT I

Evolution of Management Thought : Scientific Management, Classical Organization Theory School, Management Science School, Behavioral School, Systems Approach and Contingency Approach. **Concept of Management:** Definition, Need, Concept and Nature of Management, Skills & Management Levels, Managing in Present Competitive Environment.

UNIT II

Process of Management: Planning; Organizing- departmentalization, Line and Staff relationship; Directing; Coordinating & Controlling; Decision Making; Authority and Responsibility.

UNIT III

Elements of Human Behavior at Work: Definition, Concept, Need, Importance and Foundations of Organizational Behavior, Personality, Perceptual Processes, Management and Behavioral applications of Personality, and Perception.

UNIT IV

Psychological Variables and Communication Technology: Learning; Values and Attitudes; Motivation; Management and Behavioral Applications of Attitude and Motivation on Performance.

UNIT V

Leadership : Style and Functions of Leader, Transformational -Transactional, Charismatic-Visionary Leadership, Likert's Four Systems of Leadership and Managerial Grid.

Organisational Conflict: Concept, classification, process and conflict resolution strategies;

Organisational Culture: Concept, Process and Implications of Organisational Culture;

Organisational Change: Concept, Nature, Kurt Lewin Theory of Change, Implementing Change, Managing Resistance to Change.

SUGGESTED READING:

1. VSP RAO-Managing Organization (EXCEL 1 EDITION)
2. Chaturvedi & Saxena -Managing Organization (Himalaya Publication)

3. Stoner, Freeman & Gilbert Jr - Management (Prentice Hall of India, 6th Edition)
- 4 Robbins-Organization Behavior -15 e Prentice hall
5. Koontz Harold & Weihrich Heinz – Essentials of management (Tata Mc Graw Hill, 5th Edition 2008)
6. Newstrom John W. - Organizational Behaviour: Human Behaviour at Work (Tata Mc Graw Hill, 12th Edition)
7. Luthans Fred - Organizational Behaviour (Tata Mc Graw Hill,10th edition)
8. Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. - Organizational Behaviour (Tata Mc Graw Hill, 4th Edition)

MANAGERIAL ECONOMICS

COURSE OBJECTIVE

The basic objective of this course is to make the students aware of the various economic issues that they are expected to face as managers at the corporate level and to equip them with the tools and techniques of economic analysis for improving their decision-making skills.

UNIT-I

Introduction to Economics; Nature and Scope of Management Economics, Significance in decision-making and fundamental concepts. Objectives of a firm. Gap between theory and practice and role of managerial economist.

UNIT-II

Demand Analysis; Law of Demand, Exceptions to the law of Demand, Determinants of Demand. Elasticity of Demand- Price, Income, Cross and Advertising Elasticity; Uses of Elasticity of Demand for managerial decision making, measurement of Elasticity of Demand. Demand forecasting meaning, significance and methods.

UNIT-III

Supply Analysis; Law of Supply, Supply Elasticity; Analysis and its uses for managerial decision making. Production concepts & analysis; Production function, single variable-law of variable proportion, two variable-Law of returns to scale. Cost concept and analysis, short-run and long-run cost curves and its managerial use.

UNIT-IV

Market Equilibrium and Average Revenue Concept. Market Structure: Perfect Competition, features, determination of price under perfect competition. Monopoly: Feature, pricing under monopoly, Price Discrimination. Monopolistic: Features, pricing under monopolistic competition, product differentiation. Oligopoly: Features, kinked demand curve, cartels, price leadership. Pricing Strategies; Price determination, full cost pricing, product line pricing, price skimming, penetration

pricing.

UNIT-V

National Income; Concepts and various methods of its measurement, Inflation, types and causes, Business Cycle, Profit concept and major theories of profits; Dynamic Surplus theory, Risk & Uncertainty bearing theory and Innovation theory.

Suggested Readings:

1. Dwivedi D.N. - Managerial Economics (Vikas Publication, 7th Edition)
 2. Petersen/jain Managerial economics-4e (Prentice hall)
 3. Raj Kumar-Managerial Economics(UDH PUBLISHERS, 2013 edition)
 4. Damodaran Suma – Managerial Economics (Oxford 2006)
 5. Atmanand- Managerial Economics (Excel Books)
 6. Keats- Managerial economics-6e (Prentice hall)
 7. Vanita Agarawal-Managerial Economics-Pearson
 8. M.L. Jhingan & J.K. Stephan - Managerial Economics (Vrinda Publications 2nd Edition)
 9. Singh- Managerial Economics (Wiley Dreamtech)
 10. Hirschey Mark – Economics for Managers (Thomson, India Edition, 2007)
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BUSINESS ACCOUNTING

COURSE OBJECTIVE:

The main objective of this course is to acquaint the students with fundamental concepts and processes of accounting so that they are able to appreciate the nature of item presented in the annual accounts of an organisation. Further, it aims at familiarizing the student with those significant tools and techniques of financial analysis, which are useful in the interpretation of financial statements. These tools and techniques form an important part of management planning and control systems. Thus, the course does not intend to make the students expert accountant.

Unit I

Overview: Accounting concepts, conventions and principles; Accounting Equation, International Accounting principles and standards; Objectives of Accounting ,Matching of Indian Accounting Standards with International Accounting Standards.

Unit II

Mechanics of Accounting: Double entry system of accounting, journalizing of transactions; ledger posting and trial balance ,preparation of final accounts, Profit & Loss Account, Profit & Loss Appropriation account and Balance Sheet, Policies related with depreciation, inventory and intangible assets like copyright, trademark, patents and goodwill

Unit III

Analysis of financial statement: Ratio Analysis- solvency ratios, profitability ratios, activity ratios, liquidity ratios, market capitalization ratios; Common Size Statement; Comparative Balance Sheet and Trend Analysis of manufacturing, service & banking organizations.

Unit IV

Funds Flow Statement: Meaning, Concept of Gross and Net Working Capital, Preparation of Schedule of Changes in Working Capital, Preparation of Funds Flow Statement and its analysis;

Unit V

Cash Flow Statement: Various cash and non-cash transactions, flow of cash, difference between cash flow and fund flow, preparation of Cash Flow Statement and its analysis.

SUGGESTED READINGS

- 1) Maheshwari S.N & Maheshwari S K – A text book of Accounting for Management (Vikas, 10th Edition)
- 2) Ambrish Gupta - Financial Accounting: A Managerial Perspective (Prentice Hall, 4th Edition)
- 3) Narayanswami - Financial Accounting: A Managerial Perspective (PHI, 2nd Edition).
- 4) Mukherjee - Financial Accounting for Management (TMH, 1st Edition).
- 5) Banerjee-Financial Accounting(Excel Books)
- 6) Dhamija - Financial Accounting for managers: (Prentice Hall).
- 7) Ramchandran & Kakani - Financial Accounting for Management (TMH, 2nd Edition).

BUSINESS ENVIRONMENT

COURSE OBJECTIVE:

The present course aims at familiarizing the participants with various aspects of economic, social, political and cultural environment of India. This will help them in gaining a deeper understanding of the environmental factors influencing Indian business organizations.

UNIT- I

Business Environment-Meaning, Importance, Environmental Factors, Recent Political Environment, Recent Economic and Financial Environment, Planning In India-Planning Commission-Liberalisation and Planning, Industrial Policy: New trade policy-1991 onwards, Industrial Licensing in India

UNIT-II

Indian Financial System : Monetary And Fiscal Policy,Economic Trends, Price Policy,Stock Exchange Of India,Role of regulatory institutions in Indian financial system – RBI and SEBI , National Income,Role of Industry in Economic Development, Foreign Trade and Balance of Payment,Poverty in India, Unemployment in India, Inflation, Human Development, Rural Development, Problems of Growth

UNIT-III

Direct & Indirect Taxes (MODVAT),(CENVAT),Competition Act 2002 & FEMA Acts ,Business Ethics, Corporate Governance, Philosophy and strategy of planning in India.

UNIT-IV

Liberalisation, Privatization and Disinvestments, Special Economic Zone (SEZ) and their role and impact in International Business Environment,World Trade Organisation (WTO), Redefining Value Proposition to MSMEs

UNIT-V

Social Responsibility of business enterprises, New Economic Policy, Globalization, EXIM policy and role of EXIM bank, FDI policy, Multinational Corporation (MNCs) and Transnational Corporations (TNCs), Global Competitiveness, technology and competitive advantage, technology transfer - importance and types, Appropriate technology and technology adaptation.

Suggested Readings:

1. Shaikh & Saleem - Business Environment (Pearson, 2nd Edition)
2. Francis Cherunilam – Business Environment, Text and Cases (Himalaya Publishing House, 8th Edition).
3. Mittal - Business Environment (Excel Books).
4. V. Neelamegam – Business Environment (Vrinda Publications , 2nd Edition)
5. Fernando-Business Environment (Prentice hall)
6. Mishra S K & Puri V K - Economic Environment of Business (Himalaya Publishing House,

3rd Edition).

7. Paul Justin - Business Environment Text and Cases (Tata Mc Graw Hill).

BUSINESS STATISTICS

Course Objective

The objective of the course is to make the students familiar with basic statistical techniques and their applications in managerial decision making.

Unit I

Role of statistics: Applications of inferential statistics in managerial decision-making; Measures of central tendency: Mean, Median and Mode and their implications; Measures of Dispersion: Range, Mean deviation, Standard deviation , Coefficient of Variation (C.V.) , Skewness, Kurtosis.

Unit II Time series analysis: Concept, Additive and Multiplicative models, Components of time series, Trend analysis: Least Square method - Linear and Non- Linear equations, Applications in business decision-making.

Unit III

Index Numbers:- Meaning , Types of index numbers, uses of index numbers, Construction of Price, Quantity and Volume indices:- Fixed base and Chain base methods.

Correlation:- Meaning and types of correlation, Karl Pearson and Spearman rank correlation.

Regression:- Meaning , Regression equations and their application , Partial and Multiple correlation & regression :- An overview.

Unit IV

Probability: Concept of probability and its uses in business decision-making; Addition and multiplication theorems; Bayes' Theorem and its applications.

Probability Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions

Unit V

Estimation Theory and Hypothesis Testing: Sampling theory; Formulation of Hypotheses; Application of Z test, t-test, F-test and Chi-Square test. Techniques of association of Attributes & Testing.

SUGGESTED READINGS

1. Bhardawaz-Business Statistics (Excel Books)
2. Gupta C B, Gupta V - An Introduction to Statistical Methods (Vikas1995, 23rd Edition).
3. Black- Business Statistics (Wiley Dreamtech)
4. Sharma J K - Business statistics (Pearson education 2nd edition)
5. Render and Stair Jr - Quantitative Analysis for Management (Prentice-Hall, 7th edition)
6. Levin Rubin - Statistics for Management (Pearson 2000, New Delhi, 7th Edition).
7. Beri - Business Statistics (Tata Mc Graw Hill ,2nd Edition).
8. Chandan J S - Statistics for Business and Economics (Vikas 1998.1st Edition).

MARKETING MANAGEMENT:

Course Objective:

This course intends to provide an experienced-based approach to marketing theory and its practical application. The course is designed to enable the students to learn the basic of marketing. Topics of the syllabus shall be addressed and discussed from an application oriented perspective

Unit I

Core Concepts of Marketing:

Concept, Meaning, definition, nature, scope and importance of marketing, Goods – Services Continuum, Product, Market, Approaches to Marketing – Product – Production – Sales – Marketing – Societal – Relational. Concept of Marketing Myopia, Holistic Marketing Orientation, Customer Value, Adapting marketing to new liberalised economy - Digitalisation, Customisation, Changing marketing practices

Unit II

Market Analysis and Selection:

Nature and Contents of Marketing Plan, Marketing environment, Controllable and Uncontrollable factors effecting marketing decisions, Analyzing latest trends in Political, Economic, Socio-cultural and Technical Environment, Concept of Market Potential & Market Share, Concept, Characteristics of consumer and organizational markets, Buyer Behavior, 5 step Buyer decision process

Meaning and concept of market segmentation, Bases for market segmentation, Types of market segmentation, Effective segmentation criteria, Evaluating & Selecting, Target Markets, Concept of Target Market, Positioning and differentiation strategies, Concept of positioning – Value Proposition & USP, Marketing Information System, Strategic marketing planning and organization.

Unit III

Product Decision- Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product life cycle – strategic implications; New product development and consumer adoption process.

Unit IV

Price Decision- Concept, and Meaning of Price and Pricing, Significance of Pricing Decision, Factors affecting price determination; Pricing Methods and Techniques, Pricing policies and strategies; Discounts and rebates.

Unit V

Place Decision- Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions, Marketing channel system - Functions and flows; Channel design, Channel management - Selection, Training, Motivation and evaluation of channel members; Promotion Decision-Communication Process; Promotion mix – advertising, personal selling, sales promotion, publicity and public relations; Media selection; Advertising effectiveness; Sales promotion – tools and techniques.

Suggested Readings

1. Philip Kotler-Agnihotri : Principle of marketing 13 e, Pearson Education
2. Ramaswamy V.S. and Namakumari S - Marketing Management: Planning, Implementation and Control (Macmillian, 3rd Edition).
3. Rajan Saxena: Marketing Management, Tata McGraw Hill.
4. R Kumar & Goel-Marketing Management(UDH Publishers, edition 2013).

5. Tapan Panda : Marketing Management, (ExcelBooks)
 6. Stanton William J - Fundamentals of Marketing (TATA Mc Graw Hill)
 7. Etzel M.J., Walker B.J. and Stanton William J - Marketing concept & Cases special Indian Edition (Tata Mc Graw Hill, 13th Edition).
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COMMUNICATION FOR MANAGEMENT

Course Objective

This course intends to develop good communication skills in students for their future jobs and endeavors in the corporate world so that they can gain a cutting edge over their other counterparts within the country and across the globe.

UNIT I

INTRODUCTION: Definition and classification of communication, purpose of communication, process of communication, importance of communication in management, communication structure in organization, barriers & gateway in communication, 7 C's of communication, Impact of cross cultural communication.

UNIT II

EMPLOYMENT COMMUNICATION: Writing CVs & Application Letter, Group discussions, interview, types of interview, candidates preparation, Interviewers preparation; Impact of Technological Advancement on Business Communication; Communication networks, Intranet, Internet, teleconferencing, videoconferencing

ORAL COMMUNICATION: What is oral Communication, principles of successful oral communication, two sides of effective oral communication, effective listening, non-verbal communication, Body language, Paralanguage.

UNIT III

WRITTEN COMMUNICATION: Purpose of writing, pros & cons of written communication, clarity in writing, principles of effective writing, writing technique.

BUSINESS LETTERS AND REPORTS: Introduction to business letters, Types of business letter, Layout of business letter, Reports: definition & purpose, types of business reports, reports writing.

UNIT IV

GROUP COMMUNICATION- Meetings: need, importance & planning of Meetings, drafting of notice, agenda, minutes & resolutions of Meeting, writing memorandum, press release, press conference, Business etiquettes – netiquettes, telephonic & table etiquettes.

PRESENTATION SKILLS :What is a presentation: elements of presentation, designing a presentation, advanced visual support for business presentation, types of visual aid, appearance & posture, practicing delivery of presentation.

UNIT V

CORPORATE COMMUNICATION :Definition, scope, importance & components of corporate communication, professional communicator responsibilities, corporate communication & Public Relation, role of social media in communication.

RECOMMENDED BOOKS:

1. Lesikar RV & Pettit Jr. JD – Basic Business Communication : Theory & Application (Tata

- Mc Grow Hill, 10th Edition).
2. Bisen & Priya – Business Communication (New Age International Publication)
 3. Kalkar, Suryavanshi, Sengupta - Business Communication (Orient Blackswan)
 4. M.K. Sehgal & V. Khetrpal - Business Communication (Excel Books).
 5. P.D. Chaturvedi – Business Communication (Pearson Education, 3rd Edition 2006).
 6. Sharma R.C., Mohan Krishna – Business : Correspondence and Report Writing (Tata McGraw Hill, 3rd Edition).
 7. Rajendra Pal - Business Communication (Sultan Chand & Sons Publication).

Fundamentals of Computers & Information System

COURSE OBJECTIVE:

The objective of this course is to acquaint the students with the application of computers in understanding latest trends in information technology. This course will also provide an orientation about the increasing role of management information system in managerial decision making with the help of computers and how information is processed, stored and utilized.

Unit I

Hardware: (a) Input devices - keyboard, printing devices, voice speech devices, scanner, MICR, OMR, Bar code reader, digital camera etc. (b) Output devices - Visual Display Unit, printers, plotters etc. (c) Storage Devices – Magnetic storage devices, Optical storage devices, Flash Memory etc.

Software: Introduction; Types of software with examples; Introduction to languages, compiler, interpreter and assembler.

Operating System: Definition, Functions, Types and Classification, Elements of GUI based operating system - Windows - Use of menus, tools and commands of windows operating system.

Unit II

Use of MS-Office: Basics of MS-Word, MS-Excel and MS-PowerPoint; MS Access: Overview of MS-Access. Creating tables, queries, forms and reports in MS-Access. Computer Networks: Overview of Computer Network, Types of computer networks (LAN, WAN and MAN), Network topologies, Internet: Overview of Internet, Architecture & Functioning of Internet, Basic services over Internet like WWW, FTP, Telnet, Gopher etc., IP addresses, ISPs, URL, Domain names, Web Browsers, Internet Protocols, Search engines, e-mail, Web browsing, searching, downloading & uploading from Internet. Applications of Information Technology.

Unit III

MIS Introduction: Concept of Data and Information, Information Systems, Classification, Operations Support System (OSS), Management Support System (MSS), Transaction Processing System (TPS), Process Control System (PCS), Enterprise Collaboration System (ECS), Management Information System (MIS), Decision Support System (DSS).

Artificial Intelligence (AI), Applications Of Artificial Intelligence : Neural Networks, Fuzzy Logical Control System, Virtual Reality, Expert System (ES), Executive Information System (EIS), Cross Functional Information Systems.

Unit IV

Developing MIS Systems: System Development Life Cycle, Investigation Phase, Prototyping,

Feasibility Analysis, System Analysis (DFD and ER Diagram), System Design, Implementing Business Systems, Testing, Documenting, Training, Conversion and Maintenance

Unit V

Applications: Enterprise Resource Planning (ERP), Customer Relationship Management (CRM), Security and Ethical Challenges Of IT, Ethical Responsibility - Business Ethics, Technology Ethics; Cyber Crime and Privacy Issues.

Suggested Readings

1. Shrivastava-Fundamental of Computer& Information Systems (Wiley Dreamtech)
2. Leon A and Leon M - Introduction to Computers (Vikas, 1st Edition).
3. ITL ESL – Introduction to Information Technology (Pearson, 2nd Edition).

- 4 ITL ESL – Introduction to Computer science (Pearson, 2nd Edition).
5. Introduction to Computers, Norton P. (TATA McGraw Hill)
6. Leon - Fundamentals of Information Technology, (Vikas)

Semester II

MANAGING HUMAN RESOURCES

Objectives: The objective of this course is to endow the student with a broad perspective on themes and issues of Human Resource Management along with their relevance and application in the Indian prospect. It will help the students to build up and refine decision making skills so that they can help organizations effectively conduct personnel management and employee relations.

UNIT I

Human Resources Management (HRM) : Meaning, Nature and Scope, Difference between HRM and Personnel Management, HRM functions and objectives, Evolution of HRM environment – external and internal.

UNIT II

Human Resources Development in India: evolution and principles of HRD, HRD Vs. Personnel functions, Role of HR managers. Strategic Human Resource Management : Nature of Strategies and Strategic Management, Strategic Management Process – Environmental Scanning, Strategy Formulation, implementation and evaluation.

Human Resources planning: Definition, purposes, processes and limiting factors; Human Resources Information system (HRIS): HR accounting and audit.

UNIT III

Job Analysis – Job Description, Job Specification. The systematic approach to recruitment: recruitment policy, recruitment procedures, recruitment methods and evaluation. The systematic approach to selection: the selection procedure, the design of application form, selection methods, the offer of employment, and evaluation of process.

Training and Development: Purpose, Methods and issues of training and management development programmes.

UNIT IV

Performance Appraisal: Definition, Purpose of appraisal, Procedures and Techniques including 360 degree Performance Appraisal, Job Evaluation. Compensation Administration: Nature and Objectives

of compensation, components of pay structure in India,
Wage Policy in India – Minimum Wage, Fair Wage and Living Wage. Incentive Payments : Meaning and Definition, Prerequisites for an effective incentive system, Types and Scope of incentive scheme, Incentive Schemes in Indian Industries, Fringe Benefits.

UNIT V

Discipline and Grievance Procedures: Definition, Disciplinary Procedure, Grievance Handling Procedure. Industrial Relations: Nature, importance and approaches of Industrial Relations. Promotion, Transfer and Separation: Promotion – purpose, principles and types; Transfer – reason, principles and types; Separation – lay-off, resignation, dismissal, retrenchment, Voluntary Retirement Scheme.

Suggestion Readings :

1. Bhattacharyya – Human Resource Management, Text and Cases (Excel Books, .),
 2. Aswathappa K - Human Resource and Personnel Management (Tata McGraw Hill, 5th Ed.).
 3. Decenzo- Human Resource Management (Wiley Dreamtech)
 4. Dessler – Human Resource Management (Pearson Education, 13th Ed.)
 5. Ivansevich – Human Resource Management (Tata McGraw Hill, 10th Ed.)
 6. Mondy – Human Resource Management (Prentice hall, 10th Ed.)
 7. Bernardi – Human Resource Management (Tata McGraw Hill, 4th Ed.)
 8. Singh. Nisha - Human Resource Management (Himalaya Publication)
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BUSINESS LAWS

Course Objective:

The present course aims at familiarizing the participants with various legal aspects of business. It aims at providing a rich fund of contemporary knowledge , time tested principles, basic concepts, emerging ideas, evolving theories, latest technique , ever changing procedures & practices in the field of Law in a comprehensive way .

UNIT 1

The Indian Contract Act, 1872

Definition of a Contract and its essentials, Formation of a valid Contract - Offer and Acceptance, Consideration, Capacity to Contract, Free consent, Legality of object, Discharge of a Contract by performance, Impossibility and Frustration, Breach, Damages for breach of a contract, Quasi contracts. **Special Contracts** Contract of Indemnity and Guarantee, Contract of Bailment and Pledge, Contract of Agency.

UNIT II (08 SESSIONS)

The Indian Partnership Act, 1932

Definition of Partnership and its essentials, Rights and Duties of Partners: Types of Partners, Minor as a partner, Doctrine of Implied Authority, Registration of Firms, Dissolution of firms.

Limited Liability Partnership Act, 2000

Incorporation by registration, Relationship of members, members as agents, ex- members, designated members, Cessation of trade by Limited liability partnership, Insolvency and winding up

UNIT III (08 SESSIONS)

The Sale of Goods Act, 1930

Definition of a Contract of Sale, Conditions and Warranties, Passing of Property, Right of Unpaid Seller against the Goods, Remedies for Breach.

The Negotiable Instrument Act, 1881

Definition and characteristics, Kinds of negotiable instruments, Promissory Note, Bill of Exchange and Cheques, Holder and Holder in due course, Negotiation, Presentment, Discharge from Liability, Noting and Protest, Presumption, Crossing of Cheques, Bouncing of Cheques.

UNIT IV (06

SESSIONS) The

Companies Act, 1956

Nature and Definition of a Company, Registration and Incorporation, Memorandum of Association, Articles of Association, Prospectus, Kinds of Companies, Directors: Their powers and duties, Meetings, Winding up.

The Consumer Protection Act, 1986

Aims and Objects of the Act, Redressal Machinery under the Act, Procedure for complaints under the Act, Remedies, Appeals, Enforcement of orders and Penalties.

UNIT V (8 Sessions)

The Information Technology Act, 2000

Definition, Digital Signature, Electronic Governance, Attribution, Acknowledgment and Dispatch of Electronic Records, Sense Electronic Records and Sense Digital Signatures, Regulation of Certifying Authorities, Digital Signature Certificates, Duties of Subscribers, Penalties and Offences.

The Right to Information Act, 2005

Right to know, Salient features of the Act, obligation of public Authority, Designation of Public Information officer, Request for obtaining information, Duties of a PIO, Exemption from disclosure of information, Partial disclosure of information, Information commissions, powers of Information Commissions, Appellate Authorities, Penalties, Jurisdiction of courts.

Suggested Readings

1. Kuchhal M.C. - Business Law (Vikas Publication, 4 th Edition)
2. Gulshan S.S. - Business Law Including Company Law (Excel Books)
3. Avtar Singh - Principles of Mercantile Law (Eastern Book Company, 7th Edition).
4. N.D Kapoor & Rajni Abbi-General Laws & Procedures (Sultan Chand & Sons)
5. Durga Das Basu- Constitution of India (Prentice Hall of India)
6. Relevant Acts

CUSTOMER RELATIONSHIP MANAGEMENT

Course Objective:

The paper is designed to impart the skill based knowledge of Customer Relationship Management. The

syllabus encompasses almost the entire aspect of the subject. The purpose of the syllabus is to not just make

the students aware of the concepts and practices of CRM in modern businesses but also enable them to design

suitable practices and programs for the company they would be working.

UNIT I

Customer Relationship Management Fundamentals- Theoretical perspectives of relationship, Evolution of relationship marketing, Stages of relationship, Issues of relationship, Purpose of relationship marketing, Approach towards marketing: A paradigm shift, Historical Perspectives, CRM Definitions, Emergence of CRM practice:, CRM cycle, Stakeholders in CRM, Significance of CRM, Types of CRM, Success Factors in CRM, CRM Comprehension, CRM Implementation

UNIT II

Customer Satisfaction: Meaning, Definition, Significance of Customer Satisfaction, Components of Customer Satisfaction, Customer Satisfaction Models, Rationale of Customer Satisfaction, Measuring Customer Satisfaction, Customer satisfaction and marketing program evaluation, Customer Satisfaction Practices, Cases of Customer Satisfaction

UNIT III

Service Quality: Concept of Quality, Meaning and Definition of Service Quality, Factors influencing customer expectation and perception, Types of Service Quality, Service Quality Dimensions, Service Quality Gaps, Measuring Service Quality, Service Quality measurement Scale

UNIT IV

Customer Relationship Management: Technology Dimensions - E- CRM in Business, CRM: A changing Perspective, Features of e-CRM, Advantages of e-CRM, Technologies of e-CRM, Voice Portals, Web Phones, BOTs, Virtual Customer Representative, Customer Relationship Portals, Functional Components of CRM, Database Management: Database Construction, Data Warehousing, architecture, Data Mining. Characteristics, Data Mining tools and techniques, Meaning, Significance, Advantages, Call Center, Multimedia Contact Center, Important CRM softwares.

UNIT V

Customer Relationship Management: Emerging Perspectives: Employee-Organisation Relationship, Employee- Customer Linkage, Factors effecting employee's customer oriented behavior, Essentials of building employee relationship, Employee customer orientation, Service Failure, Service Recovery Management, Service Recovery Paradox, Customer Life time value, customer profitability, customer recall management, customer experience management, Rural CRM, , customer relationship management practices in retail industry, hospitality industry, banking industry, telecom industry, aviation industry

Suggested Readings

1. Alok Kumar Rai : Customer Relationship Management: Concepts and Cases (Second Edition)-PHI Learning
2. Simon Knox, Adrian Payne, Stan Maklan: Customer Relationship Management- Routledge Inc.
3. Bhasin- Customer Relationship Management (Wiley Dreamtech)
4. Dyche- Customer relationship management handbook prentice hall
5. Peelan-Customer relationship management prentice hall
6. Kristin Anderson, Carol Kerr : Customer relationship management, McGraw-Hill Professional
7. Chaturvedi-Customer Relationship Management(Excel Books)
8. Sheth J N, Parvatiyar A. and Shainesh G. : Customer relationship management: , Emerging Concepts, Tools, & Applications, Tata McGraw-Hill Education
9. Lumar- Customer Relationship Management (Wiley India)

FINANCIAL MANAGEMENT

Course Objective

The present course aims at familiarizing the participants with the skills related to basic principles, tools and techniques of financial management.

Unit I

Concept of Finance, scope and objectives of finance, Profit maximization vs. Wealth maximization, Functions of Finance Manager in Modern Age, Concept of Risk and Return

Unit II

Capital Budgeting Decisions, Calculation of NPV and IRR, Cost of Capital, Concept of Opportunity Cost, Cost of Preference and Equity capital, Cash Flows as Profit and components of Cash Flows

Unit III

Capital Structure, Relevance and Irrelevance of Capital Structure, Trade-off Theory, Pecking order Theory, Leverage analysis – financial, operating and combined leverage along with its implications, Dividend Relevance: Walter and Gordon Model, Miller-Modigliani (MM) Hypothesis, Linter Model of Corporate Dividend Behaviour, Forms of Dividends

Unit IV

Concepts of Working Capital, Operating and Cash Conversion Cycle, Permanent and Variable Working Capital, Determinants of Working Capital, Trade Credit, Accrued Expenses and Deferred Income, Bank Finance for Working Capital

Unit V

Nature, Need, Objective of Inventory Management, Inventory Management Techniques, Inventory Control Systems, Factoring, Facets of Cash Management, Motives for Holding Cash

SUGGESTED READINGS:

- 1) Pandey I M - Financial Management (Vikas, 2004, 10th Ed.)
 - 2) Van Horne - Financial Management and Policy (Prentice hall, 2003, 12th Ed.)
 - 3) Shapiro- Multinational Financial Management (Wiley Dreamtech)
 - 4) Sheeba kapil-Fundamental of financial management (Pearson)
 - 5) Khan and Jain - Financial Management (Tata McGraw Hill, 3rd Ed.)
 - 6) Prasanna Chandra - Fundamentals of Financial Management (TMH, 2004)
 - 7) Knott G - Financial Management (Palgrave, 2004)
 - 8) Lawrence J. Gitman – Principles of Managerial Finance (Pearson Education, 2004)
 - 9) R P Rustagi - Financial Management (Galgotia, 2000, 2nd revised ed.)
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OPERATIONS RESEARCH

COURSE OBJECTIVE

This Course is designed to develop a deeper understanding of the quantitative techniques, which could be successfully used for improving the quality of managerial decisions. The students will study this course with a generalist approach and avoid the minor details of the topics prescribed hereunder:

Unit I

Operations Research:- Uses, Scope and Applications of Operation Research in managerial decision-making. Decision-making environments:- Decision-making under certainty, uncertainty and risk situations; Decision tree approach and its applications.

Unit II

Linear programming: Mathematical formulations of LP Models for product-mix problems; graphical and simplex method of solving LP problems; sensitivity analysis; duality.
Transportation problem: Various methods of finding Initial basic feasible solution and optimal solution.

Unit III

Assignment model: Algorithm and its applications.
Game Theory: Concept of game; Two-person zero-sum game; Pure and Mixed Strategy Games; Saddle Point; Odds Method; Dominance Method and Graphical Method for solving Mixed Strategy Game.

Unit IV

Sequencing Problem: Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines, Two jobs and m - Machines Problems.
Queuing Theory: Characteristics of M/M/I Queue model; Application of Poisson and Exponential distribution in estimating arrival rate and service rate; Applications of Queue model for better service to the customers.

Unit V

Replacement Problem: Replacement of assets that deteriorate with time, replacement of assets which fail suddenly.
Project Management: Rules for drawing the network diagram, Applications of CPM and PERT techniques in Project planning and control; crashing of operations.

SUGGESTED READINGS:

- 1) Apte-Operation Research and Quantitative Techniques (Excel Books)
- 2) S Kalawathy-Operation Research (Vikas IVth Edition)
- 3) Natarajan- Operation Research(Pearson)
- 4) Singh & Kumar—Operation Research(UDH Publisher edition 2013)
- 5) Taha Hamdy - Operations Research - An Introduction (Prentice-Hall, 9th edition)
- 5) Vohra - Quantitative Techniques in Management (Tata McGraw-Hill, 2nd)
- 6) Kothari - Quantitative Techniques (Vikas 1996, 3rd Edition).
- 7) Sharma J K - Operations Research (Pearson, 3rd Edition)

COST & MANAGEMENT ACCOUNTING

COURSE OBJECTIVE:

The objective of this course is to expose the students to the applied aspect of accounting and making them familiar with the techniques of using Accounting information for decision making. Having been introduced to these techniques and having acquired the ability to understand accounting language, the students should be in a position to make effective use of accounting information in resolving the problems, which they may face as managers. Applied side of the subject will be given more emphasis and attentions compared to its conceptual aspect.

Unit I

Introduction: Accounting for Management, Role of Cost in decision making, Comparison of Management Accounting and Cost Accounting, types of cost, cost concepts, Elements of cost - Materials, Labour and overheads and their Allocation and Apportionment, preparation of Cost Sheet, Methods of Costing, Reconciliation of Cost and Financial Accounting.

Unit II

Marginal Costing: Marginal Costing versus Absorption Costing, Cost-Volume-Profit Analysis and P/V Ratio Analysis and their implications, Concept and uses of Contribution & Breakeven Point and their analysis for various types of decision-making like single product pricing, multi product pricing, replacement, sales etc.

Unit III

Differential Costing and Incremental Costing: Concept, uses and applications, Methods of calculation of these costs and their role in management decision making like sales, replacement, buying etc.
Budgeting: Concept of Budget, Budgeting and Budgetary Control, Types of Budget, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital Expenditure Budget and Master Budget, Advantages and Limitations of Budgetary Control.

Unit IV

Standard Costing: Concept of standard costs, establishing various cost standards, calculation of Material Variance, Labour Variance, and Overhead Variance, and its applications and implications.
Neo Concepts for Decision Making: Activity Based Costing, Cost Management, Value Chain Analysis, Target Costing & Life Cycle Costing : concept, strategies and applications of each.

Unit V

Responsibility Accounting & Transfer Pricing: Concept and various approaches to Responsibility Accounting, concept of investment center, cost center, profit center and responsibility center and its managerial implications, Absorption Costing.

SUGGESTED READINGS:

1. Pandey I M - Management Accounting (Vikas, 2004, 3rd Ed.)
2. Vij-Management Accounting (Excel Books)
3. Balakrishnan _ Managerial Accounting (Wiley Dreamtech)
4. Alex –Cost Accounting (Pearson)
5. Khan and Jain - Management Accounting (Tata McGraw-Hill, 2000)
6. Sinha- Accounting and Costing for Management (Excel Books)
7. Horngren et al - Introduction to Management Accounting (Prentice hall, 2002, 12th edition)

OPERATIONS MANAGEMENT

The course is designed to make the students familiar with different types of Production, plant layout and material handling, operations planning and control, inventory management, quality management etc. and to acquaint them with appropriate tools and techniques needed for understanding the operational situation and also understanding the logistics management.

Unit –I

Operations Management – An overview, Definition of production and operations management, Production Cycle, Classification of operations, New Product Development, Product Design, Plant Location, Layout Planning.

Unit –II

Forecasting as a planning tool, Forecasting types and methods, Exponential smoothening, Measurement of errors, Monitoring and Controlling forecasting models, Box- Jenkins Method. Productivity and Work study, Method study, Work Measurement.

Basic Concept & Philosophy of Supply Chain Management; Essential features, Various flows (cash, value and information)

Unit-III

Recent Issues in SCM : Role of Computer / IT in Supply Chain Management, CRM Vs SCM, Benchmarking concept, Features and Implementation, Outsourcing-basic concept, Value Addition in SCM-concept of demand chain management.

Production Planning techniques, Routing Decisions, Line of Balance, Scheduling types & principles, master production schedule.

Unit-IV

Inventory Management – Objectives, Factors, Process, Inventory control techniques- ABC, VED, EOQ,

SED,FSN analysis. Basic concepts of quality, dimensions of quality, Juran's quality trilogy, Deming's 14 principles, PDCA cycle, Quality circles, Quality improvement and cost reduction- 7QC tools and 7 new QC tools, ISO 9000-2000 clauses, coverage QS 9000 clauses, coverage. Six Sigma, Total Productive Maintenance (TPM)

Unit-V

Logistics Management: Logistics as part of SCM, Logistics costs, different models, logistics sub-system, inbound and outbound logistics, bullwhip effect in logistics, Distribution and warehousing management. Purchasing & Vendor management: Centralized and Decentralized purchasing, functions of purchase department and purchase policies. Use of mathematical model for vendor rating / evaluation, single vendor concept, management of stores, accounting for materials.

SUGGESTED READING:

1. MUHLEMANN: Production & Operation management (PEARSON)
2. Bisen& Singh-Operation & Logistics Management(Excel Books)
3. R.V.Badi & N.V. Badi - Production & Operation Management (Vrinda Publications 3rd Edition)

4. Chary - Production and Operations Management (Tata McGraw-Hill, 1997, 9th Edition)
 5. Raghuram G. (I.I.M.A.) - Logistics and Supply Chain Management (Macmillan, 1st Ed.)
 6. Krishnan Dr. Gopal - Material Management, (Pearson, New Delhi, 5th Ed.)
 7. Adam Jr Everetl E. R J – Production and Operations Management (Prentice-Hall, 2000, 5th Edition)
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RESEARCH METHODOLOGY

COURSE OBJECTIVE: The objective of this course is to develop the research skills of the students in investigating into the business problems with a view to arriving at objective findings and conclusions and interpreting the results of their investigation in the form of systematic reports.

UNIT I

Introduction: Concept of Research and Its Application in Various Functions of Management, Types of Research, Types of Business Problems Encountered by the Researcher, Problems and Precautions to the Researchers.

UNIT II

Process of Research: Steps Involved in Research Process. Research Design : Various Methods of Research Design, Collection of Data

UNIT III

Concept of Sample, Sample Size and Sampling Procedure, Various Types of Sampling Techniques, Determination and Selection of Sample Member, Types of Data: Secondary and Primary, Various Methods of Collection and Data, Preparation of Questionnaire and Schedule, Types of Questions, Sequencing of Questions, Check Questions, Length of Questionnaire, Precautions in Preparation of Questionnaire and Collection of Data.

UNIT IV

Analysis of Data: Coding, Editing and Tabulation of Data, Various Kinds of Charts and Diagrams Used in Data Analysis: Bar and Pie Diagrams and their Significance, Use of SPSS in Data Analysis, Application and Analysis of Variance (ANOVA). Measurement and Central Tendency, Measure of Dispersion and their Advantages.

UNIT V

Report Preparation: Types and Layout of Research Report, Precautions in Preparing the Research Report. Bibliography and Annexure in the Report : Their Significance, Drawing Conclusions, Suggestions and Recommendations to the Concerned Persons.

Suggested Readings:

1. Kothari C R – Research Methodology Methods & Techniques (New Age International Publishers) 2 Saunders - Research Methods for Business students (Prentice hall, 2nd Edition, 2007)
2. Cooper and Schindler - Business Research Methods (Tata Mc Graw Hill, 9th Edition)
3. C. Murthy- Research Methodology (Vrinda Publications)
4. Bhattacharyya-Research Methodology(Excel Books)
5. Panneer Selvam - Research Methodology (Prentice Hall of India, Edition 2008)
6. Gravetter - Research Method for Behaviourial Sciences (Cengage Learning)

Semester III

ENTREPRENEURSHIP DEVELOPMENT

Objective: The objective of the section is to develop conceptual understanding of the topic among the students and comprehend the environment of making of an Entrepreneur. Specific topics to be covered in the section

are as follows:

Unit I

Meaning, Definition and concept of Enterprise, Entrepreneurship and Entrepreneurship Development, Evolution of Entrepreneurship, Theories of Entrepreneurship. Characteristics and Skills of Entrepreneurship, Concepts of Intrapreneurship, Entrepreneur v/s Intrapreneur, Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager, Role of Entrepreneurship in Economic Development, Factors affecting Entrepreneurship, Problems of Entrepreneurship

Unit II

Meaning and concept of Entrepreneurial Competency, Developing Entrepreneurial Competencies, Entrepreneurial Culture, Entrepreneurial Mobility, Factors affecting Entrepreneurial mobility, Types of Entrepreneurial mobility. Entrepreneurial Motivation: Meaning and concept of Motivation, Motivation theories, Entrepreneurship Development Program: Needs and Objectives of EDPs, Phases of EDPs, Evaluation of EDPs

Unit III

Role of Government in promoting Entrepreneurship, MSME policy in India, **Agencies for Policy Formulation and Implementation:** District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small

Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB), **Financial Support System:** Forms of Financial support, Long term and Short term financial support, Sources of Financial support, Development Financial Institutions, Investment Institutions

Unit IV

Women Entrepreneurship: Meaning, Characteristic features, Problems of Women Entrepreneurship in India, Developing Women Entrepreneurship in India, Concept of Social Enterprise and Social Entrepreneurship,

Social Entrepreneurs, Sustainability Issues in Social Entrepreneurship, Rural Entrepreneurship, Family Business Entrepreneurship, Concepts of Entrepreneurship Failure, Issues of Entrepreneurial failure, Fading of

Entrepreneurial success among once leading corporate groups, Entrepreneurial resurgence, Reasons of Entrepreneurial Failure, Essentials to Avoid Unsuccessful Entrepreneurship.

Unit V

Forms of Business Ownership, Issues in selecting forms of ownership, Environmental Analysis, Identifying

problems and opportunities, Defining Business Idea, Planning Business Process, **Project Management:** Concept, Features, Classification of projects, Issues in Project Management, Project Identification, Project

Formulation, Project Design and Network Analysis, Project Evaluation, Project Appraisal, Project Report Preparation, Specimen of a Project Report

Suggested Readings:

1. Lall & Sahai: Entrepreneurship (Excel Books 2 edition)
 2. Couger, C- Creativity and Innovation (IPP, 1999)
 3. Kakkar D N - Entrepreneurship Development (Wiley Dreamtech)
 4. A.K.Rai – Entrepreneurship Development, (Vikas Publishing)
 5. Sehgal & Chaturvedi-Entrepreneurship Development (UDH Publishing edition 2013)
 6. R.V. Badi & N.V. Badi - Entrepreneurship (Vrinda Publications, 2nd Edition)
 7. Holt - Entrepreneurship : New Venture Creation (Prentice-Hall) 1998.
 8. Barringer M J - Entrepreneurship (Prentice-Hall, 1999)
 9. Nina Jacob, - Creativity in Organisations (Wheeler, 1998)
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INTERNATIONAL BUSINESS MANAGEMENT

Course Objective

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

Unit I

An Overview of International Business: Introduction, Definition of International Business, Changing Environment of International Business, Globalization of Markets, Trends in Globalization, Effects and Benefits of Globalization.

Unit II

International Trade and Investment Theories: Mercantilism; Absolute Cost theory, Comparative Cost theory, Opportunity Cost theory, factor endowment theory, Complimentary trade theories – stopler – Samuelson theorem, International Product life Cycles. Investment Theories – Theory of Capital Movements, Market Imperfections theory; Internationalisation Theory; Location Specific Advantage Theory; Eclectic Theory; other theories, Instruments of Trade Policy- Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy.

Unit III

Foreign Exchange Determination Systems: Basic Concepts Relating to Foreign Exchange, Various types of Exchange Rate Regimes – Floating Rate Regimes, Managed Fixed Rate Regime, Purchasing Power Parity, Mint Parity, Interest rates, other Factors Affecting Exchange Rates, Brief History of Indian Rupees Exchange Rates.

Unit IV

International Institution: UNCTAD, Its Basic Principles and Major Achievements, IMF, Role of IMF, IBRD, Features of IBRD, WTO, Role and Advantages of WTO.

Regional Economic Integration: Introduction, Levels of Economic Integration, Regional Economic Integration in Europe, Regional Economic Integration in U.S.A., ASEAN, SAARC, Integration for Business.

Unit V

Strategic Functions of International HRM, Staffing Policy – Ethnocentric, Polycentric and Geocentric Approach, Expatriate Preparation and development, Expatriate Repatriation, International Labor Relations

SUGGESTED READINGS

- 1) Agarwal Raj - International Trade (Excel, 1st Ed.)
- 2) Albaum Duerr - International Marketing and Export management (Pearson, 7th Ed.)
- 3) Cherunilam F - International Trade and Export Management (Himalaya, 2007)
- 4) Hill C.W. - International Business (TMH, 5th Ed.)
- 5) Daniels - International Business (Pearson, 1st Ed.)

6) Kumar R and Goel, International Business, (UDH Publications, edition 2013)

7) Jaiswal- International Business (Himalya Publication)

8) Varshney R.L, Bhattacharya B - International Marketing Management (Sultan Chand & Sons, 9th Ed.)

RURAL DEVELOPMENT

Course Objective

The objective of the course is to familiarize the participants with conceptual understanding of Rural Marketing and development practices in Indian context.

Unit I

Rural Business and its critical features; Identification of needs of rural producer organization, enterprises, projects and its people; the rural social and political scenario. Features of structure dynamics and changes of rural society and polity in India in post-independence period.

Unit II

Overview of the rural resources-land, soil, climate, water and forests; Overview of the production system containing agriculture, horticulture, sericulture, forestry, animal husbandry and dairying, fisheries, non-farm activities. Concept, processes and relationship among agro climate and natural resources, production system and livelihood of rural people.

Unit III

Managing co-operatives, emergence, endurance and growth of co-operatives; Leadership issues in co-operatives, evolution of co-operative technologies; Co-operative principles; Issues in establishing agricultural co-operatives, democratic governance in co-operatives; co-operative principles and economic rationality; Anand pattern of co-operative-federal structure, causes of sickness, leadership issues and managing boards.

Unit IV

Economic Theory of co-operatives, agency theory, theory of contracts, transaction cost economics, game theory and their reciprocity, welfare economics and their co-operatives.

Unit V

Concept, measures and determinants of rural development; Critique of major rural development approach and strategies; growth vs equity oriented approach; area vs group based approach; top down vs participatory and people oriented approach to development planning; Contemporary growth and

poverty alleviation programme; different interventions for rural social and infrastructure development; Role of Institutions in rural development-PRI, NGOs etc; success and sustainability of rural development interventions, MNREGA

Suggested Reading

1. Jonathan Reuvid, Guide to Rural Business (Kogan Page)
2. Deu S. Mahendra and Basu K.S. - Economic and Social Development (Academic Foundation)
3. Brown Ben, Practical Accounting for Farm and Rural Business (Lavoisier) 2003.
4. Warren M - Financial Management for Farmers and Rural Managers (Blackwell Publishing)
5. Prag P A - Rural Diversification (EG Books)
6. Thorner Daniel and Morner Alice - Land and Labour in India (Asia Publishing House)

PROJECT MANAGEMENT

Course Objective : The course is intended to develop the knowledge of the students in the management of projects, special emphasis will be provided on project formulation as also on various tools and techniques for project appraisal and control so that they are able to draft the project proposal in any area of management and evaluate the worth of projects.

Unit 1

Concept of project: Basic concepts, classification, characteristics of project, Project life cycle, Project management, Tools & Techniques of project management, project organization.

Unit II

Project identification: Identification, generation of ideas, SWOT analysis, Preliminary screening, project rating index.

Market & Demand Analysis: Collection of data, market survey, market planning, market environment, project risk analysis, demand forecasting techniques.

Unit III

Technical Analysis: selection of technology, material input and utilities, plant capacity, location & site, machinery and equipment, structures and civil work, environmental aspects, project charts and layouts. Financial Estimation: Project cost, source of finance, cost of production.

Unit IV

Financial Analysis: Characteristics of financial statement, Working Capital, Project income statement, projected cash flow statement, projected balance sheet, projected profitability.

Investment Evaluation: Investment decision rule, techniques of evaluation, payback period, accounting rate of return, profitability index method, Net profitability index, Internal rate of return, discounted payback period.

Unit V

Social Cost Benefit Analysis: Concept of social cost benefit, significance of SCBA, Approach to SCBA, UNIDO approach to SCBA, Shadow pricing of resource, the little miracle approach, Project Implementation: Schedule of project implementation, Project Planning, Project Control, Human aspects of project management, team building, high performance team.

SUGGESTED READINGS

1. Marwah-Project Management(Wiley Dreamtech)
 2. Chaturvedi & Jauhari-Project Management(Himalaya Publishing)
 3. Chandra Prasanna - Project : Preparation ,Appraisal, Budgeting and Implementation. (TMH, 5th Ed.)
 4. Mishra - Project Management (Excel Books)
 5. Goyal BB – Project Management : A Development Perspective (Deep & Deep)
 6. Gopalan- Project Management Core Text Book (Wiley)
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Semester IV

STRATEGIC MANAGEMENT

COURSE OBJECTIVE:

The present course aims at familiarizing the participants with the concepts, tools and techniques of corporate strategic management so as to enable them to develop analytical and conceptual skills and the ability to look at the totality of situations. Class participation will be fundamental to the development of the skills of the students.

UNIT I

Introduction, Strategic Management, Business Policy, Corporate Strategy, Basic Concept of Strategic Management, Mission, Vision, Objectives, Impact of globalization, Basic Model of Strategic Management, Strategic Decision Making.

UNIT II

Impact of Internet and E-Commerce, Role of Strategic Management in Marketing, Finance, HR and Global Competitiveness.

Environmental Scanning, Industry Analysis, Competitive Intelligence ETOP Study, OCP, SAP Scanning,

UNIT III

Corporate Analysis, Resource based approach, Value-Chain Approach, Scanning Functional Resources, Strategic Budget and Audit.

SWOT Analysis, TOWS Matrix, Various Corporate Strategies: Growth/ Expansion, Diversification, Stability, Retrenchment & Combination Strategy.

UNIT IV

Process of Strategic Planning, Stages of corporate development, Corporate Restructuring, Mergers & Acquisitions, Strategic Alliances, Portfolio Analysis, Corporate Parenting, Functional Strategy, BCG Model, GE 9 Cell, Porters Model: 5 Force and Porters Diamond Model, Strategic Choice.

UNIT V

Strategy Implementation through structure, through Human Resource Management: through values and ethics.

Mc Kinsey's 7S Model, Organization Life Cycle, Management and Control, Activity based Costing, Strategic

Information System.

Case Study related to the Entire Syllabus.

Suggested Reading

1. Carpenter-Strategic Management(Pearson)
2. Kazmi A. - Business Policy and Strategic Management (Tata Mc Graw Hill, 2nd Ed.)
3. Kachru - Strategic Management:(Excel Books)
4. Cliff Bowman - Business Policy and Strategy (Prentice Hall of India)
5. Trehan- Strategic Management (Wiley)

6. Mc Carthy D.J., Minichiello Robert J., and Curran J.R. - Business Policy and Strategy (AITBS)
 7. Lawrence R. Jauch., Glueck William F. - Business Policy and Strategic Management (Frank Brothers)
 8. Pearce II John A. and Robinson J.R. and Richard B. - Strategic Management (AITBS)
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INSURANCE & RISK MANAGEMENT

Course Objective

To make the budding finance professionals understand the fundamentals of Insurance and Risk Management in order to enhance their knowledge and decision-making skills required for this specialty sector.

UNIT - I

Introduction and Scope of Insurance- Historical perspective, Conceptual Framework, Meaning, Nature and Scope of Insurance, Classification of Insurance Business viz., Life Insurance and General Insurance. Role of Insurance in Economic Development & Insurers' Obligation towards Rural and Social Sectors. Price of a financial transaction, Statistics and probability from single risk to portfolios. Pooling risks: mutuality & solidarity Introduction to reinsurance, Principles of Life Insurance and Governance of Insurance Business.

UNIT - II

Life insurance technique: the basics- Demographical bases, life insurance products: Single premiums, single recurrent and periodic premium insurance, products, Mathematical provisions, life insurance products: Endowment, Life annuity, unit and index linked, pension funds
Life insurance technique: applications- Life insurance with benefits linked to investment performance, the valuation of the life insurance business, Portfolio Evaluation tools Risks and Solvency, Pension Funds and Occupational Pension Schemes
Non life insurance technique: the basics- Actuarial Model for calculation of premium rates, risk classification Non-life technical provisions.

UNIT - III

Financial Aspects of Insurance Management- Insurance Companies and functions, Mutual Funds, Housing Finance.
Important Life Insurance Products and General Insurance Products Determination of Premiums and Bonuses Various Distribution Channels

Unit - IV

Risk Management: Risk management objectives and tools, risk management and value creation, the risk management process, enterprise-wide risk management, Risk management in industrial companies, RAPM - Risk Adjusted Performance Measures, value at Risk and Underwriting, Role of Actuaries- Product framing, Underwriting guidelines. Preparation of Insurance Documents
Policy Conditions

UNIT - V

Settlement of Claims, Insurance Laws and Regulations with respect to following Acts.
Insurance Act 1938, Life Insurance Corporation Act 1956, IRDA Act 1999, Ombudsman Scheme, Income Tax Act, Wealth Tax Act 1957, Married Women's Property Act 1874. Code of Conduct in Advertisement, Financial Planning and Taxation, Bank Deposit Schemes, Unit Trust and Mutual Funds, Shares, Tax Benefits under Life Insurance Policies

Suggested Readings:

1. Neelam Gulati-Principles of Risk Management& Insurance (Excel Books)
2. Kakkar & Srivastava – Insurance and Risk Management (Universities Press)
3. Vaughan & Vaughan - Fundamentals of risk & Insurance (John Wiley & Sons, New York)
4. Srivastava D.C., Srivastava Shashank - Indian Insurance Industry Transition & Prospects (New Century Publications, Delhi)
5. Mishra M.N. - Insurance Principle & Practice (Sultan Chand & Company Ltd., New Delhi)

HOSPITALITY & TOURISM MANAGEMENT

Course objective

This course acquaints the student with the scope and complexity of the hospitality and tourism industry by exploring the national and global relationships.

UNIT I

What is Tourism? Definitions and Concepts, Tourist destination, services and industry, General Tourism Trends. Types of Tourists, Visitor, Traveller, and Excursionist–Definition and differentiation. Inter–regional and intra–regional tourism, inbound and outbound tourism, domestic, international tourism. Forms of Tourism:

religious, historical, social, adventure, health, business, conferences, conventions, incentives, sports and adventure, senior tourism, special interest tourism like culture or nature oriented, ethnic or ‘roots’ tourism and

VFR.

New Trends of travel, E- Commerce and Online communication in Tourism

UNIT II

Definition of Tourism Product, Elements and characteristics of tourism products. Tourism product Life Cycle, Typology of tourism products.

Natural Resources:Wildlife Sanctuaries, National Parks and Natural Reserves in India

World Heritage Sites of India:Ajanta &Ellora Caves, TajMahal, Agra Fort, Sun Temple, Konark, Monuments at Khajuraho, Monuments at Hampi

Fairs and Festivals: Kumbha, Pushkar,Pongal/Makar-Sankranti, Baishakhi,Holi,Onam, Durga Puja, Diwali, KartikPurnima (DevDeepawali, Guru Parb), Rathayatra, Barawafat, Id-ul-Fitr, Easter, Christmas, Carnival (Goa), Ganga Mahotsava, TajMahotsava, KhajurahoMahotsava and Desert Festival. Dance & Music:Classical

UNIT III

Origin of Travel Agency. Definition and scope of Travel Agency. Definition of Tour Operator and Tour operation. Differences between Travel Agency and Tour Operator.

Travel Agency: Functions, Organization, Tour operator functions and organizations, client handling; Income sources.

Setting up of Travel Agency, Approval procedure for Travel Agent and Tour operator by DOT: IATA rules and regulations.

UNIT IV

Introduction to the Hospitality Industry - Origin, Nature and Importance, Hotel Organisational structure and its hierarchy of Very Large, Large and medium hotels and Hotel Chains of India, Classification of Hotels and Hotel Categories (Star Rating), Hotel Revenue Centres – Rooms Division, F& B Division,

UNIT V

Hotel Cost Centres- Marketing, Engineering, Accounting, Human Resources, Security.

Types of Hotel Rooms, Plans and Rates, Front Office and its coordination with other , Classification of Hotels

– as per Location, Size, Target Markets, Levels of Service, Ownership & Affiliation, Other Lodging Establishments departments, Laws and rules pertaining to Hospitality Industry, Hospitality Organisation-FHRAI, HRACC, IH&RA, Customer Care - general etiquettes, telephone handling, effective communication skills

Suggested Readings:

- 1 Goeldner-Tourism Principles &Philosphy(Wiley Dreamtech)
 - 2 Dixit, M and Sheela, C. Tourism Products (New Royal Book, 2001)
 - 3 Hospitality and Tourism – Kadam R (UDH Publishers edition 2013)
 - 4 Tourism Marketing-Devashis Das Gupta-(Pearson)
 - 5 Misra & Sadaul- Basic of Tourism Management (Excel Books)
 - 6 Walker –Introduction to hospitality Management 2e (Prentice hall)
 - 7 Kotler-Marketing for Hospitality and Tourism (Prentice hall)
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: **BEHAVIOURAL FINANCE**

Course Objective

The purpose of this course is to introduce the student to the new field of behavioural finance. The theory is based on the notion that investors behave in a rational, predictable and an unbiased manner. While behavioural finance challenges this traditionally held notion. Reliant upon cognitive psychology decision theory, behavioural finance is the study of how investors' interpret and act on available, fallible information. This course will help the students to identify persistent or systematic behavioural factors that influence investment behavior

UNIT I

Behavioural Finance: Nature, Scope, Objectives and Significance & Application. History of Behavioural Finance, Psychology: Concept, Nature, Importance, The psychology of financial markets, The psychology of investor behaviour, Behavioural Finance Market Strategies, Prospect Theory, Loss aversion theory under Prospect Theory & mental accounting—investors Disposition effect .

UNIT II

Building block of Behavioural Finance, Cognitive Psychology and limits to arbitrage. Demand by arbitrageurs: Definition of arbitrageur; Long-short trades; Risk vs. Horizon; Transaction costs and short-selling costs; Fundamental risk; Noise-trader risk; Professional arbitrage; Destabilizing informed trading (positive feedback, predation) Expected utility as a basis for decision-making. The evolution of theories based on expected utility concept.

UNIT III

Elsberg's paradoxes, Rationality from an economics and evolutionary perspective. Different ways to define rationality: dependence on time horizon, individual or group rationality. Herbert Simon and bounded rationality. Demand by average investors: Definition of average investor; Belief biases; Limited attention and categorization; Non-traditional preferences – prospect theory and loss aversion; Bubbles and systematic investor sentiment.

UNIT IV

External factors and investor behaviour: Fear & Greed in Financial Market, emotions and financial markets: geomagnetic storm, Statistical methodology for capturing the effects of external influence onto stock market returns

UNIT V

Behavioral corporate finance: Empirical data on dividend presence or absence, ex-dividend day behavior. Timing of good and bad corporate news announcement. Systematic approach of using behavioural factors in corporate decision-making. Neurophysiology of risk-taking. Personality traits and risk attitudes in different domains.

Suggested Readings:

1. Finding Financial Wisdom in Unconventional Places (Columbia Business School Publishing)
 2. Bisen,pandey-Learning Behavioural Finance(Excel Books)
 3. A History of Financial Speculation: Edward Chancellor
 4. Forbes- Behavioural Finance (Wiley India)
 5. The Little Book of Behavioral Investing (Montier)
 6. The Psychology of Persuasion (Collins Business Essentials)
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Elective

LEADERSHIP & PERSONALITY DEVELOPMENT

Objectives: This course focuses on helping students develop an ongoing, flexible portfolio of information about them and work in order to prepare them self for satisfying and productive lives in an ever-changing world. The course is aimed at equipping the students with necessary concepts and techniques to develop effective leadership skills to inform others induce them and enlist their activity and willing co-operation in the performance of their jobs

UNIT I

Personality : Meaning & Concept, Personality Patterns, Symbols of Self, Moulding the Personality Pattern, Persistence & Change. Personality & Personal Effectiveness: Psychometric Theories – Cattelle and Big Five, Psychodynamic Theories - Carl Jung and MBTI, Transactional Analysis, Johari – Window, Personal Effectiveness.

UNIT II

Personality Determinants : An overview of Personality determinants. Evaluation of Personality: Sick Personalities and Healthy Personalities.

UNIT III

Training : Concept, Role, Need and Importance of Training, Types of Training, Understanding Process of Learning, Developing an Integrated Approach of Learning in Training Programme. Training Need Assessment

UNIT IV

Leadership – Meaning, Concepts and Myths about Leadership, Components of Leadership- Leader, Followers and situation. Leadership Skills – Basic Leadership Skills, Building Technical Competency, Advanced Leadership Skills, Team Building for Work Teams, Building High Performance Teams.

UNIT V

Assessing Leadership & Measuring Its effects. Groups, Teams and Their Leadership. Groups – Nature, Group Size, Stages of Group Development, Group Roles, Group Norms, Group Cohesion. Teams – Effective Team Characteristics and Team Building, Ginnetts Team Effectiveness Leadership Model.

Suggested Readings :

1. Yukl G - Leadership in Organisations (Prentice hall, 7th Ed.)
2. Lall & Sharma – Personal Growth Training & Development (Excel Books)
3. Janakiraman- Training & Development (Biztantra)
4. Yukl G - Leadership in Organisations (Pearson, 6th Ed.)
5. Hurlock., Elizabeth B - Personality Development (Tata McGraw Hill, 1st Ed.)

6. Udai Pareek - Understanding Organizational Behaviour (Oxford, 2nd Ed.)
 7. Sahu R..K. - Training for Development (Excel Books, 1st Ed.)
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INDUSTRIAL RELATIONS AND LABOUR ENACTMENTS

COURSE OBJECTIVE: The Course intends to educate and create awareness among the participants about various aspects of Industrial Relations and thus equip them to handle this delicate subject with maturity, objectivity and understandings. To gain knowledge of concepts, issues and legal framework of Industrial Relations.

UNIT I

Overview of Industrial Relations : Concept of Industrial Relations; Nature of Industrial Relations; Objectives of IR; Evolution of IR in India ; Role of State; Trade Union; Employers' Organisation; ILO in IR.

UNIT II

Trade Unionism : Trade Union : origin and growth, unions after independence, unions in the era of liberalization; concept, objectives, functions and role of Trade Unions in collective bargaining; problems of Trade Unions.

UNIT III

Labour problems : Discipline and misconduct; Grievance Handling Procedure; Labour turnover; Absenteeism; Workers' participation in management.

UNIT IV

Technological Change in IR-Employment issues, Management Strategy, Trade Union Response, Human Resource Management and IR- Management Approaches, Integrative Approaches to HRM; International Dimensions of IR.

UNIT V

Labour Legislations: Industrial Dispute Act, Factories Act, Payment of Wages Act, Workmen's Compensation Act. Important Provisions of Employees' State Insurance Act, Payment of Gratuity Act, Employees Provident Fund Act.

Suggested Readings :

1. Mamoria CB, Mamoria, Gankar - Dynamics of Industrial Relations (Himalayan Publications, 15th Ed.)
2. Singh B.D. - Industrial Relations & Labour Laws (Excel, 1st Ed.)
3. Kogent - Industrial Relations & Labour Laws (Wiley Dreamtech)
4. Srivastava SC - Industrial Relations and Labour Laws (Vikas, 2000, 4th Ed.)
5. Venkata Ratnam – Industrial Relations (Oxford, 2006, 2nd Ed.)

NEGOTIATION & COUNSELLING

Objectives: The objective of this course is to provide knowledge of concepts and issues of negotiation and counseling such that to equip the students with valuable skills, techniques and strategies in counseling.

UNIT I

Negotiation: Nature, Characteristics, Strategy and Tactics of Distributive Bargaining, Strategy and Tactics of Integrative Negotiation; Strategy and Planning for Negotiation.

UNIT II

Negotiation Sub processes: Perception, Cognition and Emotion Communication: What is communicated during negotiation and how people communicate in Negotiation.

UNIT III

Best Practices in Negotiation – Fundamental Structure of negotiation and BATNA. Case I - Role Negotiation at Bokaro Steel Plant (Understanding Organizational Behaviour. By Udai Pareek, Oxford, Second Edition Page 410-415).

UNIT IV

International and Cross Cultural Negotiation: Context and Concept, Influence of Culture on Negotiation: Case II - The Dabhol Debacle (Negotiation Made Simple, SL Rao, Excel Books pp.30-35 and pp. 196-197).

UNIT V

Emergence & Growth of Counselling: Factors contributing to the emergence, Approaches to Counselling: Behaviouristic, Humanistic Approaches and Rogers Self Theory Counselling Process : Steps in Counselling Process. Modern Trends in Counselling – Trends, Role of a Counsellor and Model of Conselling.

Suggested Readings :

1. Lewicki, Saunders & Barry - Negotiation (Tata Mc Graw Hill, 5th Ed.)
2. B.D.Singh - Negotiation Made Simple (Excel Books, 1st Ed.)
3. . Rao S N - Counseling and Guidance (Tata Mc Graw Hill, 2nd Ed.)
4. Singh Kavita - Counselling Skills for Managers (PHI, 1st Ed.)
5. Welfel, Patterson - The Counselling Process, A Multi theoretical Integrative Approach. (Thomson India, 6th Ed.)
6. Pareek Udai - Understanding Organisational Behaviour (Oxford)

CONSUMER BEHAVIOUR AND CUSTOMER LOYALTY

Course Objective:

Objective of this course on Consumer Behavior and Customer Loyalty is to present a comprehensive coverage

of the subject with examples from the Indian Scenario. This course also challenges students to understand the

complexities of consumer needs and perceptions and translate them into effective Marketing Strategies. The

course will be focusing on real life case-studies from Indian environment.

UNIT I

Overview of Consumer Behaviour

Understanding Consumer Behavior- Meaning and Concept of Consumer and Customer, Consumer Learning, Different Models in Consumer Behavior, Consumer Decision making process-Concept of Consumer Decision; Levels of Consumer Decision Making; Consumer Decision Making Model, Changing Indian Consumer Behavior-Drivers of Change; Changing Consumer Trends; Rural Consumer Behavior; New Consumption Patterns, Organisational Buying Behaviour

UNIT II

Factors Influencing Consumer Buying Decision

Influence of Culture on Consumer Behavior-Concept of Culture; The measurement of Culture; Indian Core Values; Cultural aspects of emerging markets, Values, Lifestyles, and Psychographics- Impact of Values, Lifestyles and Psychographics on buying behavior; Demographics, Lifestyles and Psychographics; Values and Value Systems, Group Influence on Consumption- Role of reference groups; Effect of reference groups on consumer decision making; Celebrity endorsements

UNIT III

Customer Loyalty Comprehension

Meaning and definition of customer loyalty, Significance of Customer Loyalty, Customer Loyalty Ladder, Loyalty Principles, Benefits of Customer Loyalty, Customer Loyalty and its relationship with customer satisfaction, Customer retention and Brand Loyalty, Factors affecting customer loyalty formation, Rai-Srivastava model of customer loyalty formation, Drivers of Customer Loyalty.

UNIT IV

Customer Loyalty Outcomes

Characteristic Features of Behavioral Loyalty, Attitudinal Loyalty and Cognitive Loyalty, Role of Customer Loyalty outcomes in business decisions, Significance of Customer Loyalty for Marketers, Relationship Influencers of Customer Loyalty including factors mediating customer loyalty relationship with other relationship influencers, Customer Affinity, Customer Engagement.

UNIT V

Customer Loyalty Measurement and Application

Measuring Customer Loyalty, Customer Loyalty measurement models and scales, Influence of Service Quality on Customer Loyalty, Customer Loyalty in Retail Industry, Customer Loyalty in Banking and Insurance Industry, Customer Loyalty Application in Aviation Industry

Suggested Readings

1. D. L. Loudon, J. Albert Della Bitta: Consumer Behavior; Concepts and Applications, Tata McGraw Hill Publishing Company Limited
 2. L. G. Schiffman, L. L. Kanuk, & S. R.Kumar: Consumer Behavior, Pearson Education Inc.
 3. Rai Alok K., Srivastava M., “The Character of Customer Loyalty”, TATA MCGraw Hill
 4. Kazmi & Batra- Consumer Behaviour (ExcelBooks)
 5. Henry A.: Consumer Behavior and Marketing Action, Thomson Asia Pte Ltd.
 6. M. Evans, A. Jamal, & G. Foxall : Consumer Behavior, John Wiley & Sons LTD.
 7. M. Khan: Consumer Behavior, New Age International Publishers.
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INTEGRATED MARKETING COMMUNICATIONS

Course Objective:

To familiarize the students with the different elements of Integrated marketing communications, so that they can look at marketing communications with a holistic approach. The course is designed to enable the students to learn the basics of marketing communications.

UNIT I

Integrated Marketing Communication (IMC): Marketing Communication, Objectives of Marketing Communication, Factors contributing to IMC, Participants in IMC, IMC Promotion Mix, IMC Management & Planning Model, Challenges in IMC,

UNIT II

Advertising Management: Meaning, Nature and Scope of Advertising, Advertising – Classification of advertising, Types of advertising, advertising appropriation, advertising campaigns Process of Advertising, Customer and Competitor Analysis, STP Strategies for Advertising. Advertising Agencies – their role, functions, organisation, Remuneration, client agency relationship, account Planning; Hoarding Contractors; Printers, etc. Management of Advertising Agencies, Role of Advertising in Natural Development, Testing of Advertising Effectiveness, Preparation and Choice of Methods of Advertising Budget, Ethical and Social Issues in Advertising

UNIT III

Message Design - The Creative concept development; the creative processes of the different forms of IMC; AIDA model Considerations for creative idea Visualization. Creative planning, creative strategy development, Communications appeals and execution, Message strategy design considerations, Source of the message, Message integration, Advertorials and Infomercials, Evaluation of Creative Strategy/work. Campaign Planning: Message Creation, Copywriting. Role of Creativity in Copywriting

UNIT IV

Media Management - Media Types and their characteristics; Setting Media objectives; Considering key media concepts; Media planning; Media Strategy; Media buying; Cross media concept; and media research.

UNIT V

Emerging Concepts and Issues in Marketing Communications
Sponsorship: POP: Supportive Communication, Role of E-Commerce in Marketing Communication. Corporate Communication, Public Relations – Types of PR, Sales Promotion – Different types of Sales Promotion, relationship between Sales promotion and advertising, Publicity – Types of Publicity, relationship between advertising and publicity, Personal Selling, Direct marketing and direct response methods, Event Management

Suggested Readings:

: Integrated Advertising, Promotion, and Marketing Communications,

2. Kenneth Clow & Donald Baack

Pearson Education, Limited

1. Siraj M Joseph & Rahtz Don R : Integrated Marketing Communication – A Strategic Approach, Cengage Learning

3. Borden & Marshall : Advertising Management; MV Taraporevala Sons' Co Pvt. Ltd, Richard D Irwin Inc.

Homewood, Illinois.

4. Chunawala & Sethia : Foundations of Advertising Theory & Practice; Himalaya Publishing House

5. Copley Paul : Marketing Communications Management Concepts & theories, Cases and Practices; Butterworth- Heinemann Publication

6. Duncon : Integrated Marketing Communications, Tata McGraw Hills

RETAILING AND DISTRIBUTION MANAGEMENT

Course Objective:

This program helps management students to understand the fundamentals of Distribution management and familiarizing the participants with the global dynamism of retail practices and provides a specialize platform for developing cutting edge skills in retails. Class participation will be fundamental to the development of these skills.

UNIT I

Distribution Management: An Overview

Meaning, concept and elements of Distribution; Growing importance of distribution for strategic advantage; Value chain and marketing intermediaries; Various marketing intermediaries and their roles in value addition; Conventional distribution systems for various product categories; Multiple Channel Systems; Designing channel structure and strategy

UNIT II

IT enabled Distribution Systems & Channel Relationships

IT enabled Distribution Systems; Disintermediation vs Reintermediation; Cybermediary (e-commerce), Partial disintermediation, Infomediary; Intermediary empowerment; Framework for adoption of IT enabled distribution systems; Nature and characteristics of Partnering Channel Relationships; Stages, Reasons and Factors of developing Partnering Channel Relationships; Channel Conflicts and Resolution Strategies; Partnering Channel Relationships and IT

UNIT III

Logistics Management

Concept, Types, and Functions of Inventory; Inventory Management Tools and Techniques; Nature, Concept, Types, Functions and Strategy of Warehousing; Value of Information in Logistics and Bullwhip Effect; Logistics Information System and Order Processing, Concept, Evolution and Objectives of Logistics Management; Components and Functions of Logistics Management; Distribution related Issues and Challenges for Logistics Management; Gaining competitive advantage through Logistics Management;

UNIT IV

Retail Management: An Overview

Concept and Evolution; Functions and Role of Retailing in Distribution; Social and Economic significance of Retailing; Formats of Retailing; Organized Retailing; Technology in Retailing; Present Indian Retailing Scenario

UNIT V

Retail Management Decisions

Organizational buying formats and processes; Merchandise Planning systems; Category Management; Logistics issues in Retailing; Inventory Management and Replenishment Systems; Value of Information visibility, Functions, Costs, and Modes of Transportation, Selection of Transport Mode; Transportation Network and Decision

Suggested Readings:

1. Agrawal D. K., Distribution & Logistics Management: A Strategic Marketing Approach, Macmillan Publishers India Ltd. New Delhi,
2. Berman- Retail Management Strategic approach-11e(Prentice hall)
3. Cox-Retailing An introduction 5e(Prentice hall)

4. Alan Rushton, Phil Croucher & Peter Baker, The Handbook of Logistics & Distribution Management, Kogan Page Ltd. London,
 5. Anne T. Coughlan, Erin Anderson, Louis W. Stern & Adel I. El-Ansary, Marketing Channels, Pearson Education, Delhi,
 6. P. K.Sinha & D. P. Uniyal, : Managing Retailing, Oxford University Press.
 7. Michael Levy, Barton A Weitz and Ajay Pandit, Retailing Management, McGraw Hill, New Delhi,
 8. Varley R and Rafiq M: Principles of Retail Management, Palgrave Macmillan, Basingstoke
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SECURITY ANALYSIS AND INVESTMENT MANAGEMENT

COURSE OBJECTIVE: The objective of this course is to expose the students to the concepts, tools and techniques applicable in the field of security analysis and portfolio management.

Unit I

Overview of Capital Market: Market of securities, Stock Exchange and New Issue Markets - their nature, structure, functioning and limitations; Trading of securities: equity and debentures/ bonds. Regulatory Mechanism: SEBI and its guidelines; Investor Protection, Saving, investment, speculation. Type of investors, Aim & Approaches of security analysis.

Unit II

Risk & Return: Concept of Risk, Component & Measurement of risk, covariance, correlation coefficient, measurement of systematic risk.

Fundamental Analysis: Economic, Industry, Company Analysis, Technical Analysis: DOW Theory, Support and Resistance level, Type of charts & its interpretations, Trend line, Gap Wave Theory, Relative strength analysis , Technical Versus Fundamental analysis.

Unit III

Nature of Stock Markets: EMH (Efficient Market Hypothesis) and its implications for investment decision. Valuation of Equity: Nature of equity instruments, Equity Valuation Models. Approaches to Equity Valuation: Valuation of Debentures/Bonds : nature of bonds, valuation, Bond theorem, Term structure of interest rates, Duration. Valuation of Derivatives (Options and futures): concept, trading, valuation.

Unit IV

Portfolio Analysis and Selection: Portfolio concept, Portfolio risk and return, Beta as a measure of risk, calculation of beta, Selection of Portfolio: Markowitz's Theory, Single Index Model, Capital market theorem,

CAPM (Capital Asset Pricing Model) and Arbitrage Pricing Theory.

Unit V

Portfolio Management and Performance Evaluation: Performance evaluation of existing portfolio, Sharpe, Treynor and Jensen measures; Finding alternatives and revision of portfolio; Portfolio Management and Mutual Fund Industry

SUGGESTED READINGS:

- 1) Ranganatham - Security Analysis and Portfolio Management (Pearson Education, 2st Ed.)
- 2) Chandra P - Investment Analysis and Portfolio Management (Tata Mc Graw Hill, 2008)
- 3) Bhatt - Security Analysis and Portfolio Management (Excel Books)
- 4) Bhatt- Security Analysis and Portfolio Management (Wiley Dreamtech)
- 5) Pandian P - Security Analysis and Portfolio Management (Vikas, 1st Ed.)
- 6) Bodie, Kane, Marcus & Mohanti - Investment and Indian Perspective (TMH, 6th Ed.).

MANAGEMENT OF FINANCIAL INSTITUTIONS AND SERVICES

COURSE OBJECTIVE:

The present course aims at familiarizing the participants with objectives, strategies, policies and practices of major financial institutions in India and various financial services.

Unit I :

Financial System and Markets: Constituents and functioning; RBI – Role and functions. Regulation of money and credit, Monetary and fiscal policies, Techniques of regulation and rates; Overview of Foreign Exchange Market, Financial Sector Reforms in India, Overview of Financial Services: nature, scope and importance etc.

Unit II :

Banking Industry in India, constituents, banking sector reforms, determination of commercial interest rates: fixed and floating, Management of capital funds- capital adequacy norms, Liquidity Management, Asset Liability Management - Gap analysis, Management of Non- performing assets, Strategies for making commercial banks viable.

Unit III :

Securitisation : concept, nature, scope and their implications. Securitization of Auto loans and housing loans, Securitisation in India. DFIs in India - IDBI, ICICI, IFCI, NABARD, RRBs, State Level Institutions ; NBFCs - Their status, types, working and strategies for commercial viability ; Insurance organisations - Their status, types, working and strategies for commercial viability.

Unit IV :

Leasing and Hire Purchase: Industry. Size and scope. Parties involved, Evaluation of Lease transaction, Types of lease and their implications, Hire purchase and lease - differences and implications for the business. Other financial services: Factoring, Forfeiting, Discounting and Re Discounting Of Bills, Consumer Credit and Plastic Money – concept, working and uses of each.

Unit V

Concept, Types, Significance of Mutual Funds, NAV, Evolution & Growth of Mutual Funds, Role of Registrar, Underwriter according to SEBI guidelines.

SUGGESTED READINGS:

- 1) Fabozzi - Foundations of Financial Markets and Institutions (Prentice hall, 3rd Ed.)
- 2) Parameswaran- Fundamentals of Financial Instruments (Wiley India)
- 3) Khan M Y - Financial Services (Tata Mc Graw Hill, 1998)
- 4) Machiraju H R - Indian Financial System (Vikas, 2004)
- 5) Bhole L M - Financial Institutions and Markets (Tata McGraw-Hill, 3rd edition, 2003)
- 6) Srivastava ,R.M & Nigam Divya - Management of Financial Institutions (Himalaya, 2003)
- 7) Gurusamy R - Financial Services & Markets (Thomson, 1st Ed.)

TAX PLANNING AND MANAGEMENT

COURSE OBJECTIVE:

The present course aims at familiarizing the participants with the principles, problems and structure of different types of business taxes in Indian and relevance of these taxes in business decisions. Besides, a broad understanding or role of taxation in economic and industrial development of an economy will also be given.

Unit I

Nature and Scope of Tax Planning: Nature, Objectives of Tax Management, Tax Planning, Tax Avoidance & Tax Evasion, Assessment Year, Previous Year, Assessee – types, Residential status, Non-resident Indians.

Unit II

Tax on Individual Income – Computation of tax under the heads of Salaries, Income from House Property, Profits & Gains of Business, Capital Gains & Income from Other Sources. Tax deductible at source

Unit III

Corporate Income Tax: Tax concessions and incentives for corporate decisions. Tax planning for depreciation; Treatment of losses & unabsorbed items; Carry forward and set off losses. Tax and business reorganizations: merger and amalgamation, Tax planning regarding Employees Remuneration, Tax appeals, Revision & Review.

Unit IV

Wealth tax on closely held companies; Valuation of assets; Filing of returns; Assessment; Appeals; Review; Revision and Rectification.

Unit V

Central Excise Act 1994 and Excise planning; Customs Act and Customs Duties Planning

SUGGESTED READINGS:

- 1) Bhatia H L - Public Finance (Vikas)
- 2) Lakhota R N - How to Save Wealth Tax (Vision Book 2001, 9th Ed.)
- 3) Prasad Bhagwati - Income Tax Law & Practice (Vishwa Prakashan)
- 4) Santaram R - Tax Planning by Reports (Taxmann, 1978).
- 5) Singhanian V K - Direct Taxes, Law & Practice (Taxmann, 40th Ed.)
- 6) Datey V.S. - Indirect Taxes – Law & Practice (Taxmann, 20th Ed.)

DATABASE MANAGEMENT SYSTEM

Course Objective

The course has been designed to introduce the students with the applications of systems designed to manage the data resources of organizations. It provides the students an opportunity to study the hands-on implementation of a database in corporate environment.

Unit I

Introduction to Database; Organisation of Database; Components of Database Management Systems; Data Models; Entity-Relationship Model; Network Data Model; Hierarchy Data Model; Relational Data Model; Semantic Data Model; Advantages of DBMS.

Unit II

Relational Database Design : Integrity Constraints; Functional Dependencies; Normalisation; Physical Database Design; Decomposition of Relation Schemes;

Unit III

Introduction to data mining & Data Warehousing; Knowledge Extraction through Data Mining.

Unit IV

Structured Query Language, Oracle- Creating Tables; Applying column constraints; Inserting Rows; Views, Snapshots, Indexes & Sequences. PL/SQL structure, Cursor, Triggers, Procedures, Functions & Package.

Unit V

Database Utilities; Security, Object/Basic Database Administration/ Remote Data Access.

SUGGESTED READINGS:

1. Chakrabarti- Advance Database Management System (Wiley Dreamtech)
2. Beynon -Davies P- Database Systems (Palgrave, 2003)
3. Karthikeyan Understanding Database Management System (Acme Learning)
4. Hoffer - Modern Database Management (Pearson Education, 6th edition)
5. Alexis and Leon - Database Management System (Vikas, 2003.)
6. Majumdar and Bhattacharya - Database Management System (Tata Mc Graw Hill, 1996).
7. Navathe E - Fundamentals of Database Systems (Pearson Education, 3rd Ed.)

SYSTEM ANALYSIS & DESIGN AND SOFTWARE ENGINEERING

Course Objective

This course is for the students of MBA program, who are specializing in Information Technology. It aims at acquainting these students with tools techniques of planning, analyzing, designing, implementing and maintaining Information system.

UNIT-I

Systems Concept; Characteristics of a System; Elements of System; Types of Systems; Decision Support System; System Development Life Cycle, Investigation, Analysis, Design, Implementation, Post Implementation Review and Maintenance.

UNIT-II

Systems Planning and Investigation: Basis for Planning in Systems Analysis - Dimensions of Planning, Initial Investigation, Needs Identification,

UNIT-III

Determining the User's Information Requirements, Feasibility Study, Feasibility Considerations, Steps in Feasibility Analysis - Feasibility Report.

UNIT-IV

Tools of Structured Analysis : Data Flow Diagram (DFD), Entity Relationship Diagrams, Data Dictionary, Process Modeling : Structured English, Decision Tree & Decision Table, Object Oriented Analysis (OOA) and Object Oriented Design (OOD).

UNIT-V

Basics of Information Security, Types of Attacks, Viruses, Virus Control, Hackers, Overview of Risks associated with Internet, Intrusion Detection Risk Management, Disaster Recovery Plan, Cryptography and authentication, Managing Risk, Information Security Policy, Creating a secure environment, Internet Security Standards

Suggested Readings:

1. Shah-Software Engineering & SAD(Wiley Dreamtech)
2. Kenneth E Kendall and Julie E Kendall – SAD (PHI Publication, 7 Ed.)
3. Grienstein and Feinman- E-commerce –Security, Risk Management and Control (TMH, 2nd Ed.)
4. Ankit Fadia -Encryption-Protecting your Data (Vikas Publication, 1st Ed.)
5. Singh B –Network Security (PHI Publication, 1st Ed.)

DATA COMMUNICATION & NETWORK

Course Objectives

This course provides an in-depth discussion of computer networks. It includes a detailed discussion of the different Network Models..

Unit I

Fundamentals of Communication System; Communication Links, Communication System Formats; Character Codes, Digital Data Rates; Asynchronous and Synchronous Data. Types of signals: AM; FM; PM; PCM; PDM; TDMA; FDMA; SDMA; CDMA; ASK; FSK; PSK Features: Error detection and correction codes; Hamming codes.

Unit II

LAN topologies: Workstation; Server; Cables; Types of Ethernet; Broadband and base-band; Optical Fibers; Network Interface Card.

Unit III

Networks and accessories: LAN, MAN, WAN; Hub; Bridges; Switches; Routers; Gateways Cell Relay; Frame Relay; ISDN; B-ISDN

Unit IV

OSI Model; Broadcasting; Multicasting; Point-to-point communication; IP Addressing, Concepts of Port; Socket; ATM; Tunneling; Virtual Private Network. Network Operating systems: Unix; Linux; Windows.

Unit V

Mobile Communication: Applications of Mobile Communication; Wireless Communication: Bandwidth, Transmission Impairment, Interference, Terrestrial Microwave, Broadcast Radio, Infrared & Light Waves, Mobile Internet & WML: Mobile IP, Wireless TCP& UDP, WAP, WML

SUGGESTED READINGS:

1. 2) Comer - Computer Networks and Internets (Pearson Education, 4th Ed.)
2. 3) Stallings W - Data Computer Communication (Pearson Education, 2003, 7th Ed.)
3. 4) Tanenbaum - Computer Networks (Prentice-Hall, 2004, 4th Ed.)
4. 5) Black - Computer Networks (Prentice-Hall, 1999, 2nd Ed.)

International Marketing Management

COURSE OBJECTIVES: This paper deals with a broad conceptual focus on the marketing management problems, techniques and strategies necessary to incorporate the marketing concept into the framework of the world market place. The present course explores those aspects of marketing which are unique to international business

Unit I

Introduction, Importance and Challenges – Nature, Importance and scope of International Marketing, Domestic marketing vs. International marketing, International marketing management process – an overview, influence of physical, economic, socio-cultural, political and legal environments on International marketing information, scanning and monitoring global marketing environment; international marketing information system.

Unit II

International market segmentation, positioning, Analysis of world market, market analysis, international marketing research, screening and selection of markets, International market entry– Export, Licensing , Franchise, Joint Venture, Multinational operations, contract manufacturing

Unit III

International Product Policies – Major product decisions – product features and quality, product design, labeling, packaging, branding and product support services; strategies in multinational product planning, international product life cycle, New product development, International Trade

Unit IV

International Pricing Decisions – international Price determination, price escalation, international pricing process and policies, delivery terms and currency for export price quotations, international transfer pricing, methods of determining transfer pricing, Differential Pricing

Unit V

International marketing communication – communication with foreign buyers, planning and preparing, international promotion programme, Media structure, planning media strategy, corporate advertising.

SUGGESTED READINGS

- 1) Nargundkar- InternationalMarketing (Excel Books)
- 2) Czinkota - International Marketing (Thompson, 8th Ed.)
- 3) Cateora Graham - International Marketing (TMH, 10th Ed.)
- 4) Siddiqui- InternationalMarketing (Wiley Dreamtech)
- 5) Cherunilam F - International Trade and Export Management (Himalaya, 2007)

- 6) Varshney R.L, Bhattacharya B - International Marketing Management (Sultan Chand & Sons, 9th Ed.)
 - 7) Jain S. – International Marketing (Thomson)
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International Logistics and Documentation

COURSE OBJECTIVES: This paper deals with a broad conceptual focus on the problems - related documentation in export and import and scenario of logistics in world place.

Unit I

International Distribution system and Logistics – International marketing channel decision, importance and scope of channel decisions, channels between nations, international physical distribution decisions, nature of physical distribution

Unit II

Transportation – Importance of effective transportation system, service choices and their characteristics, cost characteristics and role fixation, In-company management vs. outsourcing, shipping structure – Sea borne trade, international shipping characteristics, important international sea routes, liner & tramp operations, liner freighting, CFC and ICD, Indian shipping – growth, policy and problems, major Indian ports, International Air Transport, freight rates, India's exports and imports by air – problems and prospects, Air cargo, I.A.T.A.

Unit III

Documentation- Naming the enterprise, forms of ownership, opening a bank account, Need for documentation, Process of obtaining Export and Import License:- general registrations, registrations with RBI, registration with Licensing authorities, registration with appropriate EPC/Commodity Board's. Main commercial documents: statutory documents for exporting country, statutory documents for importing country, and documents for claiming export benefits.

Unit IV

International Trade Terms – International Trade Terms – trade contract and trade terms, credit risk management and payment terms,, LC & parties involved, types of LC, UCPDC – major clauses, consignment sale, transit risk management – contract of cargo insurance parties, Insurance policy and certificate, cargo loss clauses – procedure and documentation

Unit V

Clearance – excise duty – definition, types of duties, legal framework – central excise act and rules, tariffs, customs act 1962, customs tariffs act 1975, foreign trade act 1992, physical examination of goods, EDI and custom operations

SUGGESTED READING:

1. Johnson J, Wood D- Contemporary Logistics.
2. Reji Ismail- Logistic Management (ExcelBooks)
3. Dornier- Global Operation & Logistic Management (John Wiley)

4. Khanna K K - Physical Distribution Management : Logistical Approach (Himalaya, 2007)

International Financial Management

COURSE OBJECTIVE: The main objective of this course is to familiarize the students with the international financial environment and the special decision variables underlying the discharge of finance function in a multinational corporation

Unit I

Global Financial Environment: Objective of financial management in a multinational corporation, functions of international financial management. Special decision variables in international financial management. International monetary system, Fischer Effect, International fisher effect.

Unit II

Management of exposure & risk: Concept of exposure and risk. Types of exposure – transaction, transnational and economic exposure. Measurement of transaction exposure. Managing transaction exposure. Hedging Strategies.

International Portfolio Investment: Economic determinants. The national FDI policy framework. Benefits of inter-national equity and bond investing. International capital asset pricing model (ICAPM)

Unit III

International Capital Budgeting: The basic framework for analysis. Issues and strategic considerations in international capital budgeting. The adjusted present value approach (APV). Financial risk and cost of capital. Exchange risk and cost of capital. Political risk and cost of capital. Impact of hedging on cost of capital. Tax consideration – Branch vs. subsidiary, withholding tax. Foreign sales corporations, 80-20 subsidiaries and tax havens.

Unit IV

International working capital management:

- i) International cash management: The cash positioning decision. Advantages and disadvantages of centralized cash management. Multilateral netting. Intra corporate transfer of funds. Transfer pricing, problems of international cash management.
- ii) International Receivables management: Domestic v/s International receivables management. Letter of credit. International factoring & Accounts receivables.
- iii) International inventory management: Advance inventory purchases. Stockpiling.

Unit V

International Financing Decisions:

- i) Euro-money and Eurobond Markets. Size of the Euro currency market. Growth of Euro Dollar market. Instruments and rate of Euro Currency Markets. Creation of Euro deposits. Syndicated Eurocurrency loan Market. International Bond Markets, Multi-currency bonds and their types. Rationale for multi currency bonds.
- ii) International Equity markets: Foreign equity market and their comparative performance. Recent developments and innovations in international capital markets. Recent developments in the Euro bond market.

Suggested Reading

1. Folks William R. Jr. & Raj Agrawal : InternationalDimensions of Financial Management
 2. P.G. Apte :Global financial Management
 3. Dennis J.D. Connor & Albert T Bussco : InternationalDimensions of Financial Management
 4. Zenoff David B. & Zwick Dack : International FinancialManagement
 5. Advani V.A. :International Finance: Theory and Practice
 6. Seth Jagdish & Eshghi A: Global FinancialPerspectives
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RURAL MARKETING

Course Objective

This has resulted in the expansion of rural demand of agricultural inputs, capital goods, transportation goods as well as consumer and consumer durable goods in villages. On the output side, the enlarged rural Production base has led to value addition, marketing networking and thrust on export trade. This paper aims at equipping the students to enable them to serve in the inflow and outflow marketing areas.

Unit I

Rural Marketing – Definition, Objectives, functions, Accelerated growth and importance of Rural Market. Factors accelerating growth. Classification of inflow marketing and out Flow marketing in rural Sector. Principles of segmentation of rural Markets.

Unit II

Modern and traditional system of Rural Marketing; Historical perspective of Haats, Bazaars and Melas. Their role as the hubs of rural economy. Laws regulating the conduct of business there in and also facilitating their modernization and expansion, Spatial issues and Management practices.

Unit III

Principles, procedures and processes of Rural Marketing Management and applications of systems approach. Rural Marketing strategy and implementation of the principles of Marketing Mix.

Unit IV

Rural Market demands - (I) Consumer goods, (ii) Consumer durables (iii) Agricultural Inputs, (iv) Capital goods, and (v) Transportation good of Distribution strategies and Channel Management.

Unit V

Regulated Market system and the State Legislation. Grading Standardization and legal metrology – Provisions of the relevant laws. Rural Market Intelligence, and Marketing Information System. Market Research, Survey Techniques, Report writing. State Market Intervention Operations, State Procurement, Minimum Support Price, Statutory Minimum Price, State Advised Price and price Management by the Union and State Governments. Logistics Management in Rural Marketing. Corporate strategies and State facilitation Programmes.

Suggested Readings

- 1 Pradeep Kashyap Rural Marketing-2 edition Pearson education
2. Jha, S.M. & Singh, L.P.: Marketing Management in Indian Perspective, Himalaya, Bombay
3. Velayudhan – Rural Marketing (Sage)
4. Mathur- Rural Marketing (Excel Books)
5. Philip Kotler: Marketing Management.

6. Barkar, J.W.: Agricultural Marketing, Oxford University Press, New York. 7.Chopra- Marketing Management (Wiley Dreamtech)

Micro Finance, Small Group Management and Cooperatives

Course Objective:

Self Help Group and other micro-level innovative credit systems contributed significantly in empowering underprivileged in India and abroad in recent times. Paper has two purposes—(a) to acquaint students with the various institutional arrangements as well as recent contribution of various innovative credit systems at the micro-level for financing rural development sector; (b) management of small groups involved in micro-finance for social and economic empowerment of their group members in particular and the society in general.

Unit I

Financial institutions for rural development-Basic understanding of rural and development credit. Institutional structure for rural financing in India: policy and schemes of NABARD, recent financing scheme of the Government.

Unit II

Development of cooperative banks in India with special reference to PACS, CCBs, LDBs. Rural financing through commercial banks-Policies and objectives before and after nationalisation of banks, Branch expansion policy and programmes.

Unit III

Emergence of RRBspolicy, objectives, functions, progress and achievements. Micro finance at small group level: concept, emergence, objectives and thrust areas. Case studies of recent success stories.

Unit IV

Management of small groups, cluster and federation from credit and trade perspectives. Role of facilitating agencies. Linkages between small group and Banks.

Unit V

Convergence of with development programmes and implementing departments of government. Withdrawal strategy for facilitating organizations.

Suggested Readings

1. V S Somnath- Microfinance (ExcelBooks)
2. Panda- Understanding Microfinance (Wiley India)
3. Craig Churchill & Cheryl Frankiewicz-Making Microfinance Work
4. Marguerite S. Robinson- The Microfinance Revolution (Kindle Edition)

Syllabus

RURAL ECONOMICS

Course Objective

Familiarization with basic tools of economic analysis – Understanding the dynamics of rural sector – Adoption of suitable economic policies for efficient management of rural sector.

UNIT I

Agriculture and economic development: Nature and scope of rural economics, Role of agriculture in economic development, interdependence between agriculture and industry, Livestock economics- Livestock resources and their productivity, White revolution, Development of agro based industries.

UNIT II

Use of land, water and energy; Rural transport, Communication, banking, rural social infrastructure-education and health and information dissemination.

Agricultural Production- Resources used and efficiency, Production function analysis in agriculture.

UNIT III

Size of farm and laws of returns- Theoretical and empirical findings, Farm budgeting and cost concepts, resource use efficiency in traditional agriculture, Technical change, Labour absorption and gender issues in agricultural services,

UNIT IV

Rural labour supply, Interlocking of factor market, Mobility of labour and segmentation in labour markets, marginalization of rural labour, Nature, Extent and trends of rural unemployment, Agricultural wages in India, Male-Female wage differences, non-agricultural rural unemployment- Trends and determinants.

UNIT V

Role of capital and rural credit, Organized and unorganized capital market, Rural savings and capital formation, Characteristics and sources of rural credits- institutional and non-institutional, Reorganization of rural credit- cooperatives, commercial banks, Regional rural banks, role of NABARD.

Suggested Readings

1. Bhaduri A- The Economic Structure of Backward Agriculture (Macmillian, Delhi)
2. Bilgram S.A.R- Agricultural Economics (Himalyan Publishing House, New Delhi)

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3. Dantwala M.L et. Al.- Indian Agricultural Development Since Independence (Oxford & amp: IBH)
4. Government Of India- Report of the National Commission on Agriculture
5. Government Of India- Economic Survey (Annual)
6. Gulati A & T Kelly- Trade Liberalization & Indian Agriculture (Oxford University Press)
7. Joshi P.C- Land Reforms in India: Trends & Prospects (Allied Publishers)

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