

COURSE STRUCTURE

The programme has been organized in two years each year comprising two semesters. The list of papers offered during First Year and Second Year of the programme shall be as follows:

FIRST YEAR

Semester-I	Credits
Core-101 Management Process and Organizational Behaviour	3
Core-102 Quantitative Methods	3
Core-103 Managerial Economics	3
Core-104 Business Environment	3
Core-105 Managerial Skill Development	3
Core-106 Indian Ethos and Values	3
Core-107 Accounting for Managers	3
Core-108 International Environment and Management	3
Total Semester Credit	24
Semester - II	
Core-201 Organization Effectiveness and Change	3
Core-202 Operations Research	3
Core-203 Human Resource Management	3
Core-204 Financial Management	3
Core-205 Marketing Management	3
Core-206 Production and Operations Management	3
Core-207 Research Methodology	3
Core-208 Computer Applications in Management	3
Total Semester Credit	24
Summer Training	

At the end of second semester, all students will have to undergo summer training of 4-6 weeks with an industrial, business or service organization by taking up a project study. The conditions of successfully completing the programme shall not be deemed to have been satisfied unless a student undergoes summer training under the supervision of the executive in organizations as approved by the Department from time to time. Each student will be required to submit a project report to the Department for the work undertaken during this period within three weeks of the commencement of the third semester for the purpose of evaluation in the third semester. Reports will be a part of the evaluation process.

SECOND YEAR

During Second Year, in addition to core courses and project studies, a student shall have to choose five elective courses in third semester and three elective courses in fourth semester from the list of elective courses announced at the beginning of each semester.

Semester III	Credits
Core-301 Decision Support System and Management Information System	3
Core-302 Corporate Legal Frame Work	3
Core-303 Summer Training Project	3
Plus Five elective courses	15
Total Semester Credit	24
Semester-IV	Credits
Core-401 Strategic Management	3
Core-402 Project Report	6
Plus Three elective courses	9
Total Semester Credit	18
Total Credit in MBA Programme	90

Following Four Areas of Specializations are offered.

1. Finance
2. Marketing
3. Organizational Behaviour and Human Resource Development
4. International Business

The actual electives which are open will be announced by the Head of the Department before the commencement of IIIrd semester. Currently only the first three areas of electives are open. There will be five courses in each Area of Electives. These, courses will be as follows:

List of Elective Courses	Credits
Finance	
FM-3101 Management Control System	3
FM-3102 Security Analysis and Portfolio Management	3
FM-3103 Management of Financial Institutions	3
FM-3104 Management of Financial Services	3
FM-3105 International Financial Management	3
Marketing	
MM-3201 Consumer Behaviour	3
MM-3202 Advertising and Sales Promotion Management	3
MM-3203 International Marketing	3
MM-3204 Sales & Distribution Management	3
MM-3205 Marketing of Services	3
Organizational Behaviour and Human Resource Development	
OBH-3301 Management of Industrial Relations	3
OBH-3302 Legal Framework Governing Human Relations	3
OBH-3303 Management Training and Development	3
OBH-3304 Human Resource Planning & Development	3
OBH-3305 Organizational Change and Intervention Strategies	3
International Business	
IB-3401 International Financial Management	3
IB-3402 International Marketing	3
IB-3403 Export Import Procedures, Documentation & Logistics	3
IB-3404 India's Foreign Trade Policy	3
IB-3405 Global Human Resource Management	3

Note : First three elective courses are available in III semester and rest two courses are available in IV semester.

A student is required to opt total number of eight courses - Five in third semester and Three in fourth semester. A student can opt three courses in third semester from any one particular area of elective and two courses from the rest three areas. A student can opt two remaining electives in fourth Semester from the same area chosen in the third semester and one course from rest of the areas.

The Summer Training Project Report (Core-303) will be of 100 marks and has to be submitted within three weeks from the commencement of the third semester.

The Project Report (Core-402) will be of 200 marks (project Report 100 marks + Viva Voce. Examination 100 marks) and shall commence from third semester and the report shall be submitted towards the end of the fourth semester. A student will not be given any special permission to leave the Department for a long time to do the project, as he/she will be missing fourth semester classes. Preferably, market surveys, organization surveys in the local organizations can be done. A Board of Examiners consisting of internal and external examiners will evaluate the report

DETAILED SYLLABUS

SEMESTER -I

Core-101 : MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOUR

Objectives

The objective of this paper is to familiarize the student with basic management concepts and behavioural processes in the organization.

Course Contents

Credits 3

Note: Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs.Max.Marks:70, Min.Pass Marks: 28.

School of Management Thought: Evolution of Management thought, Systems and Contingency approach of management, Decision Theory School. Managerial processes, functions, skills and roles in an organization. Nature, process and technique of Planning, Organizing, Staffing, Directing, Coordinating, Control. Organisational Behaviour : Concept, Significance, Understanding and Managing individual behaviour - Personality, Perceptions, Values, Attitudes, Learning, Work-motivation, Individual Decision Making and Problem solving. Understanding and Managing Group Processes: Interpersonal and Group dynamics. Applications of emotional intelligence in organizations. Group decision making. Leadership and Influence Process : Concept, Styles and Theories. Understanding and Managing Organizational Systems, Organizational Conflict- sources, patterns levels and types of conflict. Organisational design and structure. Work stress.

Communication - Process, Barriers.

Suggested Readings

1. Koontz, Harold, Cyril O' Donnell, and Heinz, Whelrich. Essentials of Management. New Delhi: Tata Mc Graw Hill.
2. Robbins, S.P. Organizational Behaviour. New Delhi: PHI.
3. Luthans, F. Organisational Behaviour. NewYork: Mc Graw Hill.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

Core-102 : QUANTITATIVE METHODS

Objectives

The objective of the course is to make the students familiar with some basic, statistical and linear programming techniques. The main focus, however, is in their applications in business decision making.

Course Contents

Credits 3

Note:- Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs.Max.Marks:70, Min.Pass Marks: 28.

Mathematical basis of managerial decision: Functions,Applications of Functions, Some special Functions- A. P. & G.P. and their managerial application. Matrices. Markov Chains & their applications. Frequency Distribution and Their analysis. Probability Theory and Probability Distributions- Binomial, Poisson, Normal and Exponential. Correlation and Regression Analysis. Time Series Analysis and Forecasting. Linear Programming - Basic Concepts, Model Formulation, Solution Methods, Duality. Introduction to some Basic Quantitative Methods Package.

Suggested Readings

1. Chadha, N.K. (1996). Statistics for Behavioral and Social Scientists. New Delhi: Reliance Publishing House.
2. Gupta, S.P., and Gupta, M P. (1997). Business Statistics. New Delhi: Sultan Chand.
3. Kazmier, T. J., and Pohl, N. F. (1988). Basic Statistics for Business and Economics. New York: McGraw Hill.
4. Kelvin, Richard I., and Rubin David, S. (1995). Statistics for Management. New Jersey: Prentice Hall Inc.
5. Narag, A. S. (1995). Linear Programming and Decision Making. New Delhi: Sultan Chand.
6. Sharma, J.K. (2001). Fundamentals of Operations Research. New Delhi: Macmillan.
7. Terry, Sineich. (1990). Business Statistics by Examples. London: Collier Me Millian Publishers.
8. Shrivastava, Shenoy, and Sharma. (2004). Quantitative Techniques for Managerial Decisions. New Age.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

Core- 103: MANAGERIAL ECONOMICS

Objectives

The objective of this course is to acquaint the participants with concepts and techniques used in Micro Economic Theory and to enable them to apply this knowledge in business decision-making. Emphasis is given to changes in the nature of business firms in the context of globalization.

Course Contents

Credits 3

Note:- Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs.Max.Marks:70, Min.Pass Marks: 28.

Concepts And Techniques, Nature And Scope Of Managerial Economics. Funda-mental Economic Concepts. Demand Analysis Theory Of Demand (Law, Elasticity, Forecasting). Utility Analysis- Cardinal And Ordinal, Production Function, One & Two Variables, Law of returns. Theory of Cost, Types Of Cost, Cost Output Rela-tionship, Cost Curves. Pricing Market Structure, Monopoly, Oligopoly, Monopolis-tic, Pricing Practices-Dumping, transfer pricing. Macro Economic Concepts- Na-tional Income Concepts GDP, GNP. Business Cycles- Nature, Phases, Theories. Inflation- Types, Importance, Role, Control measures.

Suggested Readings

1. Baumol, William J. Economic Theory and Operations Analysis. Prentice Hall.
2. Chopra, O.P. Managerial Economics. Tata - MC Graw Hill.
3. Dean, Joel. Managerial Economics. New Delhi: Prentice Hall.
4. Adhikary, M. Business Economics. New Delhi: Excel Books.
5. Mehta, P.L. Managerial Economics. Himalaya Publishing House.
6. Dwivedi, D.N. Managerial Economics. PHI.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

Master of Business Administration (MBA)

3

Core-104: BUSINESS ENVIRONMENT

Objectives

The course develops ability to understand and scan business environment in order to analyse opportunities and take decisions under uncertainty.

Course Contents

Credits 3

Note:- Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs.Max.Marks:70, Min.Pass Marks: 28.

Theoretical Frame Work of Business Environment, Concept, Significance and Na-ture. Elements of Environment - Internal and External. Economic Environment of Business Elements and Significance. Economic System. Economic Planning in In-dia- Planning Commission and NDC, Function, Role. Government Policies - Indus-trial Policy, Fiscal Policy, Monetary Policy, EXIM Policy, Licensing Policy. Role of Public and Private Sector in Economic Development. Political and Legal Environ-ment. MRTP- main provisions & amendments related to unfair trade practices. FEMA-objectives, administration & main provisions & penalties. Social And Cultural Envi-ronment Of Business. Social Responsibility Of Business. Social System and Social Institutions. Emerging Rural Sector in India. Consumerism In India.

Suggested Readings

- 1 Shukla , M.B. Business Environment. Allahabad: Kitab Mahal.
 2. Adhikary, M. Economic Environment of Business. New Delhi: Sultan Chand & Sons.
 3. Ahluwalia, I.J. Industrial Growth in India. New Delhi: Oxford University Press.
 4. Alagh, Y.K. Indian Development Planning and Policy. New Delhi:Vikas Pub.
 5. Aswathappa, K. Legal Environment of Business. Mumbai: Himalaya Publishing House.
 6. Cherunilam, F. Business Environment. mumbai: Himalaya Publishing House.
- The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

Core-105: MANAGERIAL SKILL DEVELOPMENT**Objectives**

The course is aimed at equipping the students with necessary tools, techniques and skills of communication, inspire them and enlist their active and willing cooperation in the performance of their jobs.

Course Contents

Credits 3

Note:- Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs.Max.Marks:70, Min.Pass Marks: 28.

Importance and nature of business communication. Effective communication skill. Process of communication. Barriers and gateways in communication. Dos and Don'ts of Business writing. Writing Business reports. Oral Communication- presentations of report, Public speaking, and Negotiations. Legal aspects of business communication.

Suggested Readings

1. Rao, N.,and Das, R.P. (2005). Communication Skills. HPH.
2. Bowman, Joel P., and Branchaw, Bernadine P. (1987). Business Communication: From Process to Product. Chicago: Dryden Press.
3. Hatch, Richard. (1977). Communicating in Business. Chicgo: Science Research Associates.
4. Murphy, Herta A., and Peck, Charrles E.(1976). Effective Business Communications (2nd ed.). New Delhi: Tata McGraw Hill.
5. Pearce, C. Glenn, etc. (1988). Buisness Communications: Principles and applicalions (2nd ed.). New York: JohnWiley.
6. Treerce, Maira,etc. (1987). Sucessful Business Communications (3rd ed.) Boston: Allyn and Bacon.

The list of cases and specfic references including recent articles will be announced in the class at the time of commencement of the course.

Master of Business Administration (MBA)

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Core-106: INDIAN ETHOS AND VALUES**Objectives**

The objective of this paper is to provide an understanding of basic Indian values and ethos and their significance in management.

Course Contents

Credits 3

Note:- Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs.Max.Marks:70, Min.Pass Marks: 28.

Model of Management in the Indian Socio-Political Environment. Work Ethos. Indian Heritage in Production and Consumption. Indian Insight into TQM. Problems Relating to Stress in Corporate Management- Indian Perspective. Teaching Ethics. Trans-cultural Human Values in Management Education. Relevance of Values in Management. Need for Values in Global Change- Indian Perspective; Values for Managers. Holistic Approach for Managers in Decision Making. Secular Versus Spiritual Values in Management. Personal Growth and Lessons from Ancient Indian Educational System. Science and Human Values.

Suggested Readings

1. Sharma, Subhash.(2000). Management in New Age- Western Windows Eastern Doors. New Age.
2. Sharma, Subhash. (2000). Quantum Rope: Science, Mysticism and Management. New Age.
3. Sharma, Subhash. (2001). Arrows of Time: From the Black holes to the Nirvana Point. New Age.
4. Chakraborty, S.K., & Bhattacharya, P. (1999). Human Values: The Tagorean Panorama. New Age.
5. Chakraborty, S.K. (1998). Foundations of Managerial Work- Contributions from Indian Thought. New Delhi: Himalaya Publishing House.
6. Management Effectiveness and Quality of Work-life - Indian Insights.(1987). New Delhi: Tata McGraw Hill Publishing Company.
7. Drucker, P. (1983). Managing in Turbulent Times. London: Pan Books.
8. Gandhi, M.K. (1972). The Story of My Experiment with Truth. Ahmedabad: Navjivan Pupliching House.
9. Shukla, M.B. Indian Ethos & Values. Himalaya Publishing House.

The list of cases and specific references including recent articles will beannounced in the class at the time of commencement of the cours

CORE 107: ACCOUNTING FOR MANAGERS**Objective**

The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting and utilisation of financial and accounting information for planning, decision-making and control.

Course Contents

Credits 3

Note:- Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs. Max. Marks: 70, Min. Pass Marks: 28.

Financial Accounting- Concept, Importance and Scope. Generally Accepted Accounting principles. Preparation of Financial Statements with special reference to analysis of a Balance Sheet and Measurement of Business Income. Inventory Valuation and Depreciation. Financial Statement Analysis. Funds Flow Analysis. The Statement of Cash Flows. Management Accounting - Concept, Need, Importance and Scope. Cost Accounting Records and Processes. Cost Ledger and Control Accounts. Reconciliation and Integration between Financial and Cost Accounts. Overhead Cost and Control. Job and Process Costing. Budget and Budgetary Control. Performance Budgeting. Zero-Base Budgeting. Relevant Costing and costing for Decision-Making. Standard Costing and Variance Analysis. Marginal Costing and Absorption costing.

Suggested Readings

1. Anthony, R. N., and Reece, J. S. (1995). Accounting Principles (6th ed.). Homewood, Illinois: Richard D. Irwin.
2. Bhattacharya, S.K, and Dearden, J. (1996). Accounting for Management Text and Cases. New Delhi: Vikas.
3. Heitger, L. E., and Matulich, Serge. (1990). Financial Accounting. New York: Mc-Graw Hill.
4. Hingorani, N. L., and Ramanathan, A. R. (1992). Management Accounting (5th ed.). New Delhi: Sultan Chand.
5. Horngren, Charles, etc. (1994). Principles of Financial and Management Accounting. Englewood Cliffs, New Jersey: Prentice Hall Inc.
6. Needles, Belverd, etc. (1994). Financial and Managerial Accounting. Boston: Houghton Mifflin Company.
7. Vij, Madhu. (1997). Financial and Management Accounting. New Delhi: Anmol Publications.
8. Shukla, M.B. Accounting for Managers. New Delhi: Kalyani Publishers.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

Core- 108: INTERNATIONAL BUSINESS ENVIRONMENT & MANAGEMENT**Objectives**

The primary objective of this course is to acquaint the students with the emerging global trends in business environment.

Course Contents Credits 3

Note:- Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs. Max. Marks: 70, Min. Pass Marks: 28.

IB: meaning, characteristics and modes of IB. Trends in IB, IB vs Domestic Business. Theories of international trade, gains from international trade, terms of trade. FDI- forms, benefits to home and to host country. BOP- structure, managing disequilibrium in BOP, India's BOP. Regulatory environment- trade and investment, regulators at national level, regional grouping and trade creation and trade diversion, regulation of trade at international level, WTO. Political and legal environment in IB. Economic environment in IB. Socio-cultural and ethical environment in IB. International financial environment- exchange rate, foreign exchange market, internal financial market. Tariffs and non-tariff barriers.

Suggested Readings

1. Sharan, V. International Business (23rd ed.). New Delhi: Pearson Education.
2. Bhalla, V.K., and Shivaramu, S. (1995). International Business Environment. New Delhi: Anmol.
3. Bhalla, V.K. (1993). International Economy: Liberalisation. New Delhi: Anmol.
4. Daniel, John D., and Radenbangh, Lee H. (1989). International Business (5th ed.) New York: Addison Wesley.
5. Eiterman, D.K., and Stopnelhill, Al. (1986). Multinational Business Finance. New York: Addison Wesley.
6. Parks, Yoon, and Zwick Jack. (1995). International Banking in Theory and Practice. New York: Addison Wesley.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

SEMESTER - II

Core.-201 : ORGANIZATION EFFECTIVENESS AND CHANGE

Objectives

The objective of the course is to familiarize the students with basic organizational processes to bring about organizational effectiveness and change.

Course Contents

Credits 3

Note:- Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs.Max.Marks:70, Min.Pass Marks: 28.
An Overview of Concepts of Organizational Change Effectiveness and Development. Skills of Change Agent. Organizational Climate and Culture. Power and Politics. The Process of Empowerment. Organizational Learning. Creativity and Innovation. Conflict and Negotiation. Intergroup Behavior and Collaboration & Business Ethics and Corporate Governance. Management of Gender Issues. Cross-Cultural Dynamics.

Suggested Readings

1. Anderson, A. H, and Barker, D. Effective Enterprise and Change Management. Oxford: Blackwell Publishers Ltd.
2. French, W. E, and Bell, C. H. (1995). Organization Development. New Delhi: Prentice Hall of India.
3. Kao, S.R. etc. (1994). Effective Organization and Social Values. New Delhi:Sage.
4. Khandwalla, P. N. (1992). Organisation Design for Experience. New Delhi: Tata McGraw Hill.
5. Luthans, F. (1995). Organizational Behaviour (7th ed.). New York:McGraw Hill.
6. Mendonca, M., and Kanungo, R. N.(1994). Work Motivation. New Delhi:Sage.
7. Robbins, S. P. (1996). Organizational Behaviour (7th ed.). New Delhi: Prentice Hall of India.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

Core-202: OPERATIONS RESEARCH

Objectives

The objective of this course is develop an understanding of basic operations research techniques and their role in managerial decision-making.

Course Contents

Credits 3

Note:- Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs.Max.Marks:70, Min.Pass Marks: 28.

Operation Research: Concept and significance of Operation Research, Evolution and Role in decision making.

Sensitivity Analysis. Integer Programming. Simplex method and Graphical method Duality problem.

Transportation and Assignment Models. Goal Programming. Dynamic Programming. Non-linear programming (Introductory only).

Waiting line Models: Waiters and services, Mathematical distribution of queues, Basic Models of Queuing Theory and Applications.

Inventory Management: Techniques, Deterministic and Probabilistic models. Game Theory : Zero sum game, pure and mix strategies.

Network Analysis : PERT/CPM, Application areas of PERT and CPM. Decision Theory and Decision Trees.

Suggested Readings

1. Sharma, J.K. Operations Research: Theory and Applications. New Delhi: Mac Millan India Ltd.
2. Agrawal, J.D., and Ghosh, Sagarika. Quantitative Techniques For Financial Analysis. New Delhi: Indian Institute of Finance.
3. Goold, F.J., etc. (1994). Introduction to Management Science. Englewood Cliffs, New Jersey: PH Inc.
4. Sharma, S.C., Seheno, G.V, Shrivastava, V.K. Quantitative Techniques for Managerial Decision making. New Delhi: Wiley Western Ltd.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

Core-203: HUMAN RESOURCE MANAGEMENT**Objectives**

The objective of this course is to sensitize students to the various facets of managing people and to create an understanding of the various policies and practices of human resource management.

Course Contents

Credits 3

Note:- Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs.Max.Marks:70, Min.Pass Marks: 28.

Concepts and Perspectives on Human Resource Management. Nature, feature, objectives, scope, challenges of Human Resource Management. Corporate Objectives and Human Resource Planning. HR Policy.

Succession Planning. Job Analysis, Job Enlargement, Job Enrichment and Role Description.

Methods of Manpower Search- Recruitment & Selection, sources of recruitment, Good Recruitment policy, type of tests.

Induction and Socialisation. Manpower Training and Development. Procedure and Types of Performance Appraisal and Potential Evaluation. Job Evaluation & Wage Determination.

Grievance management.

Suggested Readings

1. Aswathappa, K.(1997). Human Resource and Personnel Management. New Delhi: Tata Mc.GrawHill.
2. De Cenzo, & Robbins, S. P. (1994). Human Resource Management (5th ed.). New York: JohnWiley.
3. Dawar, Sudhir. Human Resource Management. PHI.
4. Monappa, A., and Saiyadain, M. (1966). Personnel Management (2nd ed.). New Delhi: Tata Mc-Graw-Hill.
5. Rao, N., and Das, P.P. (2002). Cases in Human Resource Management. HPH.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

Core-204: FINANCIAL MANAGEMENT**Objectives**

The purpose of this course is to acquaint the students with the broad framework of financial decision-making in business unit.

Course Contents

Credits 3

Note:- Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs.Max.Marks:70, Min.Pass Marks: 28.

Aims and objectives of Financial Management. Financial planning and financial forecasting. Finance function.

Time value of money. Investment Decisions- Significance of capital budgeting decisions, types of capital expenditure projects, Techniques of Capital Budgeting.

Instruments of Long Term Finance; Cost of different sources of Long Term Capital, Weighted Average Cost of Capital.

Operating and Financial Leverage. Capital structure decisions. Capital structure theories and optimum capital structure.

Management of working capital - Cash, Receivables and Inventory Management. Internal Financing and Dividend Policies- Types of Dividend, Dividend Theories. Bonus shares.

Financing the Infrastructure: Basic Issues

Suggested Readings

1. Home, Van, and James, C. (1997). Financial Management and Policy (10th ed.). New Delhi: Prentice Hall of India.
2. Hampton, John. (1997). Financial Decision Making. Englewood Cliffs, New Jersey: Prentice Hall Inc.
3. Pandey, I.M. Financial Management. New Delhi: Vikas Publishing.
4. Brealey, Richard A., and Myers, Stewart C. Principles of Corporate Finance (Vth ed.). New Delhi: Mc Graw Hill.
5. Sharan, V. Fundamentals of Financial Management. Pearson Education.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

Core-205: MARKETING MANAGEMENT**Objectives**

The objective of this course is to facilitate understanding of the conceptual framework of marketing and its applications in decision making under various constraints.

Course Contents

Credits 3

Note:- Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs.Max.Marks:70, Min.Pass Marks: 28.

Introduction: Concept, Nature, Scope and Significance of marketing; Old and new concepts of marketing and; Marketing management philosophy.

Marketing Analysis: Marketing Environment; Macro and Micro components and their impacts; Marketing organization and Market segmentation and; Consumer behaviour.

Marketing Research: Meaning, nature, scope, objectives of organization for marketing research, marketing research procedure. Limitations.

Product Decision: Concept of a product; Classification of product; Product line; Product mix; branding, packaging and labeling; Product life cycle, development of new product.

Pricing: Importance of pricing; Pricing policy considerations; Factors affecting price policies, Pricing objectives. Different price policies, strategies, and methods of setting prices.

Distribution Management: Concept of distribution; channels of distribution; wholesaling and retailing. Management of physical distribution.

Product Promotion. Promotion mix. Advertising, Sales Promotion, Personal Selling and publicity. Promotion decision.

Suggested Readings

1. Kotler, Philip, and Gray, Arm Strong. Principles of Marketing.
2. Rama Swamy, VS. and Namakumari S., Marketing Management.
3. Stanton Williams, J. Fundamentals of Marketing.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

Core-206: PRODUCTION AND OPERATIONS MANAGEMENT**Objectives**

The course is designed to acquaint the students with decision making in: planning, scheduling control of production and operation functions in both manufacturing and services; productivity improvement in operations through layout engineering and quality management etc. Effective and efficient flow replenishment and control of materials with reference to both manufacturing and services organisations.

Course Contents

Credits 3

Note:- Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs.Max.Marks:70, Min.Pass Marks: 28.

Nature and Scope of Production and Operations Management. Facility Location. Types of manufacturing Systems & Layouts. Layout Planning and Analysis. Material Handling Principles-Equipments. Line Balancing Problems. Operations decisions: Production Planning and Control- In Mass Production, Batch Job Order manufacturing. Capacity Planning Models. Process Planning- Aggregate Planning. Scheduling. Maintenance Management Concepts. Work Study. Method Study, Work Measurement. Work Sampling. Work Environment-Industrial Safety. Material Management: An Overview of Material Management. Material Planning and Material Planning Budgeting. Inventory Control, JIT. Material Requirement. Purchase management. Stores Management. Quality Assurance- Acceptance Sampling, Statistical Process Control. Total Quality Management ISO-9000. Maintenance Management. Safety Management.

Suggested Readings

1. Adam, E. E., & Ebert, R.J. (1995). Production and Operations Management (6th ed.). New Delhi: Prentice Hall of India.
2. Amrine, Harold T. etc. (1993). Manufacturing Organisation and Management. New Englewood Cliffs, New Jersey: Prentice Hall Inc.
3. Buffa, E.S. (1987). Modern Production Management. New York: John Wiley.
4. Chary, S.N. (1989). Production and Operations Management. New Delhi: Tata McGraw Hill.
5. Dobler, Donald W., and Lee, Lamar. (1984). Purchasing and Materials Management. New York: McGraw Hill.
6. Dilworth, James B. (1992). Operations Management: Design, Planning and Control for Manufacturing & Services. Singapore: McGraw Hill.
7. Moore, F.G., and Hendrick, T. E. (1992). Production/Operations Management. Homewood, Illinois: Richard D. Irwin.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course

Coer-207: RESEARCH METHODOLOGY**Objectives**

The objective of the course is to equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision making.

Course Contents

Credits 3

Note:- Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs.Max.Marks:70, Min.Pass Marks: 28.

Nature and Scope of Research Methodology, Scientific Inquiry & Study of social Phenomenon. Problem Formulation and Statement of Research Objectives. Research Process. Research Designs- Exploratory, Descriptive and Experimental Research Designs. Qualitative & Quantitative Research. Hypothesis- Meaning & role in Research, Hypothesis testing Methods (Chi-square test). Methods of Data Collection & its Measurement- Observational & Survey Methods, Case studies, Schedule & Questionnaire, Data sources: Primary & Secondary. Scales: Need for scales, Scaling procedures- Thurston type, Likert type, Bogardus type, Semantic differentials. Sampling Design- Meaning, types & utility. Determination of the sample size. Sampling & non Sampling Errors. Sampling tests (Z tests, T tests, F tests).

Research Report: Research report Writing, Research abstracts, Research Proposals.

Suggested Readings

1. Andrews, F.M., and Withey, S.B. (1976). *Social Indicators of Well Being*. New York: Plenum Press.
2. Bennet, Roger. (1983). *Management Research*. IL0.
3. Fowler, Floyd J.Jr. (1993). *Survey Methods* (2nd ed.). Sage Pub.
4. Fox, J.A.,and Tracy, P.E. (1986). *Randomized Response: A Method of Sensitive Surveys*. Sage Pub.
5. Gupta, S.P. (2001). *Statistical Methods* (30th ed.). New Delhi: Sultan Chand.
6. Golden, Biddle, Keren and Karen D. Locke.(1997). *Composing Qualitative Research*. Sage Pub.
7. Salkind, Neil. (1997). *Exploring Research* (3rd ed.). New Jersey: Prentice-Hall.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

Core-208: COMPUTER APPLICATIONS IN MANAGEMENT**Objectives**

The objective of this course is to provide an understanding of computers, computer operating system and application of relevant softwares in managerial decision-making.

Course Contents

Credits 3

Note:- Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs.Max.Marks:70, Min.Pass Marks: 28.

Computer Hard Ware- Computer system as information processing system; Computer system differences; Types of Computer systems; Hardware options- CPU, input devices, output devices, storage devices, communication devices, configuration of hardware devices and their applications.

Personal Computers PC and its main components; Hardware configuration; CPU and clock speed; RAM and secondary storage devices, other peripherals used with PC; Factors influencing PC performance; PC as a virtual office.

Modern Information Technology- Basic idea of Local Area Network (LAN) and Wide Area Network (WAN); E-mail; Internet Technologies; Access devices; Concept of a World Wide Web and Internet browsing; Multimedia.

Introduction to Operating Systems - Software needs; Operating systems; Application software; Programming languages; DOS; Windows - Window explorer, Print manager, Control panel, Paint brush, Calculator, Desktop, My computer, Settings, Find, Run, UNIX.

Word Processing- Introduction and working with MS-word in MS office; Word basic commands; formatting text and documents; Sorting and tables; working with graphics, Introduction to mail - merge.

Spread Sheet- Working with Excel; Formatting function chart features; Working with graphics in Excel using worksheets as database in Accounting, Marketing, Finance and Personnel areas.

Presentation with Power Point- Power point basics; Creating presentations the easy way; Working with graphics in power point, show time, sound effects and animation effects.

Introduction to Lotus Smart Suite for Data Sheet Analysis- Structure of Spreadsheet and its applications to Accounting Finance and Marketing; Functions of business; Creating a dynamic/sensitive worksheet; Concept of absolute and relative cell reference using various built in functions-mathematical, statistical, logical and finance functions; Goal- seeking and back solver tools; using graphics and

formatting of worksheet; sharing data with other desktop applications; strategies of creating error free worksheet.

Introduction to Accounting and Statistical Packages- Preparation of vouchers, invoices and salary statements; Maintenance of inventory records; Maintenance of Accounting books and final accounts, financial reports generation, practical knowledge on Wings Accounting and Wings Trade (Software). Usage of statistical packages for analyses in research- Lotus and Excel, SPSS and SYSTAT.

Suggested Readings

1. Date, C. J. An Introduction to Database Systems. Massachusetts: Addison Wesley.
2. Dienes, Sheila S. Microsoft Office- Professional for Windows 95. Delhi: BPB Publication.
3. Mansfield, Ron. The Compact Guide to Microsoft office. Delhi: BPB Publication.
4. Summer, M. Computers concepts and uses (2nd ed.). Englewood Cliffs, New Jersey: Prentice Hall Inc.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

SEMESTER-III

Core-301: DECISION SUPPORT SYSTEMS AND MANAGEMENT INFORMATION SYSTEM

Objective

The objective of this course is to develop the basic understanding of the decision support system of the artificial intelligence for business organisation.

Course Contents Credits 3

Note:- Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs.Max.Marks:70, Min.Pass Marks: 28.

Management Information System: Definitions; Basic Concepts Frameworks; Major Trends in Technology; Applications of Information Technology.

System & Design: Systems Development initiative; Different Methodologies-Life Cycle & Prototype approach, Detailed study on Life Cycle design & implementation; Case Study.

Managerial Decision Making: Decision making process; Problem solving techniques; How decisions are being supported; Decisions styles; Group decision making; Features of various CBIS.

Decision Support System: An Overview; Relevance and scope of DSS characteristic and capabilities of DSS; Components of DSS; Classification of DSS; Forms of DSS tools; DSS Heritors - specific DSS; Constructing a DSS, Steps in designing a DSS identification of decision building of DSMS, building of MBMS - implementation performance testing.

Database management System: Sources of data; Data file environment; Database environment; Data models relevance of relational data base design in DSS.

Model Base Management system: types of models function, time, certainty, uncertainty, risk, structure OR models, Dichotomous model of mind - Simon's model in information system design, simulation technique.

Dialog Generation Management System: User interface; Graphics menus;building of DGMS.

Suggested Readings

1. Keen, Peter G.W. Decision Support System an Organisational Perspective. Addison Wesley Pub.
2. Theirauff, Robert J. (1982). Decision Support System for effective planning. Prentice Hall.
3. Krober, Donald W., and Hugh, J. Watson.(1984). Computer Based Information System Newyork.
4. Davis, L., and Michael, W. A. Management approach. New Jersey: Macmillan Publishing Company, Prentice Hall.
5. Andrew, P. (1991). Decision Support System Engineering. New York: Sage, John Wiley & Sons.
6. Leod, Raymond, Me J.R. (1993). Management information systems (5th ed.). New York: Macmillan Publishing Company.
7. Terban, Efrain. (1988). Decision Support & Expert Systems - Management Perspective. New York: Macmillan Publishing Company.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

Core-302: CORPORATE LEGAL FRAMEWORK

Objectives

The course is designed to assist the students in understanding basic laws affecting the operations of a business enterprise.

Course Contents

Credits 3

Note:- Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs.Max.Marks:70, Min.Pass Marks: 28.

Indian Contract Act, 1872 - Essentials of valid contract, Performance of contracts, Discharge of contract, Breach of contract, Quasi contract.

The Sale of Goods Act, 1930- Conditions and Warranties, Rights of unpaid seller.

The Central Goods and Services Tax Act, 2017: Basic Concept and overview of GST ; Supply under GST; Exemption from GST; Time of Supply; Value of Supply.

Negotiable Instruments Act 1881- Nature and types, Holder - in- Due course, Dishon-our and Discharge of N.I.

The Companies Act 2013- Nature and types, Formation, Memorandum and Article of Association, Prospectus, and Allotment of shares, Company Management, Winding up and dissolution of companies.

Consumer Protection Act 1986 (nature, rights, grievance redressal machinery). FEMA 2000. SEB1 Act 1992. Cyber Law.

WTO - Framework, Principles and Charter, TRIPS and TRIMS.

Suggested Readings

1. Singh, Avtar. Company Law (11th ed.). Lucknow: Eastern.
2. Tuteja, S.K. (1998). Business Law for Managers. New Delhi: Sultan Chand.
3. Bhandari, M.L. Guide to Company Law. Procedure - Vols. I, II, and III. New Delhi: Jain Book Agency.
4. Khergmwala, J.S. (1980). The Negotiable Instruments Act. Bombay: N.M. Tripathi.
5. Singh, Awdhish, GST made Simple, Centax Pub.pvt.ltd.ed: 2018-19

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

Core-303: SUMMER TRAINING PROJECT

Credits 3

At the end of second semester, all students will have to undergo summer training of 6-8 weeks with an industrial, business or service organization by taking up a project study.

SEMESTER - IV

Core -401: STRATEGIC MANAGEMENT

Objectives

The objective of this course is to develop understanding about strategic processes and their Impact on a firm.

Course Contents

Credits 3

Note:- Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs.Max.Marks:70, Min.Pass Marks: 28.

Business policy- An introduction
 Overview of SM- meaning & definition of strategy.
 Process of Strategic management.
 Role of strategists in Strategic management.
 Strategic intent -vision, mission, goal & objectives.
 Environment appraisal- sectors of scanning, method and techniques of Escanning.
 Organisational appraisal- internal analysis,methods and techniques of organisational appraisal, Strategic advantage profile.
 Corporate level strategies- grand strategies, stability strategies, expansion strategies, retrenchment strategies.
 Business level strategies, tactics for business strategies.
 Strategic analysis and choice- corporate level strategic analysis, business level strategic analysis, subjective factors in strategic choice.
 Strategy implementation- project implementation, Procedural implementation, Structural implementation, Behavioral implementation, Functional and operational implementation.
 Strategy evaluation and control- Evaluation techniques for operational control.

Suggested Reading

1. Ansoff, H Igor. (1984). Implanting Strategic Management. Englewood Cliffs, New Jersey: Prentice Hall Inc.
2. Budhiraja, S. B., and Athreya, M. B. (1996). Cases in Strategic Management. New Delhi: Tata McGraw Hill.
3. Christensen, C. R. etc.(1987). Business Policy Cases (6th edition). Homewood, Illinois: Richard D Irwin.
4. Hamel, G., and Prahalad, C. K. (1994). Competing for the Future. Harvard Business School Press.
5. Chakravorty, S. K. (1993). Managerial Transformation Through Values. New Delhi: Sage.
6. David, Fred. (1997). Strategic Management (7th edition). Englewood cliffs, New Jersey: Prentice Hall Inc.
7. Drucker, Peter F. (1982).The Changing world of the Executive. New York: Time Books.

CP-402: PROJECT REPORT

The final project will be evaluated at the end of the fourth semester by the internal and external examiners. This would be equivalent to the marks of two papers.

ELECTIVE COURSES

FINANCE AREA-FM-3101 TO FM-3105

FM-3101: MANAGEMENT CONTROL SYSTEM

Objectives

The objective of this paper is to appraise the students about the concept of management control system as well as its role in efficient management of public organization

Course Contents

Credits 3

Note:- Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs.Max.Marks:70, Min.Pass Marks: 28..

Management Control- An Overview, Nature, Scope and Concept of Management Control System, Organizational Goals; Strategic planning and implementations.

Position of Controller in the Organization Structure of all Organization.
 Management Control Process- Programming; Budgetary Planning and Procedures, Budgetary control; Analysis of variances.

Accounting Aspects of Control including Internal Audit and Control and Value for Money; Analysis and Reporting; Variance Reporting.
 Management Control Structure- Responsibility Centre; Responsibility Accounting; Cost Centre; Profit Centre; Inter-Divisional Transfer Pricing; Measurement of Divisional Performance including Performance Evaluation.

Qualitative and Quantitative Investment Centre . Behavioural aspects of Management Control- Motivation and Morale; Goal Congruence; Human part of Information Process.

Management Control in Specialized organization. Selected Case Studies on Non-Profit and Public Service Organizations.

Suggested Readings

- I. Anthony, R.N. and Govindrajana V. Management Control Systems, 8th ed. Taraporevala, Chicago, Irwin, 1995.

2. Sharma, Subhash. (1996). Management Control System. New Delhi: Wiley Eastern.
3. Emmanuel, C., and Otley, D. (1985). Accounting for Management Control. London: Nostrand Reinhold.
4. Ghosh, P.K., and Gupta, G.S. (1985). Cost Analysis and Control. New Delhi: Visin.
5. Glynn, J. J . (1985). Value for Money: Auditing in Public Sector. London: Prentice Hall.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

FM-3102 : SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Objectives

The objective of this paper is to impart knowledge to students regarding the theory and practice of Security Analysis and portfolio management.

Course Contents

Credits 3

Note:- Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs.Max.Marks:70, Min.Pass Marks: 28.

Investment- Return and Risk . Security market. New issue market. Listing of Securities. Market indices. Share valuation, bond valuation. Government securities. Non securities form of investment. Real estate investment. Money market.

Stock Market analysis- Fundamental and Technical Analysis. Efficient Market theory. Introduction to portfolio management- Portfolio investment process. An optimum portfolio. Selection problem; Markowitz portfolio theory. Mean-variance criterion(MVC). Portfolio of two risky securities and three securities portfolio; Efficient frontier, the relationship between the unleveraged and leveraged portfolio. Sharpe single index model. Capital Asset Pricing Model(CAPM); Characteristics lines. Factor models; Arbitrage Pricing Theory. Portfolio revision. Bond Portfolio Management Strategies. Performance evaluation .

Suggested Readings:-

1. Bhalla, V.K. Investment management: Securities Analysis and Portfolio Management. New Delhi: S.chand.
2. Fisher, Donald E., and Jordan, Ronald J. Security Analysis and Portfolio Management. New Delhi: PHI.
3. Haugen , Robert H. Modern Investment Theory. Engle Wood Cliff, New Jersey: PHI.
4. Chandra, Prasanna. Investment Management. New Delhi: TMH.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

FM-3103: MANAGEMENT OF FINANCIAL INSTITUTIONS

Objectives:

The objective of this course is to discuss the financial management problems of financial institutions including a detailed study of the working of the leading financial institution in India.

Course Contents

Credits 3

Note:- Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs. Max. Marks: 70, Min. Pass Marks: 28.

The Role and Importance of Financial Institutions- Evaluating Risk and Returns of Assets and Liabilities of Financial Institutions; Interest rate analysis; Interest rate in Financial System; Yield Curve; Risk and Inflation; Liquidity and profitability of commercial Banks, Banking Law and Regulation. Provision of RBIs Operation; Credit and Monetary Planning. Insurance Companies. Thrift Institution. Development Banks; Role Of Development Banking in Industrial Financing in India; Financial Planning of Financial institutions; Working and Organization of Different Financial Institutions in India like IFCI, IDBI, UTI, LIC, Mutual Funds. International Aspects of Financial Institutions.

Suggested Readings

1. Bhalla, V.K. (1998). Indian Financial System. New Delhi: Anmol Pub. Pvt.Ltd.
2. Dougall, Herbert E., and Gaumnitz. Capital Markets and Institutions. Englewood Cliffs, New Jersey: PHI.
3. Hempel, George H., and Yciwiltz, Jess B. Financial Management of Financial Institutions. Englewood Cliffs, New Jersey: PHI.
4. Kane, Joseph A. Development Banking. Toronto: Lexington books.
5. Rose, Peter S., and Eraser, Donald. Financial institutions. Ontario: Irwin Dorsey.
6. Vij, Madhu. Management of Financial Institution in India. New Delhi: Anmol.
7. Bhole, L.M. Financial Institutions and Markets. TMII

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

FM-3104: MANAGEMENT OF FINANCIAL SERVICES

Objectives

The objective of this course is to help students to learn the various financial services and their role in the financial system.

Course Contents

Note:- Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs. Max. Marks: 70, Min. Pass Marks: 28.

Course Contents:

Credits 3

Introduction to Financial system and Financial markets, concept, Nature, and Scope of Financial services. Regulatory Framework for Financial Services; Risk in Financial services. Brokerage Services- Types and Functions of Brokers, Trading mechanism through brokers.

Mutual funds -Objectives, Types, Structure, SEBI Regulation on Mutual Funds. Merchant banking Services- Definition, Objectives and Function of Merchant Bankers, Pre- and Post issue, function of a Lead manager in Public Issue of Shares. Leasing- Definition, Nature, Types, Leasing Vs Borrowing, Advantages and limitations of Leasing.

Hire purchase-Definition, nature Advantages and Limitations, Leasing Vs Hire Purchase.

Debt Securitization- Definition, Objectives, Process of Debt Securitization, Advantages and limitations.

Housing Finance- Nature and significance of housing sector.

Credit rating and credit rating agencies. Credit cards. Banking and Insurance. Venture capital. Factoring. Forfeiting and bill discounting.

Suggested Readings:-

1. Bhalla, V.K. Indian Financial System. New Delhi: Anmol.
2. Vij, Madhu. Management of Financial Institution in India. New Delhi: Anmol.
3. Hempel, George H., and Yciwiltz, Jess B. Financial Management of Financial institutions. Englewood, New Jersey: PHI.
4. Khan, M.Y. Indian Financial System. New Delhi: Vikash Publications House.
5. Bhole, L.M. Financial Institutions and Markets. THM

The list cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

FM-3105 : INTERNATIONAL FINANCIAL MANAGEMENT**Objectives:**

The objective of this course is to give students an overall view of the international financial system and how multinational corporations operate.

Course Contents: Credits 3

Note:- Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs.Max.Marks:70, Min.Pass Marks: 28.

Overview of International Financial and Monetary system- Balance of payment, IMF and Exchange rate regime; IMF and international liquidity. Foreign Exchange Market-Spot and forward; Determination of exchange rate in spot and forward market; Arbitrage, Hedging and Speculation in Foreign exchange market. Market for currency derivatives-Futures and options. Exchange rate risk-measurement and management of MNCs' Capital budgeting. International Portfolio investment. Working Capital Management among MNCs. International Financial Market- International and regional Development banks; Euro-currency market. International securities markets. Interest rate risk management.

Suggested Readings

- 1 . Sharan, V. Fundamentals of Financial Management. Pearson Education.
2. Sharan,V. International Business. Pearson education.
3. International Financial Management (4th ed.). PHI.
4. Indian External Factor reforms. Oxford University Press.
5. Bhalla,V.K. International Financial Management (2nd ed.). New Delhi: Anmol.
6. Shapiro, Allan C. Multinational Financial Management. New Delhi: PHI.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

MARKETING AREA:**MM-3201 TO MM-3205****MM-3201: CONSUMER BEHAVIOUR****Objectives**

The basic objective of this course is to develop and understanding about the consumer decision-making process and its applications in marketing function of firms.

Course Contents

Credits 3

Note:- Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs.Max.Marks:70, Min.Pass Marks: 28.

Introduction To Consumer Behaviour, Consumer Behaviour And Marketing Strategy. Consumer Improvement And Decision Making: Information Search Process; Evaluative Criteria And Decision Roles. Consumer Motivation: Information Processing. Consumer Perception: Consumer Attitudes And Attitude Change. Influence Of Personality And Self Concepts On Buying Behaviour. Psychographics And Lifestyle. Reference Group Influence. Diffusion Of Innovation And Opinion Leadership Family Decision Making. Industrial Buying Behaviour. Models Of Consumer Behaviour; Consumer Behaviour Audit. Consumer Behaviour Studies In India.

Suggested Readings

1. Assael, H. (1995). Consumer Behaviour and Marketing Action. Ohio: South Western.
2. Engle, J. F., etc. (1993). Consumer Behaviour. Chicago: Dryden Press.
3. Howard, John A., etc. (1989). Consumer Behaviours Marketing. Englewood Cliffs, New Jersey: Prentice Hall Inc.
4. Hawkins, D. L, .etc. (1995). Consumer Behaviour: Implications for Marketing Strategy. Texas: Business.
5. Mowen, John G. (1993). Consumer Behaviour. New York: MacMillan.
6. Schiffman, L. G., and Kanuk, L. L. (1994). Consumer Behaviour. New Delhi: Prentice Hall Of India.

The list of cases and specific references including recent articles and reports win be announced in the class at the time of commencement of the course.

MM-3202: ADVERTISING SALES PROMOTION MANAGEMENT**Objectives**

The purpose of this course is to develop an understanding about concepts, methods and strategies of sales promotion.

Course Contents

Credits 3

Note:- Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs.Max.Marks:70, Min.Pass Marks: 28.

Advertising - Retail, Natural, operative, Political, International, Public Service Advertising. Advertising's role in the Marketing process; Legal, Ethical and Social Aspects of Advertising. Process of communication; Two steps flow of communication. Advertising objective setting and market positioning- Dagmar Approach, Determination of Target Audience. Building of Advertising Programme-Message, Headlines, Copy, Logo, Illustration, Appeal layout. Campaign Planning; Media planning; Budgeting. Evaluation - Rationale of Testing; Opinion and Aptitude Tests, Recognition, Recall. Advertising Organization: Selection, Compensation and Appraisal of an Agency. Electronic Media Buying. Advertising Campaign-Advertising Vs/ Consumer Behaviour. Sales Promotion And Marketing Mix; Nature And Types Of Sales Promotion; Consumer Behaviour And Sales Promotion; Theories Of Promotion; Sales Promotion - Impact On Sales; Evaluation Of Sales promotion Experiments; Strategic Issues In Designing Promotional Strategies; Substantive Finding And Issues On Coupons.

Suggested Readings

1. Ailloni, and Charas, Dan. Promotion: A Guide to Effective Promotional Planning, Strategies and Executions. New York: John Wiley.
2. Assael, Henry. (1987). Consumer Behaviour and Marketing Action. Boston: Kant.
3. Blattberg, Robert C., and Scott, A. Neslin. (1990). Sales Promotion: Concept, Methods and Strategies. Englewood Cliffs, New Jersey: Prentice Hall Inc.
4. Schaltz, Don E., and William, A Robinson. (1982). Sales promotion Management. Chicago: Crain Books.
5. Strang, Roger A. (1980). The Promotional Planning Process. New York: Praeger.
6. Totten, John C., and Block, Martin P. (1987). Analysing Sales Promotion: Text and Cases. Chicago: Commerce Communication.
7. Ulanoff, Stanley M. (1985). Handbook of Sales Promotion. New York: McGraw Hill.

The list of cases and specific references including recent articles and reports will be announced in the class at the time of commencement of the course.

MM-3203: INTERNATIONAL MARKETING**Objectives**

The basic objective of this course is to acquaint the students with environmental, procedural, institutional and decisional aspects of international marketing.

Course Contents

Credits 3

Note:- Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs.Max.Marks:70, Min.Pass Marks: 28.

International Marketing- Definition, Concept And Setting; Distinctions between International Trade, Marketing and Business. Economic Environment of International Marketing. International Institution - World Bank, IMF, UNCTAD, WTO. Constraints on International Marketing (Tariff & Non-tariff Barriers). India and World Trade. Import And Export Policy; Institutional Infrastructure for Export-Promotion- Export Promotion Councils, Public Sector Trading Agencies, ECGC, Commodity Boards etc.; Export Procedure and Documentations- Registration of Exporters, Export Quotations; Production and Clearance of Goods for Exports, Shipping and Transportation, Insurance; Negotiation of Documents. Instruments Of payments - Open Account; Bills of Exchange; Letter Of Credit - Export Finance. International Marketing Mix-Identification of Markets. Product Policy. International Product Life Cycle. Promotion Strategy. Pricing Strategy and Distribution Strategy. Various Forms of International Business.

Suggested Readings

1. Bhattacharya, B. (1991). Export Marketing: Strategies for Success. New Delhi: Global Business Press.
 2. John, Lalit M. (1980). International Marketing: Strategies for Success. University of Delhi, New Delhi: Faculty of Management Studies.
 3. Keegan, Warren. (1995). Global Marketing Management. Englewood Cliffs: New Jersey, Prentice Hall Inc.
 4. Onkvisit, Sak, and Shaw, J. J. (1995). International Marketing: Analysis and Strategy. New Delhi: Prentice Hall Of India.
 5. Pripalomi, V.H. International Marketing. Prentice Hall.
 6. Terpstra, Vem and Sarathy, R. (1991). International Marketing. Orlando: Dryden Press.
 7. Walter, I and Murray, T. (1988). Handbook of International Business. New York: John Wiley 1988.
- The list of cases and specific references including recent articles and reports will be announced in the class at the time of commencement of the course

MM-3204: SALES AND DISTRIBUTION MANAGEMENT**Objectives**

The purpose of this paper is to acquaint the students with the concepts which are helpful in developing a sound sales and distribution policy and in organizing and managing sales force and marketing channels.

Course Contents

Credits 3

Note:- Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs.Max.Marks:70, Min.Pass Marks: 28.

Nature and Scope of Sales Management: Setting and Formulating Personal Selling objectives. Recruiting and selecting Sales personnel. Developing and conducting Sales Training, Programmes, Designing and Administering compensation plans. Supervision of Salesman, Motivating Sales Personnel, Sales meetings and Sales contests. Designing Territories and Allocating sales efforts. Objectives and Quotas for Sales Personnel Developing and Managing Sales Evaluation Programme, Sales cost and cost analysis. An overview of Marketing channels, their structure, functions, and relationships, Channel Intermediaries - Wholesaling and Retailing, logistics of distribution. Channel planning, organizational patterns in marketing channels. Marketing channel Policies, and legal issues. Assessing performance of Marketing channel.

Suggested Readings

1. Anderson, R. Professional Sales Management. Englewood Cliffs, New Jersey: PHI.
2. Stanton, William J., etc. Management of Sales Force. Chicago: Irwin.
3. Anderson, R. Professional Personal Selling. Englewood Cliffs, New Jersey: PHI.
4. Darlymple, DJ. (1989). Sales Management: Concepts and Cases. New York: John Wiley.

The list of cases and specific references including recent articles and reports will be announced in the class at the time of commencement of the course.

MM-3205: MARKETING OF SERVICES**Objectives**

The objective of this course is to develop insight into emerging trends in the service sector in a developing economy and tackle issues involved in the management of services on national basis.

Course Contents

Credits 3

Note:- Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs.Max.Marks:70, Min.Pass Marks: 28.

Foundation For Service Marketing- Introduction To ServiceThe Emergence Of Service Economy. Nature Of Service; Goods And Services Marketing; Service Marketing: Origin And Growth; Indian Scene Relating To Service Marketing Service Marketing Mix; The Service Classification. Service Product Development; Service Vision and Service Strategy. Quality Issue and Quality Models., Gap Model Of Service Quality, Focus On Consumer- Consumer Behavior In Service, Customer Expectation Of Services, Consumer Perception Of Service; Understanding Customer Requirement – Listening To Customer Through Research, Building Customer Relationship, Service Recovery; Aligning Service Design And Standard-Service Innovation And Design, Customer Defined Service Standard, Physical Evidence And The Servicescape; Advertising, Branding And Packaging Of Services. Recovery Management and Relationship Marketing. Management And Relationship Marketing. Delevering And Performing Services- Employees Role In Service Delivery, Customers Role In Service Delivery, Deivering Servicece Through Intermediaries And Electronic Channels, Managing Demand And Capacity; Managing Service Promises- Integrated Service Marketing Communications, Pricing Of Services; Service And The Bottom Line- Financial And Economic Impact Of Service.

Suggested Readings

1. Loveloc, Christopher H. (1995). Managing Services: Marketing. Operations and Human Resources. Englewood Cliffs. New Jersey: Prentice Hall Inc.
2. Lovelock, Christopher H. (1993). Services Marketing. Englewood Cliffs, New Jersey: Prentice Hall Inc.
3. Donald, Malcom, and Payne, A. (1996). Marketing Planning or Services. Butterworth, Heinemann.
4. Payne, A. (1996). The Essence of Services Marketing. New Delhi: Prentice Hall of India.
5. Verma, H. V. (1993). Marketing of Services. New Delhi: Global Business Press.
6. ZelhamI, V. A., and Bitner, M. J. (1996). Services Marketing. New York: McGraw Hill.
7. Zeithaml et. al. (2011). Service Marketing. New Delhi: McGraw Hill

The list of cases and specific references including recent articles and reports will be announced in the class at the time of commencement of the course.

ORGANISATION BEHAVIOUR AND HUMAN RESOURCE DEVELOPMENT AREA:

OBH-3301 TO OBH-3305

OBH-3301: MANAGEMENT OF INDUSTRIAL RELATIONS

Objectives

Organisational efficiency and performance are intricately interlinked with industrial relations. This course is attempt to appreciate the conceptual and practical aspects of industrial relations at the macro and micro levels.

Course Contents

Credits 3

Note:- Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs. Max. Marks: 70, Min. Pass Marks: 28.

Industrial Relations- Meaning, Concept and Evolution. Industrial Relations and The Emerging Socio-economic Scenario. Constitutional framework for Industrial Relations Industrial Relations and the State. Welfare: Industrial Relations & Trade Unions; Trade Union and The Management. Role and Future of Trade Unions Discipline, and Grievance Management. . Dispute Resolution & Collective Bargaining. Participative Management and Co-ownership.

Productive Bargaining and Gain Sharing. Industrial Conflict, Industrial Democracy. Industrial Relations and Technological Change.

Suggested Readings

1. Kochan, T.A. & Katz Henry. (1988). Collective Bargaining and Industrial Relations (2nd ed.). Homewood, Illinois: Richard D Irish.
2. Mamkootam, K. (1982). Trade Unionism Myth and Reality. New Delhi: Oxford University Press.
3. Niland, J. R., etc. (1994). The Future of Industrial Relations. New Delhi: Sage.
4. Papola, T. S., & Rodgers, G. (1992). Labour Institutions and Economic Development in India. Geneva: ILO.
5. Virmani, B.R. Participative Management vs. Collective Bargaining. New Delhi.
6. Ramaswamy, E. A. The Rayon Spinners The Strategic Management of Industrial Relations. New Delhi: Oxford University Press.
7. Sidney & Webb, Beatrice. (1981). Industrial Democracy. Melbourne: Lonsman. The list of case and specific references including recent articles will be announced in the class at the time of commencement of the course.

OBH- 3302: LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS

Objectives

Understanding of the legal framework is important for the efficient decision making relating to man management and industrial relations. The course aims to provide an understanding, application and interpretation of various labour laws and their implications for industrial relations and labour issues.

Course Contents

Credits 3

Note:- Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs. Max. Marks: 70, Min. Pass Marks: 28.

Emergence and Objectives of labour laws and their Socio-economic Environment.

Laws relating to Industrial Relation

Industrial Disputes Act, 1947. The Industrial Employment (Standing Orders) Act, 1946.

Laws relating to Working Conditions

The Factories Act, 1948.

Laws relating to Social Security

The Workmen's Compensation Act, 1923.

The Employees' State Insurance Act, 1948.

The Employees' Provident Fund and Miscellaneous

Act, 1952. The Payment of Gratuity Act, 1972.

The Maternity Benefit Act, 1961.

Laws Relating to Wages and Bonus

The Payment of Wages Act, 1936.

The Minimum Wages Act, 1948.

The Payment of Bonus Act, 1965.

Laws relating to Contract Labor and Mines

The Contract Labor (Regulation & Abolition) Act,

1970. The Mines Act, 1952.

Suggested Readings

1. Ghaiye, B .R. (1994). Law and Procedure of Departmental Enquiry in Private and Public Sector. Lucknow: Eastern Law Company.
2. Malhoira, A. P. (1965). The Law of Industrial Disputes Vol. I and II. Bombay: N.M Tnpalhi.
3. Malik, P. I. (1995). Handbook of Industrial Law. Lucknow: Eastern Book.
4. Saini, Debi S. Labour Judiciary Adjudication and Industrial Justice. New Delhi: Oxford.

5. Saini, Debi S. (1994). Redressal of Labour. Grievances Claims and Disputes. New Delhi. Oxford & IBIT.
6. Seth. D.D. (1995). Industrial Dispute Act, 1947. Vol. I & 11. Bombay. N.M Tnpalhi. 1995.
7. Srivastava, S. C. Industrial Relations and Labour law New Delli

The list of case and specific references including recent articles will be announced in the class at the time of commencement of the course.

OBH-3303: MANAGEMENT TRAINING AND DEVELOPMENT

Objectives

The purpose of this paper is to provide an in-depth understanding of the role of training in the HRD, and to enable the course participants to manage the training systems and processes.

Course Contents

Credits 3

Note:- Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs.Max.Marks:70, Min.Pass Marks: 28.

Training Process- an Overview, Role, Responsibilities and Challenges to Training Managers. Organization and Management of Training Function. Training Needs Assessment and Action Research. Instructional Objectives and Lesson Planning. Learning Process. Training Climate and Pedagogy. Developing Training Modules. Training calendar / Schedules. Training Methods and Techniques. Facilities Planning. Training Aids. Training Communication. Training Evaluation. Training and Development in India.

Suggested Readings

1. Beunet, Roger ed. (1988). Improving Training Effectiveness. Aldershot: Gower.
2. Buckley, R., & Caple, Jim. (1995). The Theory & Practice of Training. London: Kogan &Page.
3. Lynton. R., and Pareek, U. (1990). Training for Development (2nd ed.). New Delhi: Vistaar.
4. Pepper, Allan D. (1984). Managing the Training and Development Function. Aldershot: Gower.
5. Rae, L. (1986). How to Measure Training Effectiveness. Aldershot: Gower.
6. Reid, M.A., etc. (1992). Training Interventions: Managing Employee Development (3rd. ed.). London: IPM.
7. Senge, P. (1992). The Fifth Discipline: The Art and Practice of the Learning Organization. London: Century.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

OBH-3304: HUMAN RESOURCE PLANNING AND DEVELOPMENT

Objectives

The objective of this paper is to develop a conceptual as well as a practical understanding of Human Resource Planning, Deployment and Development in organisations.

Course Contentss

Credits 3

Note:- Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs.Max.Marks:70, Min.Pass Marks: 28.

Macro level Manpower Planning and Labour Market Analysis. Organisational Human Resource Planning. Stock Taking. Work Force. Flow Mapping. Age and Grade Distribution Mapping. Models and Techniques of Manpower Demand and Supply Forecasting. Behavioural Factors in Human Resource Planning- Wastage Analysis; Retention; Redeployment and Exit Strategies. Career Management and Career Planning. Performance Planning. Potentials Appraisal and Career Development. HRD Climate; Culture. QWL and Management of Change. TQM and HRD Strategies. HRD in Strategic Organisations. Human Resource Information System. Human Resource Valuation and Accounting. Competency mapping and HR Audit.

Suggested Readings

1. Arthur, M. (1991). Career Theory Handbook. Englewood Cliff: Prentice Hall Inc.
2. Belkaoui, A. R., and Belkaoui, J.M. (1995). Human Resource Valuation: A Guide to Strategies and Techniques. Greenwood: Quorum Books.
3. Dale, B. (1992). Total Quality and Human Resources: An Executive Guide. Oxford: Blackwell.
4. Greenhaus, J. H. (1967). Career Management. New York: Dryden.
5. Kavanagh, M. J., etc. (1993). Human Resource Information System: Development and Applications. Boston: PWS-Kent.
6. Mabey, C., and Salama, G. (1995). Strategic Human Resource Management. Oxford: Blackwell.
7. Thomson, P.R., and Mabey, C. (1994). Developing Human Resources. Oxford: Butterworth-Heinemann.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of course.

Master of Business Administration (MBA)

OBH-3305: ORGANISATIONAL CHANGE AND INTERVENTION STRATGIES

Objectives

The objective of this paper is to prepare students as organizational change facilitators using the knowledge and techniques of behavioural science.

Course Contents

Credits 3

Note:- Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs.Max.Marks:70, Min.Pass Marks: 28.

Organization Change an Overview. Approaches to Problem Diagnosis. Some Major Techniques of Planned Change. Steps in OD. General OD Competencies. OD Skills. Designing Interventions - Interpersonal, Team, Intergroup and System. Evolution of OD. Ethics of OD Professional. Future of OD.

Suggested Readings

1. Abad, Ahmad. etc. (1980). Developing Effective Organization for Industrial Relations. New Delhi: Sri Ram Centre.
2. De, Nitish. (1988). Alternative Designs of Human Organizations. London: Sage.
3. French, W. H., and Bell, C. H. (1991). Organisation Development. New Delhi: Prentice Hall of India.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of course.

INTERNATIONAL BUSINESS AREA

IB-3401 to IB-3405

IB-3401: INTERNATIONAL FINANCIAL MANAGEMENT

Objectives

The objective of this paper is to give students an overall view of the international financial system and how multinational corporations operate.

Course Contents

Credits 3

Note:- Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs.Max.Marks:70, Min.Pass Marks: 28.

Multinational Financial Management- An overview. Evolution of the International Monetary and Financial System. Long-run Investment Decisions; The Foreign Investment Decision. Political Risk Management. Multinational Capital Budgeting-Application and Interpretation. Cost, Capital and Capital Structure of the Multinational Firm. Dividend Policy of the Multinational Firm. Taxation of the Multinational Firm. Country Risk Analysis: Long-term Financing.

Suggested Readings

1. Abdullah, F. A. (1987). Financial Management for the Multinational Firm. Englewood Cliffs, New Jersey: Prentice H Inc.
2. Bhalla, V. K. (2001). International Financial Management (2nd ed.). New Delhi: Anmol.
3. Buckley, Adrian. (1996). Multinational Finance. New York: Prentice Hall Inc.
4. Kim, Suk, and Kirn, Seung. (1993). Global Corporate Finance: Text and Cases (2nd ed.). Miami Florida: Kolb.
5. Shapiro, Alan C. (1995). Multinational Financial Management. New Delhi: Prentice Hall of India.
6. V. Sharan, International Financial Management, Prentice Hall of India, 4th Edition, New Delhi.
7. Sharan, V. India's External Sector Reforms. New Delhi: OUP.

The list of cases and specific references including recent articles will be announced in the class at the time of commencement of the course.

IB - 3402 : INTERNATIONAL MARKETING

Objectives

Credits 3

The basic objective of this course is to acquaint the students with environmental, procedural, institutional and decisional aspects of international marketing.

Note:- Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs.Max.Marks:70, Min.Pass Marks: 28.

International Marketing- Definition, Concept and Setting. Distinctions between International Trade, Marketing and Business. Economic Environment of International Marketing. International Institutions - World Bank, IMF, UNCTAD, GATT, Customs Union, Common markets, Free Trade Zones, Economic Communities. Constraints on International Marketing - Fiscal and Non-fiscal Barriers, Non-tariff Barriers. Trading Partners - Bilateral Trade Agreements, Commodity Agreements and GSP. India and World Trade, Import And Export Policy. Direction and Quantum of India's Exports; Institutional Infrastructure for Export promotion; Export Promotion Councils, Public Sector Trading Agencies, ECGC, Commodity Boards etc.; Procedure and Documents - Registration of Exporters, Export Quotations, Production and Clearance of Goods for Exports, Shipping and Transportation, Insurance, Negotiation of Documents. Instruments Of Payments- Open Account, Bills of Exchange. Letter of Credit- Export Finance. International Marketing Mix- Identification of Markets, Product Policy, International Product Life Cycle. Promotion Strategy. Pricing Strategy and Distribution Strategy. Various Forms of International Business. Marketing of Joint Ventures and Turnkey Projects.

Suggested Readings

1. Bhattacharya, B. (1991). Export Marketing: Strategies for Success. New Delhi: Global Business Press.
2. Johri, Lalit M. (1980). International Marketing: Strategies for Success. University of Delhi: Faculty of Management Studies.
3. Keegan, Warren. (1995). Global Marketing Management. Englewood Cliffs, New Jersey: Prentice Hall Inc.
5. Terpstra, Vem, and Sarathy. R. (1991). International Marketing. Orlando: Dryden Press.
6. Walter, I., and Murray, T. (1988). Handbook of International Business. New York: John Wiley.

The list of cases and specific references including recent articles and reports will be announced in the class at the time of commencement of the course.

IB-3403: EXPORT-IMPORT PROCEDURES DOCUMENTATION & LOGISTICS

Objectives

The aim of the course is to acquaint the students with the export-import procedures, documentation and logistics.

Course Contents

Credits 3

Note:- Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs.Max.Marks:70, Min.Pass Marks: 28.

Documentation: International Business Contracts, Types, Formation, Elements, Legal Dimensions, Dispute Settlement. Instruments and methods of Financing Exports including credit and collections, Uniform Custom and Practices (UCP). Business Risk Coverage-Cargo, Credit and Foreign Exchange Risk Coverage,Cargo Insurance. Foreign Exchange Regulations and Formalities: Quality Control and Re-shipment. Inspection Concept Scheme and Procedures. Role of Clearing and Forward Agents. Excise clearance of cargo. Shipment of Export Cargo. Custom Clearance of Export Cargo. Custom Clearance of Import Cargo. Negotiations of Documents with Banks. Procedures and documentation for availing export incentives, Duty draw backs. Import Licensing and other incentives. Processing of an Export Order. World Shipping: Structure, Liners, and Tramps, Conference System. Freight and Structure. Containerisation and other developments.

Suggested Readings

1. Bhalla, V.K. and Ramu, S. (2001). International Business Environment and Management (5th ed.). Delhi: Anmol.
2. Desai, H.B. (1988). Indian Shipping Perspectives. Delhi: Anupam Publications.
3. Government Of India Handbook-of Import-export procedures .
4. Paras, Ram. (1995). Export: What, Where and How. Delhi: Anupam Pub.

The list of cases and specific references including recent articles and reports will be announced in the class at the time of commencement of the course.

IB-3404: INDIA'S FOREIGN TRADE POLICY

Objectives

To acquaint the students with recent trends in India's foreign trade, management and policy related issues in foreign trade in the global context.

Course Contents

Credits 3

Note:- Unit-wise questions will not be asked. There will be 2 (Two) Sections. Section A will have 10 (Ten) compulsory short answer type questions of 2 marks each. Section B will have 8 (Eight) questions of 10 marks each, out of which 5 (five) questions are to be answered. Time allowed - 3 Hrs.Max.Marks:70, Min.Pass Marks: 28.

India's Foreign Trade in the Global Context. Structure and Equilibrium of India's Balance of Payments. Recent Trends in India's foreign trade. Directional Pattern: Major export commodities-Thrust area commodities (their trend, problems and prospects); Major competitors. Major Import Commodity Groups. Trade Control in India- Foreign Trade (Development and Regulation) Act, Import and Export Control Orders, Import and Export Licensing System. Exchange Control in India. Blanket Permit System. Import Substitution and Export Promotion Policies- Export Incentives: Financial and Fiscal; Deferred Payment System and the Role of EXIM Bank of India; Export Credit Insurance; Infrastructure of support for Export Promotion; Export promotion Councils; Commodity Boards/Product Export Development Authorities; specific. Service Institutions. Role of State Trading Organisations in Foreign Trade. Export Processing Zones; Export Oriented Units, and Export and Trading House Schemes. Multilateralism and Bilateralism in India's International Business.

Suggested Readings

1. Bhalla,V.K. (2001). International Business Environment and Management (8th ed.). Delhi: Anmol.
2. Bhashyam,S. (1988). Export Promotion in India: The Institutional Infrastructure. Delhi: Commonwealth Pub.
3. Khanna, Sri Ram. (1986). Export Marketing in India's New Manufacturers. New Delhi: University of Delhi.
4. Jain, S. K. (1988). Export Performance and Export Marketing Strategies.Delhi: Common wealth Pub.
5. Nayyar, Deepak. (1976). India's Export and Export Policies in the 1960s. Cambridge University Press.

The list of cases and specific references including recent articles and reports will be announced in the class at the time of commencement of the

