

SCHEME OF EXAMINATION

SYLLABI

of

MASTER OF BUSINESS ADMINISTRATION

for

First to Four Semester
(w.e.f. 2017 — 2019 Academic Session)



LINGAYA'S UNIVERSITY

Nachauli, Jasana Road

Faridabad



w.e.f. Academic Session 2014-2017

CURRICULUM AND SCHEME OF EXAMINATIONS FOR TWO YEAR MBA (Full Time) Degree Program w.e.f. July 2017.

1st Year

SEMESTER – I			
THEORY			
Course No.	Course Name	Periods	Cr
		L-T-P	
BA101A	Management Concepts and Applications	3-0-0	3
BA102A	Managerial Economics	4-0-0	4
BA103A	Accounting for Managers	3-0-0	3
BA123A	Organizational Behavior	3-0-0	3
BA121A	Production and Operations Management	3-0-0	3
MA-106A	Quantitative Analysis	6-0-0	6
CS-111A	IT for Managers	3-0-0	3
EN472A	Advanced Business Communication	3-0-0	3
PRACTICAL/DRAWING/DESIGN			
Course No.	Course Name	Periods	Cr
		L-T-P	
CS-151A	IT LAB	0-0-2	2
HD-1001	Learning Skills	2-0-0	2
BA-264A	Managerial Skills	0-0-2	2
BA-001A	Minor Project	-	2
TOTAL CONTACT HOURS		TOTAL CREDITS	
24-0-6 (30)		38+1*	

FINAL EVALUATION IN GRADES

(L-T-P-Cr) - Lectures-Tutorials-Practical-Credits

MSE – Mid-Semester Examination

ESE – End-Semester Examination

* PDP (2 credit) course will be in each semester and its syllabus will be updated accordingly.

One credit to be earned in Semester-II through Co-Curricular Activities outside contact hours through clubs/ societies. However, a student is to register for this course in all the two Semesters of first year

CURRICULUM AND SCHEME OF EXAMINATIONS FOR TWO YEAR MBA (Full Time) Degree Program w.e.f. July 2017.

SEMESTER – II			
THEORY			
Course No.	Course Name	Periods	Cr
		L-T-P	
BA 107A	Financial Management	3-0-0	3
BA 111A	Marketing Management	3-0-0	3
BA131A	Business Legislation	3-0-0	3
CS121A	MIS and Data Management	3-0-0	3
BA271A	Human Resource Management	3-0-0	3
BA133A	Business Research Method	3-0-0	3
BA-120A	International Business	3-0-0	3
BA134A	Supply Chain Management	3-0-0	3
PRACTICAL/DRAWING/DESIGN			
Course No.	Course Name	Periods	Cr
		L-T-P	
HD-1002	Life Changing Skills		2
TOTAL CONTACT HOURS		TOTAL CREDITS	
26-0-4 (30)		26+1*	

FINAL EVALUATION IN GRADES

(L-T-P-Cr) - Lectures-Tutorials-Practical-Credits

MSE – Mid-Semester Examination

ESE – End-Semester Examination

* PDP (2 credit) course will be in each semester and its syllabus will be updated accordingly.

One credit to be earned in Semester-II through Co-Curricular Activities outside contact hours through clubs/ societies. However, a student is to register for this course in all the two Semesters of first year

Note:-

1. Immediately after the completion of the Second Semester, the student shall proceed for their Summer Training (ST) of 6-8 weeks duration. The Summer Training Report prepared after the completion of ST shall be assessed in the Third Semester as a compulsory paper.

The ST will be submitted by the candidates in the manner as specified by Dean, School of Management Science.

CURRICULUM AND SCHEME OF EXAMINATIONS FOR TWO YEAR MBA (Full Time) Degree Program w.e.f. July 2017.

2nd Year			
SEMESTER – III			
THEORY			
Course No.	Course Name	Periods	Cr
		L-T-P	
BA-201A	Strategic Management	3-0-0	3
BA-202A	Operations Research	3-0-0	3
BA 135A	Corporate Governance and CSR	3-0-0	3
	Specialization Elective 1 (Major)	3-0-0	3
	Specialization Elective 2 (Major)	3-0-0	3
	Specialization Elective 3 (Major)	3-0-0	3
	Specialization Elective 1 (Major)	3-0-0	3
	Specialization Elective 2 (Major)	3-0-0	3
	Specializations Elective 3 (Major)	3-0-0	3
Practical/Drawing			
Course No.	Course Name	Periods	
		L-T-P	
PDP	PDP	2-0-0	2
BA-264A	Managerial Skills	0-0-2	2
BA-252A	Summer Training	0-0-8	4
TOTAL CONTACT HOURS		TOTAL CREDITS	
27-0-12 (39)		33+1*	

FINAL EVALUATION IN GRADES
 (L-T-P-Cr) - Lectures-Tutorials-Practical-Credits
 MSE – Mid-Semester Examination
 ESE – End-Semester Examination

CURRICULUM AND SCHEME OF EXAMINATIONS FOR TWO YEAR MBA (Full Time) Degree Program w.e.f. July 2017.

2nd Year			
SEMESTER – IV			
THEORY			
Course No.	Course Name	Periods	Cr
		L-T-P	
EN-214A	Managerial Communication	3-0-0	3
BA212A	E-Commerce	3-0-0	3
	Specialization Elective 1 (Major)	3-0-0	3
	Specialization Elective 2 (Major)	3-0-0	3
	Specialization Elective 3 (Major)	3-0-0	3
	Specialization Elective 1 (Major)	3-0-0	3
	Specialization Elective 2 (Major)	3-0-0	3
	Specialization Elective 3 (Major)	3-0-0	3
PRACTICAL/DRAWING/DESIGN			
Course No.	Course Name	Periods	Cr
		L-T-P	
PD-294A	Interview Handling Skills	2-0-0	2
BA264A	Managerial Skills	0-0-2	1
BA-256A	Project	0-0-16	3
PDA291A	Extra/Co-Curricular Activities	-	1*
TOTAL CONTACT HOURS		TOTAL CREDITS	
24-0-16 (40)		30+1*	

FINAL EVALUATION IN GRADES

(L-T-P-Cr) - Lectures-Tutorials-Practical-Credits

MSE – Mid-Semester Examination

ESE – End-Semester Examination

LIST OF ELECTIVE COURSES

Specialization/Streams (Groups)	Finance	Human Resource	Marketing
(FINANCE + HR) GROUP	MFSI	CM	-----
	PPAM	OCD	
	MFM	MIR	
	MBI	T&D	
	SAPM	SHRM	
	SCMC	CCHRM	
	FD	TM	
	TL&P	IRLL	
	WCM	PM	
(MARKETING + FINANCE) GROUP	MFSI	-----	CB
	PPA&M		SM
	MFM		IMC
	MBI		PBM
	SAPM		CRM
	SCMC		AM
	FD		SDM
	TL&P		RM
	WCM		DLM
(HR + MARKETING) GROUP	-----	CM	CB
		OCD	SM
		MIR	IMC
		T&D	PBM
		SHRM	CRM
		CCHRM	BMM
		TM	SDM
		IRLL	RM
		PM	DLM

Note: The detailed course nomenclature is given in a separate table.

Note: There will be a concept of dual specialization i.e. a major specialization along with minor specialization. Three specializations offered are in areas (i) Marketing (ii) Finance and (iii) Human Resource. The student will require selecting one out of the three areas as a major specialization for his/her. Out of the remaining two areas the student will be further required to select his/her minor specialization. The student will choose two courses per Term in major area of specialization and one course per Term in minor area of specialization.

PDP (2 credit) course will be in each semester and its syllabus will be updated accordingly.

**CURRICULUM AND SCHEME OF EXAMINATIONS TWO YEAR MBA (FULL TIME)
PROGRAMMEw.e.f. July 2017.**

SPECIALISATION OFFERED IN 3RD AND 4TH SEMESTERS

HUMAN RESOURCE MANGEMENT: Third Semester

Course No.	Course Name	Periods	Cr
		L-T-P	
BA305A	Performance Management	3-0-0	3
BA306A	Training and Development	3-0-0	3
BA307A	Organizational Change and Development	3-0-0	3
BA308A	Compensation Management	3-0-0	3

Fourth Semester

Course No.	Course Name	Periods	Cr
		L-T-P	
BA405A	Talent Management	3-0-0	3
BA406A	Industrial Relations and Labor Legislations	3-0-0	3
BA407A	Strategic Human Resource Management	3-0-0	3
BA408A	Cross Cultural Human Resource Management	3-0-0	3

Note: The duration of the end term examination shall be 3 hours.

**CURRICULUM AND SCHEME OF EXAMINATIONS TWO YEAR MBA (FULL TIME)
PROGRAMMEw.e.f. July 2017.**

SPECIALISATION OFFERED IN 3RD AND 4TH SEMESTERS

FINANCE: Third Semester

Course No.	Course Name	Periods	Cr
		L-T-P	
BA309A	Management of Financial Services and Institutions	3-0-0	3
BA310A	Project Management and Infrastructure Finance	3-0-0	3
BA311A	Strategic Cost Management and Control	3-0-0	3
BA312A	Multinational Financial Management	3-0-0	3

Fourth Semester

Course No.	Course Name	Periods	Cr
		L-T-P	
BA409A	Taxation Laws and Planning	3-0-0	3
BA410A	Management of Banking and Insurance	3-0-0	3
BA411A	Security Analysis and Portfolio Management	3-0-0	3
BA412A	Financial Derivatives	3-0-0	3

Note: The duration of the end term examination shall be 3 hours.

**CURRICULUM AND SCHEME OF EXAMINATIONS TWO YEAR MBA (FULL TIME)
PROGRAMMEw.e.f. July 2017.**

SPECIALISATION OFFERED IN 3RD AND 4TH SEMESTERS

INTERNATIONAL BUSINESS: Third Semester

Course No.	Course Name	Periods	Cr
		L-T-P	
BA317A	Foreign Exchange Management	3-0-0	3
BA318A	International Marketing	3-0-0	3
BA319A	Multinational Banking	3-0-0	3
BA320A	International Trade Theory and Practice	3-0-0	3

Fourth Semester

Course No.	Course Name	Periods	Cr
		L-T-P	
BA417A	Global Strategic Management	3-0-0	3
BA418A	International Financial Management	3-0-0	3
BA419A	International Logistics	3-0-0	3
BA420A	International Accounting	3-0-0	3

Note: The duration of the end term examination shall be 3 hours.

**CURRICULUM AND SCHEME OF EXAMINATIONS TWO YEAR MBA (FULL TIME)
PROGRAMMEw.e.f. July 2017.**

SPECIALISATION OFFERED IN 3RD AND 4TH SEMESTERS

MARKETING:Third Semester

Course No.	Course Name	Periods	Cr
		L-T-P	
BA321A	Brand Management	3-0-0	3
BA322A	Integrated Marketing Communication	3-0-0	3
BA323A	Service Marketing	3-0-0	3
BA324A	Consumer Behavior	3-0-0	3

Fourth Semester

Course No.	Course Name	Periods	Cr
		L-T-P	
BA421A	Customer Relationship Management	3-0-0	3
BA422A	Advertising Management	3-0-0	3
BA423A	Retail Management	3-0-0	3
BA424A	Sales & Distribution Management	3-0-0	3

Note: The duration of the end term examination shall be 3 hours.

Detailed Syllabus

BA-101A	MANAGEMENT CONCEPTS AND APPLICATIONS
----------------	---

OBJECTIVE

The objective of this course is to expose the students to basic concepts of management to enable them to gain appreciation for emerging ideas, techniques, procedures and practices in the field of management.

1. **INTRODUCTION:** Concept and nature of management; management process; functions; skills and roles; evolution of management thought; social responsibility of business
2. **A PLANNING TOOL:** Planning; decision making, Nature and elements of planning, stages in planning; levels of planning, decision making process; models of decision making.
3. **ORGANIZING:** basic issues in organizing—chain of command; delegation; decentralization; span of control; basis for departmentation, ethics in management.
4. **MOTIVATION & LEADERSHIP:** Motivation-types, models, methods, Leadership-characteristics of leadership, leadership theories
5. **MANAGEMENT CONTROL:** Management control—concept and process; overview of control techniques; effective control system.

REFERENCE BOOKS

1. Robbins, S.P. and Decenzo, D.A., “Fundamentals of Management” Pearson Education Asia, New Delhi
2. Chhabra, T.N., “Principles and Practice of Management”- Dhanpat Rai Publishers
3. Hellreigel, “Management”, Thomson Learning, Bombay
4. Koontsz, H and Wehrich, H; “Management” Tata McGraw Hill
5. Stoner, J et. Al, “Management”, New Delhi, PHI, New Delhi.

OBJECTIVE

The paper seeks to equip the students with the analytical tools of Economics and apply the same to rational managerial decision-making. It further seeks to develop economic way of thinking in dealing with practical business problems and challenges.

1. **BASIC MATHEMATICS:** Nature and scope of managerial economics, functions; derivatives (differential); partial differentiation; maxima; minima; optimization; equation of a straight line; slope of a curve at a point; basic trigonometry; marginal concept in differential calculus; linear equation; quadratic equation; locus concept, theory of firm, profit maximizing firm & sales maximization firms
2. **DEMAND ANALYSIS:** Theory of demand and demand function, income and substitution effect, demand elasticities, demand forecasting, indifference curve technique, consumer surplus; relationship between price elasticity and marginal revenue.
3. **THEORY OF PRODUCTION:** Law of variable proportions; laws of returns to scale; production functions; cost curves; revenue curves of a firm.
4. **MARKET STRUCTURE:** Market structure types; perfect competition, monopoly, oligopoly non-price competition; price output decision under alternative market structures; product differentiation and price discrimination; collusive behavior of firms; cartel behavior.
5. **MACRO ECONOMICS:** Aggregates and concepts; GNP, GDP, aggregate consumption, gross domestic savings, gross domestic capital formation, WPI, CPI and inflation concept and measurement of national income, business cycles, general pricing strategies.

REFERENCE BOOKS

1. Hirshey, M., "Managerial Economics", Thomson Learning, Bangalore
2. Salvatore, Dominick "Managerial Economics in Global Economy", Thomson Learning, Hyderabad
3. Keat, Paul B, and Philip K.Y. Young, "Managerial Economics- Economic Tools for Today's Decision Makers", Pearson Education,
4. Monroe, Kent B, "Pricing Making Profitable Decisions", McGraw Hill, New York.

BA-103A	ACCOUNTING FOR MANAGERS
----------------	--------------------------------

OBJECTIVE

The objective of this course is to acquaint the students regarding various accounting concepts and its applications in managerial decision making.

1. **INTRODUCTION:** Financial Accounting –concepts; importance and scope, accounting principles; journal; ledger trial balance. Depreciation; depreciation (straight line and diminishing balance methods);
2. **PREPARATION OF FINAL ACCOUNTS WITH ADJUSTMENTS.**
3. **FINANCIAL STATEMENT:** Analysis and interpretation of financial statements- meaning importance and techniques. Analysis: Ratio analysis; fund flow analysis; cash flow analysis (AS-3)
4. **COST ACCOUNTING:** Cost accounting-meaning, importance; methods, techniques classification of costs and cost sheet; inventory valuation; an elementary knowledge of activity based costing
5. **MANAGEMENT ACCOUNTING:** Management accounting- meaning, need objectives, budgetary control; meaning objectives & advantage; fixed of flexible budgets, cash budget, other types of budgets. Standard Costing: Standard costing and variance analysis (materials, labour); marginal costing and its application in managerial decision making;

REFERENCE BOOKS

1. Singhal, A.K. and Ghosh, Roy H.J., “Accounting for Managers”, JBC Publishers and Distributors, New Delhi
2. Pandey, I.M., “Management Accounting”, Vikas Publishing House, New Delhi
3. Homgren, Sundem and Stratton, “Introduction to Management”, Accounting, Pearson Education, New Delhi
4. Anthony R N and Reece J.S. Management Accounting Principle, Homeword, Illinois Richard, D Irwin.
5. Khan, my and Jain P K, Management Accounting, TMH, New-Delhi

Objective: The main objective of this paper is to familiarize the students with the basic concepts of management and factors underlying organizational behaviour.

1. INTRODUCTION: Meaning of Organisation Behaviour; Models of Organisation Behaviour, Disciplines Contributing to Organisation Behaviour field; Role of Organisation Behaviour in today's business organizations. Understanding Self: Perception: Nature and Importance; Perceptual selectivity; Social Perception; Personality: Meaning; Personality determinants; Personality characteristics; Personality development theories

2: MOTIVATION: Primary and secondary motives; Theories of motivation: Content and process-theories – V-room's expectancy theory; Porter-Lawler model; Equity theory of work motivation; Alderfers ERG theory; Mc Clelland's Need theory

3: LEARNING: Theories of learning; principles of learning; Group Dynamics: Theories of groups; group norms and roles; cohesiveness the dynamics of informal groups

4: LEADERSHIP: Leaders versus Managers; Theories of leadership: Trait theory; behavioural theory; Fiedler's contingency theory; Hersey and Blanchard's; Leadership styles; Managerial Grid; Likert's systems of leadership. Management of Conflicts: Reasons and types of conflicts; Management of Interpersonal conflicts and organisational conflicts

5: ORGANISATIONAL CHANGE: Reasibs forces of change; Resistance to change; Process of change; Change Model. Power: Meaning of Power; Source of power;

Suggested Readings:

1. Management and Organisation behaviour by Dr Rajinder Sharma ; Year Of Publication : 2006 ; Edition : First
2. Managing Organisational Behaviour People skills for success S K Bhatia ; Year Of Publication : 2008
3. Organisational Behaviour by S Fayyaz Ahmad and Nazir Ahmad Gilkar and Javid Ahmad Darzi ; Year Of Publication : 2008
4. Organisational Behaviour Text and Cases by Uma Sekaran ; Year Of Publication : 2007; Edition : Second

Objectives: To develop basic understanding of concepts, theories and techniques of production process and operation management.

Unit I

Introduction to Operation Management: Basic Concept of Production / Transformation, Types of Transformation

Product and Process Design : Product Development; Product Design Tools; Design of Services; Flexible Manufacturing; Systems; Process Design: Types of Process, Modern Production Technologies; Process Reengineering.

Unit II

Quality Management & Statistical Quality Control: TQM, Quality Specification, Design Quality, Quality at Source, Zero Defects, Cost of Quality, Continuous Improvement, Benchmarking, Poka–Yokes, Quality Awards; Statistical Quality Control: Acceptance Sampling, AQL & LTPD, P—Chart, X & R Chart.

Unit III

Facility Location and Layout: Issue in Facility Location, Plant Location Methods, Factor Rating, Centre of Gravity Methods, Analytic Delphi Method, Four Basic Layout Formats, Assembly Line Balancing, splitting Tasks, Problems in Facility Layout.

Unit IV

Project Scheduling : Project Management; Scheduling Project; Case Study: Scheduling at Bellop; Logic of PERT.

Waiting Line & Inventory Management: Economics of Waiting Line, Queuing System, Four Waiting Line Models along with application: Inventory management and Waiting Line Management, Inventory Models.

Unit V

Operations Planning and Scheduling Systems Aggregate Planning and its Process; Master Scheduling; Aggregate Planning or Service Organizations; Operating Schedules; Sequencing Rules; Optimized Production Technology and Synchronous Manufacturing; Just in Time (JIT) Manufacturing System; Basics of SCM and ERP.

Text Books

1. Muhleman, (2008), *Production and Operations Management*, 6th edition, Pearson Education.
2. B.Mahadevan, (2010), *Operations Management, Theory and Practical*, Pearson Education.

References Books

1. Kachru, Upender, (2006), *Production and Operation Management*, Excel Books.
2. Chary, S.N and Paneerselvam R., (2009), *Production and Operations Management*, McGraw Hill Education.
3. Stevenson, W. J, (2007), *Operations Management*, 9th Edition, McGraw Hill Education.
4. Gaither, Norman and Frazier, G., (2004), *Operations Management*, 9th Edition, Cengage Learning.

OBJECTIVE

The objective of this paper is to acquaint the students with various statistical tools and techniques used to business decision making.

1. **MEASURE OF CENTRAL TENDENCY AND DISPERSION:** Construction of frequency distributions and their analysis in the form of measures of central tendency and variations, Types of measures; their relative merits; limitations and characteristics; skewness meaning and co-efficient of skewness.
2. **CORRELATION AND REGRESSION ANALYSIS:** Correlation analysis- meaning and types of correlation Karl Pearson's coefficient of correlation and spearman's rank correlation; regression analysis-meaning and two lines of regression; relationship between correlation and regression co-efficient.
3. **TIME SERIES:** Time series analysis measurement of trend and seasonal variations; time series and forecasting.
4. **PROBABILITY:** Probability: basic concepts and approaches, addition, multiplication and Bayes' theorem, Probability distributions-meaning, types and applications, binomial, Poisson and normal distributions.
5. **HYPOTHESIS TESTING:** Tests of significance; hypothesis testing; large samples, small samples; Chi-square test, analysis of variance.

REFERENCE BOOKS

1. Gupta, S.P. & Gupta, M.P. "Business Statistics", Sultan Chand & Sons. Delhi
2. Levin and Rubin, "Statistics for Business", Prentice Hall of India.
3. Hooda. R.P., "Statistics for Business and Economics", McMillan India Ltd.

Objective: The purpose of this paper is to acquaint the students with the functioning of the computers and their application in business.

1. INTRODUCTION TO INFORMATION AND IT: Changing decision making scenario and role of information needs and information systems; Information generation process; Quality of information – adding value to information; Role of IT in information generation and value addition; Computer hardware and personal computers – an overview.

2. COMPUTER SYSTEM AS INFORMATION PROCESSING SYSTEM: Types of computer systems; Hardware options – CPU, input devices, output devices, storage devices, communication devices; Configuration of these devices and their applications; Automatic devices for logistic bar coding and management system. Software Resources: Software needs; Operating systems; Application software programming languages.

3. INTERNET AND WORLD WIDE WEB: Internet technologies and access devices; Concept of World Wide Web and Internet browsing; www as a marketplace; Concept of e-commerce and business models of e-commerce.

4. DESKTOP APPLICATION – I: Word Processing-Meaning and role of word processing in creating of documents, editing, formatting and printing documents, using tools such as spelling check, thesaurus, etc. in word processors; Presentation and graphics on personal computers. Desktop Application– II: Electronic spreadsheet:- Structure of spreadsheet and its application to accounting finance and marketing functions of business; creating a dynamic/sensitive worksheet; Concept of absolute and relative cell reference; Using built in function; Goal seeking and solver tools; Using graphics and formatting of worksheet; Sorting data with other desktop applications: Strategies of creating error free worksheet.

5. DATA BASE MANAGEMENT SYSTEM: Concept of data base management system Data field, records and files; Sorting and indexing data, searching records designing queries and reports and linking of data files. Introduction to PC Based Software Packages: Accounting and Statistical Software Packages: Accounting software packages for maintenance of accounts, inventory records, preparation of vouchers, invoice and salary statement and final accsounts; Statistical software packages for computing measures of central tendency and dispersion, preparation of tables and graphs, and other statistical analysis structure of export documentation in software packages.

Suggested Readings:

1. Burch, J. and G. Gary, Information Systems: Theory and Practice, John Wiley and Sons, New York.,
2. Eliason, A.L., On-line Business Computer-Application Science Research Associates Chicago

Objective : The subject aims to strengthen and transform the communication ability of the students to nurture their business communication skills like verbal, written, presentation skills thus developing their holistic personality which will aid in better performance, developing managerial capacity.

UNIT 1: Comprehensive Communication & Presentation Skills

Principles of communication, Barriers of Communication. Removing the barriers. Difference between Verbal & Non-Verbal communication. Reading, Writing , Speaking and Listening Skills. Presentation Skills, effective Presentation, tools of presentation, oral presentation skill, removal of stage fear. Activities based on PowerPoint Presentation. Self introduction in front of the Interview board; Public speaking tips; Humorous speech

UNIT 2: Developing Communication Effectiveness & Personality Projection

Fluency Enhancement Game/Activities. Team Building skill, Leadership skill development. Body language in GD; Types of GD. Mock Group Discussion. Expressing opinions & disagreements; GD in the selection process; Creative Brainstorming.

UNIT3: Current Affairs & Internal Communication:- Meeting- Need and importance of Meeting. Role of the chairperson.; Agenda; Minutes; Notice; Memo; Memorandum; Circular, Role of the chairperson, Role of the Participants.

Fusion of Management, Technology and ICT, Case studies & Analysis, Case discussion & Presentation.

UNIT 4: Professional Writing -

CV & Job application; Covering letter; Inquiry, Order, Credit and Status enquiry; Complaints, Claims, Adjustment and Collection.

UNIT 5: Corporate communication & Aptitude Development:- Improving Mathematical Acumen, Logical & Analytical Reasoning, Voice Modulation, Public Relations(PR); Tools of PR; External and Internal Measures of PR

TEXT BOOKS:

1. Pal Rajender, Korlahalli, "Essentials of Business Communications" S.Chand and Sons
2. Lesikar, Pedit, "Business Communication and Managerial skills, All India Book Travellers

REFERENCE BOOKS:

1. Flatley, Lesikar "Basic Business Communication skills for empowering the internet generation", All India Traveller booksellers
2. Hewing Martin, "Advanced Business Communication ", Cambridge University Press

Objectives: The objective of this course is to develop a basic understanding about the management concepts as well as of human in various managerial processes in organization

UNIT-1

Skill Development - Writing Business Letter, Official letters, 7C's & 4'S in Communication , Report writing , Skills, Presentation Skills , Communication : Concept, Types , process, barriers, making Communication effective.

Managerial creativity- Business Process Re-engineering - Concept , Process, Redesign, BPR, experiences in Indian Industry , Total Quality Management(TQM) - Concept , Systems model of Quality, Deming's approach, TQM as a business Strategy .

UNIT-2

Technology led development- Knowledge Management (KM)- What , why, how, of Knowledge Management , KM process , approach, strategies, tools. E-commerce- Ideology, methodology, classification by application /nature of transactions , Driving Forces of EC, Impact of EC, Scope

UNIT-3

Leadership for managers - Concept , Traits, Styles, Types of leadership, Leadership for managers-varied case studies for identifying and imbibing leadership attributes.

Selling & Negotiation Skills-Types of Negotiation , Negotiation Strategies ,Selling skills – Selling to customers , Selling skills – Body language, Conceptual selling, Strategic selling

UNIT-4

Conflict Management- Conflict Management - Types of conflicts and Conflict Management, Coping strategies and Conflict Management, Conflict Management Styles

UNIT-5

Positive thinking

Attitudes , Beliefs, Positive thinking – Martin Seligman's theory of Learned Helplessness , Learned Optimism, Case Studies and Presentations

References

- 1.Stoner, Freeman , Gilbert Jr. : Management (Pearson education)
- 2.Kootz,O'Donnell , Weighrich : Essentials of Management
- 3.Michael , J. Stahl : Management -Total Quality in a global environment (Blackwell Business)
- 4.Newman , Warren and Summer : The Process of Management , Concept, Behaviour & Practice.

Semester 2

OBJECTIVE

The objective of this course is to acquaint the students regarding financial management tools and techniques in financial decision making.

1. **INTRODUCTION:** Financial management–scope finance functions and its organization; objectives of financial management; time value of money.
2. **CAPITAL BUDGETING:** Investment decisions; importance, difficulties, Determining cash flows; methods of capital budgeting, Risk Analysis; sensitivity analysis, risk adjusted discount rate methods and certainty equivalent methods;
3. **COST OF CAPITAL:** Sources of long term finance; cost of different sources of raising capital; weighted average cost of capital; Capital structure decisions, Leverage & capital structure, financial and operating leverage; capital structure theories-Net Income approach; Net Operating Income approach, Traditional approach, MODIGLIANI-MILLER (M-M) theory.
4. **DIVIDEND DECISIONS:** Determinants of dividend policy; Dividend models; Walter, Valuation model, Gordon Growth model and MODIGLIANI-MILLER (M-M) model.
5. **WORKING CAPITAL MANAGEMENT:** Working Capital-meaning, need determinants; estimation of working capital need; Management of cash, Management of inventory and Management of receivables.

REFERENCE BOOKS

1. Pandey, I.M. “Financial Management”, Vikas Publishing House, New Delhi
2. Khan, M.Y. & Jain, P.K., “Financial Management”, Tata McGraw Hill, New Delhi.
3. Vanhorne, James, C, “Financial Management and Policy”, Prentice Hall of India Chandra, Prasanna, “Financial Management”, TMH, New Delhi

OBJECTIVE

This course is designed to promote understanding of concepts, philosophies, processes and techniques of managing marketing operation and to develop a feel of the market place

1. **INTRODUCTION:** Nature and scope of marketing, evaluation of marketing, marketing concepts and core concepts in marketing, marketing mix, Marketing environment; marketing research and information system.
2. **CONSUMER BEHAVIOUR AND STP:** Analyzing consumer markets and analyzing business markets and business buying behavior, Market segmentation, Positioning and Targeting; Basics and Strategies; tools of product differentiation.
3. **PRODUCT DEVELOPMENT:** Product mix and product line decisions; new product development; product life cycle: branding and packaging decisions.
4. **PRICING & DISTRIBUTION:** Setting of Prices, pricing strategies, functions & types of intermediaries, change design.
5. **PROMOTION STRATEGIES:** Advertising and sales promotion; personal selling; service marketing mix; e-marketing, international marketing, green marketing, rural marketing.

REFERENCE BOOKS

1. Philip, Kotler and Keller, "Marketing Management", Prentice Hall of India, New Delhi
2. Kotler, Philip, Kevin Keller, A. Koshy and M. Jha "Marketing"
3. Kerin, Hartiey, Berkowitz & Rudelius, "Marketing", Tata McGraw Hill, New Delhi
- Etzel, Michael J, "Marketing: Concepts and Cases", Tara McGraw Hill, New Delhi

OBJECTIVE

The objective of this paper is to familiarize the students with the various business legislations pertaining to corporate world so that the constraints of decision making as also the legal appreciation of the decision environment is fully known.

1. THE CONTRACT ACT, 1871: Nature and classification of contracts - Essential elements of a valid contract, void agreements, Provisions relating to performance and discharge of contract, Breach of contract - Meaning and remedies

2. SALES OF GOODS ACT, 1930/ LAW OF CARRIAGE :Contract for Sale of Goods - Meaning - Essentials of a Contract of Sale -Formalities of a Contract of s ale, Provisions relating to conditions and Warranties, Provisions relating to transfer of property or ownership, Provisions relating to performance of Contract of Sale - Rights of Unpaid, Seller – Rules as to delivery of goods, meaning of consumer dispute, unfair trade practices, restrictive trade practice, right of consumers, consumer disputes redressal process and agencies.

3. THE NEGOTIABLE INSTRUMENTS ACT, 1881: Negotiable Instruments - Meaning, Characteristics, Types, Parties – Holder and holder in Due Course Negotiation and Types of Endorsements, Dishonor of Negotiable Instrument - Noting and Protest, Liability of parties on Negotiable Instrument

4:THE COMPANIES ACT, 1956/ COMPANY: Definition, Meaning, Features and Types of companies, Incorporation of a company -Memorandum of Association, Articles of Association and Prospectus,

5: THE INFORMATION TECHNOLOGY ACT, 2000: Digital Signature - Digital Signature Certificate, Electronic Governance Electronic Records, Certifying Authorities, Penalty & Adjudication, conceptual understanding of patents, copyrights, trademarks and design, RTI act 2005.

TEXT BOOK

Chawla, Garg, and Sareen, “Mercantile Law”, 7th Ed. Kalyani, Bros.

REFERENCE BOOKS

1. Kapoor. N.D., “Mercantile Law”, S. Chand & Co.
2. Jennings, “Business-Its legal Ethical & Global Environment”, Wadsworth

CS-121A	MIS & DATA MANAGEMENT
----------------	----------------------------------

To equip the students with skills to analyze information requirements for decision making and to familiarize students with the tools and techniques of data capturing. Storing, processing and dissemination for efficient functioning and continuation of business process, making use of case studies.

1:INTRODUCTION: MIS need; concepts role and factors influencing MIS and characteristics of MIS; technology and structure of MIS.

ANALYSIS AND DESIGN: Information SDLC; system testing and documentation; marketing and financial IS.

2: RESOURCE MANAGEMENT: ERP, BPR Functions and Processes of resource Management; IS for HR, Finance, Production, Marketing.

DSS: Concept, over view components; Role of DSS in business group DSS.

3: INFORMATION SYSTEM: Executive information system, CRM, SCM, artificial intelligence technologies in business, virtual reality.

4:DBMS: Introduction to data base; DBMS overview, data models; languages; advantages of DBMS over file processing systems, responsibility of database administrator; introduction to client server architecture; entity relationship diagrams.

DATA BASE ADMINISTRATION: Concept of data base administration

5: DATA WAREHOUSING: Data warehousing definition, usage and trends; file organization system, DBMS as data warehouse

DATA MINING: Data mining definition and task, KDD versus data mining: techniques, tools and applications.

TEXT BOOKS

1. Sashikala Parimi, "Management Information System", Tata McGraw Hill, New Delhi

REFERENCE BOOKS

2. Jawadekar, "Management Information System", DreamTech Press,Kogent Learning solutions Inc.
3. Murdick and Ross, "Management Information System", Prentice Hall of India, New Delhi
4. Kroenke, "Database Processing", Pearson Education.
5. Rob, "Database System", Thomson Learning
6. Garcia, Ullman, "Data Base: The Complete Book", Pearson Education
7. Date, C.J., "Introduction to Database system", Pearson Education

BA-271 A	HUMAN RESOURCE MANAGEMENT
-----------------	----------------------------------

OBJECTIVE

The course aims to provide the insights into effective management of human resources to enable the students to meet the HR challenges in the present scenario.

1. **INTRODUCTION:** Meaning, scope, objective, functions, policies & roles and importance of Human Resource Management; HRM & HRD - a comparative analysis, personal management vs, HRM, evaluation of HRM, emerging challenges of HRM
2. **HUMAN RESOURCE PLANNING:** Definition, objectives; process and importance, factors effecting job analysis; job evaluation, Recruitment; selection; placement and introduction process; employee training & development, career planning & development process, method induction & orientation training career planning vis, HRP succession planning .
3. **PERFORMANCE MANAGEMENT:** concept and process, performance appraisal, Potential appraisal. Job Compensation; concept and significance; Promotions, demotions, transfers, separation, absenteeism and turnover; Quality of work life (QWL), Quality circle, stress in the workplace.
4. **JOB SATISFACTION AND MORALE:** Health, safety & employee welfare; Employee Participation & Empowerment: Concept, Relevance, Techniques, human resource development: definition, objectives & approaches to human relations; Employee grievances and discipline
5. **HR in KNOWLEDGE OVERVIEW:** Audit, IHRM. (A brief discussion) (global staffing, expatriate staffing) HRM practices in India-emerging trends in IHRM

TEXT BOOK

Rao V. S. P., “Human Resource Management”, Excel Publications

REFERENCE BOOKS

1. C. B. Memoria “Personal Management”, Himalaya Publications, New Delhi
2. Edwin B. Flippo, “Personal Management” Tata McGraw Hill
3. Aswathappa K., “Human Resource Management”, Tata McGraw Hill
4. Dale Yoder, “Personnel Management & Industrial Relations”, Tata McGraw Hill

BA-133A	BUSINESS RESEARCH METHODS
----------------	----------------------------------

COURSE OBJECTIVE:

The objective of this paper is to impart knowledge about various stages of the research processes and their application in decision making.

Unit-I

Business research; its concept, nature, scope, need and managerial value of business research; definitions, concepts, constructs, variables, hypothesis, process of research and structure of research proposal.

Unit-II

Research design – concept and types – exploratory, descriptive, diagnostic and experimental; sampling design; techniques, factors influencing sample size, measurement – concept, measurement scales – types and construction of scales and reliability and validity aspects in measurement.

Unit-III

Methods of data collection – questionnaire/schedule; questionnaire designing, interview and observational methods; data analysis and interpretation, editing, coding, content analysis and tabulation, hypothesis testing – parameter & non-parametric, F-Test, correlation, regression, tests chi-square

Unit-IV

An overview of dependent and interdependent methods (multiple regression, discriminant analysis, conjoint analysis, factor analysis, cluster analysis).

Unit-V

Ingredients and constructions of research report; procedure of preparation of reference and bibliography, use of SPSS in BRM.

Suggested Readings:

1. Zikmund, Millian G., **Business Research Methods** , Thomson Learning , Bombay
2. Cooper, Donald R- and Pamels Schindler, **Business Research Methods** , Tata McGraw Hills, New Delhi
3. Geode, Millian J. & Paul K. Hatl, **Methods in Research**, McGraw Hills, New Delhi
4. Sekran, Uma, **Business Research Method**, Miley Education, Singapore
5. Kothari, C.R., **Research Methodology**

Objective: The purpose of this paper is to enable the students learn nature scope and structure of International Business, and understand the influence of various environmental factors on international business operations.

1. Introduction to International Business: Importance nature and scope of International business; modes of entry into International Business internationalization process and managerial implications, Framework for analyzing international business environment.

2. Global Trading Environment: World trade in goods and services – Major trends and developments; World trade and protectionism – Tariff and non-tariff barriers; Counter trade, international trade theory, e-commerce.

3. International Financial Environment: Foreign investments-Pattern, Structure and effects; Movements in foreign exchange and interest rates and then impact on trade and investment flows, strategizing foreign entry

4. International Economic Institutions and Agreements: WTO, IMF, World Bank UNCTAD, Agreement on Textiles and Clothing (ATC), GSP, GSTP and other International agreements; International commodity trading and agreements, functioning of NAFTA

5. Multinational Corporations and their involvement in International Business: Issues in foreign investments, technology transfer, pricing and regulations; International collaborative arrangements and strategic alliances, Growing concern for ecology; Counter trade; IT and international business.

Suggested Readings:

1. Bennet, Roger, International Business, Financial Times, Pitman Publishing, London, 1999.
2. Bhattacharya, B., Going International: Respon se Strategies of the Indian Sector, Wheeler Publishing, New Delhi, 1996.
3. Czinkota, Michael R., et. al., International Business, the Dryden Press, Fortworth, 1999.
4. Danoes, John D. and Radebaugh, Lee H., International Business: Environment and Operations, 8th ed., Addison Wesley, Readings, 1998.
5. Griffin, Ricky W. and Pustay, Michael W, International Business: A Managerial Perspective, Addison Wesley, Readings, 1999.
6. Hill, Charles W. L., International Business, McGraw Hill, New York, 2000.

BA-134A	SUPPLY CHAIN MANAGEMENT
----------------	--------------------------------

OBJECTIVE : The course seeks to provide the key concepts and solutions in the design, operation, control and management of supply chains as integrated systems.

1. BUILDING A STRATEGIC FRAME WORK TO ANALYSE SUPPLY CHAINS:

Supply chain stages and decision phases process view of a supply chain. Supply chain flows. Examples of supply chains. Competitive and supply chain strategies. Achieving strategic fit. Expanding strategic scope. Drivers of supply chain performance. Framework for structuring drivers – Inventory, Transportation, Facilities, Information. Obstacles to achieving fit. Case discussions.

2. DESIGNING THE SUPPLY CHAIN NETWORK: Distribution Networking – Role, Design. Supply Chain Network (SCN) – Role, Factors, Framework for Design Decisions.

FACILITY LOCATION AND NETWORK DESIGN: Models for facility location and capacity allocation. Impact of uncertainty on SCN – discounted cash flow analysis, evaluating network design decisions using decision using decision trees. Analytical problems.

3. PLANNING AND MANAGING INVENTORIES IN A SUPPLY CHAIN: Review of inventory concepts. Trade promotions, Managing multi-echelon cycle inventory, safety inventory determination. Impact of supply uncertainty aggregation and replenishment policies on safety inventory. Optimum level of product availability; importance factors. Managerial levers to improve supply chain profitability.

4. SOURCING, TRANSPORTATION AND PRICING PRODUCTS: Role of sourcing, supplier – scoring & assessment, selection and contracts. Design collaboration.

SOURCING, TRANSPORTATION AND PRICING PRODUCTS: Role of transportation, Factors affecting transportation decisions. Modes of transportation and their performance characteristics. Designing transportation network. Trade-off in transportation design. Tailored transportation, Routing and scheduling in transportation. International transportation. Analytical problems. Role Revenue Management in the supply chain, Revenue management for: Multiple customer segments, perishable assets, seasonal demand, bulk and spot contracts.

5. COORDINATION AND TECHNOLOGY IN THE SUPPLY CHAIN: Co-ordination in a supply chain: Bullwhip effect. Obstacles to coordination. Managerial levers to achieve co-ordination, Building strategic partnerships.

COORDINATION AND TECHNOLOGY IN THE SUPPLY CHAIN: The role of IT supply Chain, The Supply Chain IT framework, CRM, Internal SCM, SRM. The role of E-business in a supply chain, The E-business framework, E-business in practice.

EMERGING CONCEPTS: Reverse Logistics; Reasons, Activities, Role. RFID Systems; Components, applications, implementation. Lean supply chains, Implementation of Six Sigma in Supply Chains.

SUGGESTED TEXT BOOK:

1. **Supply Chain Management** – 2001, Strategy, Planning & Operation. Sunil Chopra & Peter Meindl; Pearson Education Asia, ISBN: 81-7808-272-1.

REFERENCE BOOKS:

1. **Supply Chain Redesign** – Transforming Supply Chains into Integrated Value Systems - Robert B Handfield, Ernest L Nichols, Jr., 2002, Pearson Education Inc, ISBN: 81-297-0113-8
2. **Modelling the Supply Chain** -Jeremy F Shapiro, Duxbury;, 2002, Thomson Learning, ISBN 0-534-37363
3. **Designing & Managing the Supply Chain** -David Simchi Levi, Philip Kaminsky & Edith Simchi Levi;; Mc Graw Hill
Going Backwards Reverse Logistics Trends and Practices -Dr. Dale S. Rogers,Dr. Ronald S. Tibben-Lembke,University of Nevada, Reno, Center for Logistics Management.

Semester 3

OBJECTIVE

The objective of the course is to develop a holistic perspective of an organization and to enable the students to analyze the strategic situation facing the organization, to access strategic options available to the organization and to implement the strategic choices made by it.

1. **INTRODUCTION:** Concept of Strategy, Ansaff's Matrix, SM, importance, levels of approaches, process of SM: roles of strategies, mission and objectives; components of strategies, environment – concepts, components and appraisal, vision, mission and objective.
2. **FORMULATION:** Organization appraisal and strategy formulation; Organizational dynamics and structuring organizational appraisal, SWOT analysis, formulation-corporate level strategies and business strategies.
3. **ANALYSIS:** Strategy Analysis and Choice – the process, BCG matrix, GE matrix, SPACE approach, QSP matrix and strategic plan.
4. **IMPLEMENTATION:** Strategy implementation; aspects, structures, design and change; behavioral implementation-leadership, culture, values and ethics. (a brief discussion), policies: Functional implementation; functional strategies, plans and policies; marketing; financial; personnel; operations, its plans and policies.
5. **EVALUATION:** Strategic evaluation and control – an overview of strategic evaluation and control, techniques of strategic evaluation and control.

REFERENCE BOOKS

1. Kazmi, Azhar, Business Policy and Strategic Management, Tata McGraw Hill Publishing Company Ltd. New Delhi
2. David, Fred R. Strategic Management-Concept and cases, Pearson Education, Delhi.
Pearce II J A and Robinson Jr., R.B., Strategic Management-Strategy Formulation and Implementation, AITBS Publishers and Distributors, Delhi.

COURSE OBJECTIVE:

The objective of this paper is to acquaint the students with various quantitative techniques which are of great importance for quantitative decision-making.

Unit-I

Operations Research: Evolution, methodology and role in managerial decision making; Linear programming: Meaning, assumptions, advantages, scope and limitations, Formulation of problem and its solution by graphical and simplex methods; special cases in simplex method: infeasibility, degeneracy, unboundedness and multiple optimal solutions; duality.

Unit-II

Transportation problems including transshipment problems; Special cases in transportation problems: unbalanced problems, degeneracy, maximization objective and multiple optimal solutions; assignment problems including traveling salesman's problem.

Unit-III

PERT/CPM: Difference between PERT and CPM, network construction, calculating EST, EFT, LST, LFT and floats, probability considerations in PERT, time -cost trade-off, Decision theory: decision making under uncertainty and risk, Bayesian analysis, decision trees.

Unit-IV

Game theory, pure and mixed strategy games; principle of dominance; two person zero sum game; Queuing theory: concept, assumptions and applications;

Unit-V

Poisson distributed arrivals and exponentially distributed service time models (MM1 and MMK); Simulation; meaning, process, advantages, limitations and applications.

Suggested Readings:

1. Paneerselvam, Operations Research, Prentice Hall of India, N.Delhi.
2. Taha, Operations Research: An Introduction, Prentice Hall of India, N.Delhi.
3. Vohra, N.D.; Quantitative Techniques in Management; Tata McGraw Hill Publishing Company Ltd., New Delhi.
4. Kapoor, V.K., Operations Research; Sultan Chand & Sons, New Delhi.
5. Sharma, J.K., Operations Research: Theory and Applications, Macmillan India Ltd, New Delhi.
6. Kalavathy, Operations Research, Vikas Publishing House, New Delhi .

UNIT-I

Introduction – Concept of corporate governance, need for corporate governance, issues in corporate governance, corporate governance mechanism, international perspective on corporate governance: corporate governance in banks, Cadbury report, greenbury report, CII recommendations, OECD principle of corporate governance f) Sarbanes –Oxley (sox)

UNIT-II

Board of Director – and Corporate Governance, Composition and role of Board of Directors, legal aspects and liabilities of board in term of CG, role and responsibility of board in term of corporate governance

UNIT-III

Financial Disclosures – and, norms and practices of financial disclosures, SEBI and government and corporate governance

UNIT-IV

The Concept of Whistle-blowing, whistle-blowing policy, whistle-blowing legislation across countries (India),

Unit V

Corporate Social Responsibility, Meaning concept and theory, corporate sustainability reporting, CSR through triple bottom line, environmental aspect of CSR, CSR model, drivers of CSR, major codes on CSR, CSR and corporate Governance, CSR initiative in India

SUGGESTED READINGS:

1. Baxi, C V, Corporate Governance, Excel Books
2. Gopalaswamy, Corporate Governance, New Age International Pvt. Ltd.
3. Swami, Parthasarthy, Corporate Governance, Biztantra, New Delhi
4. Mallin, Christine A., Corporate Governance (Indian Edition), Oxford University Press, New Delhi.
5. Sharma, J.P., Corporate Governance, Business Ethics & CSR, Ane Books Pvt Ltd, New Delhi.
6. Sharma, J.P., Corporate Governance and Social Responsibility of Business, Ane Books Pvt. Ltd, New Delhi.

Objectives: The objective of this course is to develop a basic understanding about the management concepts as well as of human in various managerial processes in organization

UNIT-1

Skill Development - Writing Business Letter, Official letters, 7C's & 4'S in Communication , Report writing , Skills, Presentation Skills , Communication : Concept, Types , process, barriers, making Communication effective .

Managerial creativity- Business Process Re-engineering - Concept , Process, Redesign, BPR, experiences in Indian Industry , Total Quality Management(TQM) - Concept , Systems model of Quality, Deming's approach, TQM as a business Strategy .

UNIT-2

Technology led development- Knowledge Management (KM)- What , why, how, of Knowledge Management , KM process , approach, strategies, tools. E-commerce- Ideology, methodology, classification by application /nature of transactions , Driving Forces of EC, Impact of EC, Scope

Leadership for managers - Concept , Traits, Styles, Types of leadership, Leadership for managers-varied case studies for identifying and imbibing leadership attributes.

UNIT-3

Selling & Negotiation Skills-Types of Negotiation , Negotiation Strategies ,Selling skills – Selling to customers , Selling skills – Body language, Conceptual selling, Strategic selling

UNIT-4

Conflict Management- Conflict Management - Types of conflicts and Conflict Management , Coping strategies and Conflict Management, Conflict Management Styles

UNIT-5

Positive thinking

Attitudes , Beliefs, Positive thinking – Martin Seligman's theory of Learned Helplessness , Learned Optimism, Case Studies and Presentations

References

- 1.Stoner, Freeman , Gilbert Jr. : Management (Pearson education)
- 2.Kootz,O'Donnell , Weighrich : Essentials of Management
- 3.Michael , J. Stahl : Management -Total Quality in a global environment (Blackwell Business)
- 4.Newman , Warren and Summer : The Process of Management , Concept, Behaviour & Practice

Semester 4

Objective : The subject aims to strengthen and transform the communication ability of the students to nurture their business communication skills like verbal, written, presentation skills thus developing their holistic personality which will aid in better performance, developing managerial capacity.

UNIT 1: Comprehensive Communication & Presentation Skills

Principles of communication, Barriers of Communication. Removing the barriers. Difference between Verbal & Non-Verbal communication. Reading, Writing , Speaking and Listening Skills. Presentation Skills, effective Presentation, tools of presentation, oral presentation skill, removal of stage fear. Activities based on PowerPoint Presentation. Self introduction in front of the Interview board; Public speaking tips; Humorous speech

UNIT 2: Developing Communication Effectiveness & Personality Projection

Fluency Enhancement Game/Activities. Team Building skill, Leadership skill development. Body language in GD; Types of GD. Mock Group Discussion. Expressing opinions & disagreements; GD in the selection process; Creative Brainstorming.

UNIT3: Current Affairs & Internal Communication:- Meeting- Need and importance of Meeting. Role of the chairperson.; Agenda; Minutes; Notice; Memo; Memorandum; Circular, Role of the chairperson, Role of the Participants.

Fusion of Management, Technology and ICT, Case studies & Analysis, Case discussion & Presentation.

UNIT 4: Professional Writing -

CV & Job application; Covering letter; Inquiry, Order, Credit and Status enquiry; Complaints, Claims, Adjustment and Collection.

UNIT 5: Corporate communication & Aptitude Development:- Improving Mathematical Acumen, Logical & Analytical Reasoning, Voice Modulation, Public Relations(PR); Tools of PR; External and Internal Measures of PR

TEXT BOOKS:

1. Pal Rajender, Korlahalli, "Essentials of Business Communications" S.Chand and Sons
2. Lesikar, Pedit, "Business Communication and Managerial skills, All India Book Travellers

REFERENCE BOOKS:

1. Flatley, Lesikar "Basic Business Communication skills for empowering the internet generation", All India Traveller booksellers
2. Hewing Martin, "Advanced Business Communication", Cambridge University Press

BA-212A	E-COMMERCE
----------------	-------------------

OBJECTIVE : The advent of e-commerce has posed many new issues in the development of business information systems, including Accounting Information Systems. In order to develop effectively and efficiently information systems for contemporary business, the IS specialists should understand new contexts, practices, and appropriate IT - specifically web-based technologies.

1. Introduction to E – Commerce & E-Business: Introduction; Definition; Forces fueling E-Com; E-Com Vs E-Business; Challenges in E – Commerce; E-Business Communities. : Model for E-Business: Channel Reconfiguration, Transaction, Event, and Market Segment Aggregation; Value Chain Integration, Strategic Model; E-Com Industry Framework; Information Superhighway; Types of E-Com; E-Business Trident: E-SCM, E-CRM, and E-RP

2. E – Security : Firewalls & N/W Security; Type of Firewall, Security Policies; Emerging Firewall Management Issue; Transaction Security; Types of Online Transactions; Requirement for Online Transactions; Encryption & Transaction Security; Secret – Key Encryption; Public Key Encryption; Implementation & Management Issues; WWW & Security; Netscape's Secure Socket Layers; Security & Online Web Based Banking Security.

3. Electronic Payment System: Overview of E-Payment System; Digital Cash, Properties; Electronic Check & Benefits; Online Credit Card System; Types of Credit Card Payments; Secure Electronic Transactions (SET). Other Emerging Financial Instruments; Debit Card and Point of Sale (POS); Debit Card and E - Benefit Transfer; Smart Cards; Electronic Fund Transfer; Intelligent Agents.

4. E-Com Banking, E-Com Retailing and Publishing : Electronic Commerce and Banking; Home Banking History; Banking via Online Services; Management Issues in Online Banking. Electronic Commerce and Retailing; Management Challenges in Online Retailing; Electronic Commerce and Online Publishing; Advertising and Online Publishing.

5. Internet Marketing & E-Com Strategies : Introduction: Definition and Scope; The 7 Stages of Internet Marketing; Critical Success factors for Internet Marketing. E-Commerce Strategies for Development; Element of National E-Commerce Strategies; Legal and Regulatory Issues; E-Commerce and Sales Strategy.

SUGGESTED READING:

1. Electronic Commerce-A managers Guide by Ravi Kalakota and Andrew Whinston, Publisher: Pearson Education India
2. Global Electronic Commerce by Westland J. Christopher and Clark Theodore, Publisher: Academic Press
3. Internet Marketing by Rafi A. Mohammed and Robert J. Fisher, Publisher: McGraw Hill
4. Electronic Commerce: Opportunities and Challenges by Syed Mahbubur Rahman, Mahesh Raisinghani, Publisher: Idea Group

BA- 264A	Managerial Skills
-----------------	--------------------------

Objectives: The objective of this course is to develop a basic understanding about the management concepts as well as of human in various managerial processes in organization

UNIT-1

Skill Development - Writing Business Letter, Official letters, 7C's & 4'S in Communication , Report writing , Skills, Presentation Skills , Communication : Concept, Types , process, barriers, making Communication effective .

Managerial creativity- Business Process Re-engineering - Concept , Process, Redesign, BPR, experiences in Indian Industry , Total Quality Management(TQM) - Concept , Systems model of Quality, Deming's approach, TQM as a business Strategy .

UNIT-2

Technology led development- Knowledge Management (KM)- What , why, how, of Knowledge Management , KM process , approach, strategies, tools. E-commerce- Ideology, methodology, classification by application /nature of transactions , Driving Forces of EC, Impact of EC, Scope

Leadership for managers - Concept , Traits, Styles, Types of leadership, Leadership for managers-varied case studies for identifying and imbibing leadership attributes.

UNIT-3

Selling & Negotiation Skills-Types of Negotiation , Negotiation Strategies ,Selling skills – Selling to customers , Selling skills – Body language, Conceptual selling, Strategic selling

UNIT-4

Conflict Management- Conflict Management - Types of conflicts and Conflict Management , Coping strategies and Conflict Management, Conflict Management Styles

UNIT-5

Positive thinking

Attitudes , Beliefs, Positive thinking – Martin Seligman's theory of Learned Helplessness , Learned Optimism, Case Studies and Presentations

References

- 1.Stoner, Freeman , Gilbert Jr. : Management (Pearson education)
- 2.Kootz,O'Donnell , Weighrich : Essentials of Management
- 3.Michael , J. Stahl : Management -Total Quality in a global environment (Blackwell Business)
- 4.Newman , Warren and Summer : The Process of Management , Concept, Behaviour & Practice

Specialisation
Human Resource Management
Semester 3

OBJECTIVE

Performance management is the most critical function and strong determinant of organizational excellence. This course is designed to develop appreciation and skills essential for designing and instituting effective performance management systems.

1. **INTRODUCTION:** Concept, characteristics, role and significance of performance management; performance appraisal vis-à-vis performance management; process of performance management; performance management and strategic planning linkages.
2. **PMS:** Establishing and operational ting performance management system; measuring performance – (various aspects), conducting performance review discussion; harnessing performance management system for performance improvement.
3. **STRATEGIES:** Performance management strategies and interventions – reward based performance management; Career based performance management, team based performance management.
4. **CULTURAL ASPECTS:** Culture based performance management; measurement based performance management.
5. **COMPETENCY BASED PMS:** Concept, types of competencies, competency devt, competency modeling a matrix, competency based pms.

REFERENCE BOOKS

1. Aguinis, Herman, “Performance Management”, Pearson Education
2. Sahu, R.K., “Performance Management System”, Excel Books, New Delhi
3. Cardy, Robert L, “Performance Management: Concepts, Skills and Exercises”, Prentice Hall of India, New Delhi.
4. Kandula, Srinivas R, “Performance Management”, Prentice Hall of India, New Delhi

OBJECTIVE

This course is designed to provide in depth understanding and enable the students to manage training processes and system for developing human resource of the organization.

1. **INTRODUCTION:** Training – concept and rationale; training process: different between training & development
2. **ASSESSMENT:** Training needs assessment – organizational analysis, operational analysis, person analysis; competency mapping, person and setting training assessment & design- designing the training –essential factors to be conselere in training design, learning process & different learning style.
3. **METHODS and TECHNIQUES:** Training methods and techniques – role playing, business games, in basket exercises, laboratory training; incidents and cases; seminars, syndicates and group discussion; lecture, programmed instructions; brainstorming, mind mapping, electronic enacted
4. **EVALUATION:** Evaluation of training - need for evaluation, principles of evaluation, model of evaluation, return on investment in training, process of calculation of ROI in training,
5. **GLOBAL PERSECTIVE:** Emerging trends in training and development; new perspectives on training – cross cultural training, and knowledge management.

REFERENCE BOOK

1. Sahu, R.K., “Training for Development”, Excel Books, New Delhi
Blanchard, P Nick, James W. Thacker, “Effective Training – Systems, Strategies and Practices”, Pearson Education, New Delhi

OBJECTIVE

This course is designed to provide in depth understanding of behavioural interventions and enable the students to apply these interventions for building individual, team, systems and process related competencies and helping organizational to achieve peak performance and become self sustaining.

1. **INTRODUCTION:** Organizational Change – meaning, nature, types; theories of planned change; organizational Development.
2. **INTERVENTIONS:** Human Process Interventions – T group, process consultation, third party interventions.
3. **TEAM BUILDING:** Team building; organizational confrontation meeting, coaching and mentoring, role focused interventions.
4. **RESTRUCTURING:** Techno structural Interventions- restructuring organization, reengineering, employee involvement, work design, strategic, intervention.
5. **ETHICS AND VALUES:** OD practioners-role, competencies requirement, professional ethics and values future trends in OD in service sector.

REFERENCE BOOKS

1. Cummings, Christopher, “Organization Development and Change”, Thomson Learning
2. Chowdhury, Subir, “Organization 21C”, Pearson Education
3. French, Wendell, Bell, “Organization Development”, New Delhi

BA-308A	COMPENSATION MANAGEMENT
----------------	--------------------------------

OBJECTIVE

The course is designed to promote understanding issues related to compensation in corporate sector and impart skills in designing, analysis, and restructuring compensation management system, policies and strategies.

1. **INTRODUCTION:** Concept, Role of compensation in organization: economic and behavioral theories related to compensation, Strategic perspectives of compensation; compensation as motivational tool; compensation policy.
2. **EQUITIES:** Internal and external equities in compensation system; determining of the worth of job; understanding inter and intra industry compensation differentials.
3. **DESIGN:** Designing pay structure and administering compensation package; understanding different components of compensation package like Fringe benefits, incentives and retirement plans; pay for performance plans.
4. **SPECIAL GROUPS:** Compensation of special groups; Corporate Director, Chief Executives, Senior Managers; Professionals and knowledge workers, R and D staff
Components of Executive compensation package
5. **STATUTORY PROVISIONS:** Statutory provisions governing different components of reward systems; working of different institutions related to reward system like wage boards, pay commissions, role of trade unions in compensation management, tax planning.

REFERENCE BOOKS

1. Milkovich, George T and Newman J.M., "Compensation", Tata McGraw Hill
 2. Martocchio, J.J., "Strategic Compensation", Pearson Education
 3. Armstrong, M and Murlis, H, "Reward Management", Kogan Page, UK
- Henderson, R.O., "Compensation Management", Pearson Education

Specialisation
Human Resource Management
Semester 4

OBJECTIVE

The objective of this course is designed to create symbiotic relationship between talent and organization accelerate the performance involvements by instituting talent management system that ensures identification, management and development of talent portfolio.

1. **INTRODUCTION:** Talent – engine of new economy, difference between talents and knowledge workers, leveraging talent, a talent value chain.
2. **TALENT MANAGEMENT SYSTEM:** Talent Management System – elements and benefits of TMS; creating TMS, challenges of TMS; building blocks of talents management, talent friendly organization.
3. **TALENT PLANNING:** Talent planning – succession management process; cross-functional capabilities and fusion of talents, competences – types, concept & development methods.
4. **BUDGETING:** Talent development budget, value-driven cost structure; contingency plan for talent; building a reservoir of talent.
5. **RETURN ON TALENT:** Return on talent; ROT measurements; optimizing investment in talent; integrating compensation with talent management; developing talent management information system.

REFERENCE BOOKS

1. Chowdhury, Subir, “The Talent Era”, Financial Times / Prentice Hall International
2. Berger, Lance A and Dorothy, Berger (Eds.), “The Talent Management Handbook”, Tata McGraw Hill, New Delhi
3. Sanghi, Seema, “The Handbook of competency Mapping”, Response Books, New Delhi

OBJECTIVE

The objective of the course is to sensitise and expose the students to the task, functions and issues of industrial relations and to gain insight into the dynamics of employee management relations on different job situations.

1. **INTRODUCTION:** Industrial relations- concept, scope and objectives, emerging economic and profile, impact of technology change on industrial relations.
2. **ROLE OF STATE:** Factors affecting industrial relations. Prevention and settlement of disputes. Dynamics of Industrial Conflicts: Dynamics of industrial conflicts, discipline and Grievance management, negotiation and collective bargaining.
3. **TRADE UNIONS:** Development of trade unions in India. Pattern of trade unions in structure, central trade Union organization, Registration and recognition of trade union. Rules of liabilities of TU.
4. **INDUSTRIAL LAWS:** Social security laws, Factories Act, Industrial Dispute Act, (Workmen's compensation, ESI, PF, Gratuity, Maternity relief) **in brief**.
5. **WORKERS PARTICIPATION:** Co-ownership management. Concept and significance, involvement of workers with management processes. Strategic implementation of WPM.

REFERENCE BOOKS

1. Ramaswamy, E., "Managing Human Resources", Oxford University Press, New Delhi
2. Monappa, A., "Managing Human Resources", Tata McGraw Hill, New Delhi
3. Dutta, S.K., "Guide to Disciplinary Action", Tata McGraw Hill, New Delhi.
4. Venkataratnam, Sinha, "Trade Union Challenges at the Designing of 21st Century". Excel Books, New Delhi.
5. Venkataratnam, "Industrial Relations", Oxford University Press, N.Delhi.

OBJECTIVE

The primary concern of this course is to develop in depth understanding of the strategic role performed by HR in business organizations and to gain insight of the alignment between different HR systems and organizational outcomes.

1. **INTRODUCTION:** HRM in knowledge economy; concept of SHRM: investment perspective of SHRM, STRATEGIC PERSPECTIVE: Evolution of SHRM, strategic vs. traditional HR, barrier to strategic HR, role of HR in strategic planning.
2. **FRAMEWORK AND APPROACHES:** Strategic fit frameworks: linking business strategy and HR strategy, HR bundles approach, best practice approach; business strategy and human resource planning, MEASURES: HRM and firm performance linkages – measures of HRM performance.
3. **HR SYSTEMS:** HR systems: staffing systems, reward and compensation systems, employee and career development systems, performance management systems.
4. **STRATEGIC HR DECISIONS:** Strategic options and HR decisions – Downsizing and restructuring.
5. **GLOBAL PERSPECTIVE:** Domestic and international labor market, mergers and acquisitions, outsourcing and off-shoring.

REFERENCE BOOKS

1. Agarwala, Tanuja, “Strategic Human Resource Management”, Oxford University Press, New Delhi
2. Mello, Jeffrey A., “Strategic Human Resource Management”, Thomson Learning Inc.
3. Greer, Charles, “Strategic Human Resource Management”, Pearson Education

BA-408A	CROSS-CULTURAL HUMAN RESOURCE MANAGEMENT	L T P	Cr
		3 0 0	3

OBJECTIVE

This course builds on the notions and frameworks in developing and understanding about the diverse nature of behavior patterns and issues involved in multivariate values and culture systems to maintain excellence of management.

1. **HUMAN RESOURCE MANAGEMENT:** Human resource management in global organization: meaning and concept, characteristics and elements.
2. **HUMAN AND CULTURAL VARIABLES:** Human and cultural variables of organization; cultural diversity, models and attitudinal dimensions; cultural differences, similarities and managerial implications.
3. **GLOBAL ISSUES:** Global HR issues: cross –national differences, differences in communication work setting, negotiations, leadership, Motivational context, standardization and adoption of work practice; training and development of international system.
4. **GLOBAL STAFF MANAGEMENT:** Managing global staff: recruitment, selection criteria and issues, Retention and motivating international staff, bargaining behavior and negotiation strategies; culture caricatures, team development and cooperation.
5. **COMPENSATION:** Compensation: objectives, determinants and key components; standards of performance management in global perspective; issues and challenges in global perspective; expatriate and repatriate issues in global context.

REFERENCE BOOKS

1. Holt, David H, “International Management–Text and Cases”, Dry Den Press, Thomson Learning, Bombay
2. Peter, J., Dolling, Danice, E. Welch, “International Human Resource Management”, Thomson learning – Excel books
3. Cullen, “Multinational Management”, Thomson Learning Bombay
4. Harzing and Van Ruysseveldt, “International Human Resource Management”, Sage Publication, New Delhi

Specialisation
Finance
Semester 3

OBJECTIVE

The objective of this paper is to acquaint the students about major financial services and institutions.

1. **INTRODUCTION:** Financial services: salient features, scope and problems; mutual funds; venture capital financing. Regulatory framework: Regulatory and theoretical framework of leasing; issue management activities/procedures of merchant banking.
2. **CREDIT RATING:** Credit rating: factoring and forfeiting; housing finance. Mergers: Merger/amalgamation and acquisition /takeover; debt securitization.
3. **DEVELOPMENT BANKING:** Development banks: operational policies and practices of IDBI, ICICI, IFCL, SIDBI, EXIM BANK, UTI, LIC.
4. **MONEY MARKET INSTRUMENTS:** Segment/instruments of money market; SEBI: its objective, functions and power.
5. **SECURITY TRADING:** Mechanism of security trading: NSE, OTCEI, scriptless trading; depository; system and custodial services.

REFERENCE BOOKS

1. Khan, M.Y., "Indian Financial System", Tata McGraw Hill, New Delhi
2. Bhole, L.M., "Financial institutions and Markets", Tata McGraw Hill, New Delhi
3. Khan, M.Y., "Financial Services", Tata McGraw Hill, New Delhi
4. Machiraj, HR, Indian Financial System, Vikas Publishing House Pvt. Ltd. New-Delhi
5. Vasant Desai, The Indian Financial System, Himalaya Publishing House, New-Delhi

COURSE OBJECTIVE:

The objective of this paper is to acquaint the students about the project planning, appraisal and control and financing of infrastructure projects.

Unit-I

Phases and objectives of capital budgeting; generation and screening of project ideas. Market, demand and situational analysis, technical analysis and financial analysis.

Unit-II

Special decision situations, analysis of project risk; appraisal criteria, firm risk and market risk. Social cost benefit analysis, UNIDO approach, SCBA by financial institutions.

Unit-III

Project financing in India -project appraisal by financial institutions, environmental appraisal of Projects.

Unit-IV

Project management: organisation, planning, control, human aspects and pre -requisites.

Unit-V

Financing infrastructure projects: Concept, rational and financial instruments; Public finance for infrastructure projects; BOOT/ BOT system for infrastructure projects.

Suggested Readings

1. Chandra, Prasanna, Projects : Planning Analysis, Selection, Implementation and Review, Tata McGraw Hill, New Delhi, 2002.
2. Bhavesh, M Patel, Project Management, Vikas Publishing House, New Delhi.
3. Machiraju, H. R., Project Finance, Vikas Publishing House, New Delhi.
4. Rao, P.C.K., Project Management and Control , Sultan Chand & Sons, N.Delhi.
5. Nijiru, Cyrus and Merna,Tony, Financing Infrastructure Projects, Thomas Telford, UK, ISBN

Note:

1. Instructions for External Examiner: The question paper shall be divided in two sections. Section 'A' shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

OBJECTIVE

This course aims to acquaint the students with concepts and various aspects of cost management from strategic perspective.

1. **INTRODUCTION:** Conceptual framework of SCM, environmental influences on cost management practices, role of SCM in strategic positioning, cost management tools –life cycles costing, target costing, kaizan costing, JIT and theory of constraints, BPR and bench marking.
2. **ABC:** Nature of activity –based costing (ABC); benefits and limitations of ABC; limitations of volume –based costing system, indicators of ABC; activity hierarchies; cost drivers; designing an ABC system activity based management; operational and strategic application of ABC.
3. **ANALYSIS:** Customer profitability analysis, process value analysis, financial measures of activity efficiency; nature of value chain analysis; activity analysis and linkage analysis; application of linkage analysis in cost reduction and value addition.
4. **PLANNING AND CONTROL:** Functional –based planning and control; budgeting –nature administration and effectiveness; budgeting cycle; activity based budgeting; kaizan approach; ZBB; performance budgeting, human aspects of budgeting; responsibility centre and financial control –nature and role of responsibility centers accounting and evaluation of responsibility centre measuring the performance of investment centre –ROI, RI, EVA; transfer pricing and its applications.
5. **PERFORMANCE MEASUREMENT SYSTEM:** Strategic based performance measurement system: balanced score card –prospective and limitations; establishing objectives and performance measures in different perspectives of balance score card; productivity measurement and control; productivity efficiency; partial and total productivity measurement; measuring changes in activity and process efficiency; quality cost management and reporting system.

REFERENCE BOOKS

1. Drury, Colin, “Management Accounting and Control”, Thomson Learning
2. Hansen and Mowen, “Cost Management”, Thomson learning
3. Kaplan, Atkinson, “Advanced Management Accounting”, Pearson Learning
Horngren, Datar Foster, “Cost Accounting”, Pearson Education

OBJECTIVE

International boundaries are blurring. Therefore, MNCs can raise funds from international financial management. The purpose of this paper is to equip the students with financial and investment decision of MNCs.

1. **INTRODUCTION:** Importance factors leading to internationalization of finance, structure of International Funds Flow, International Monetary system, evaluation of control.
2. **FINANCIAL RISK DETERMINED:** BOP, PPP, International parity, Development of international marketing.
3. **INTERNATIONAL MONEY & CAPITAL MARKETING:** International capital money market; euro dollar and currency market; financial market instrument –GDRs, ADRs, Euro issues, CP and ECB, **INTERNATIONAL SYSTEM:** International working capital management, international cash management, international receivable management, managing short term assets and liabilities.
4. **INTERNATIONAL STRUCTURE AND CAPITAL BUDGETING:** Multinational capital budgeting, cost of capital. **CAPITAL STRUCTURE:** Capital structure decisions; dividend policy of multinational firm.
5. **INTERNATIONAL FINANCIAL RISK MANAGEMENT:** Measuring and managing various risks and exposure, country risk analysis; taxation in multinational firms.

REFERENCE BOOKS

1. Madura, Jeff, “International Financial Management”, Thomson learning
 2. Eitman, David K., Stonehill, Arthur I, Moffet, Michael H. and Pandey, Alok, “Multinational Business Finance”, Pearson Education
- Sharan, V, “International Financial Management”, Prentice Hall India, New Delhi

Specialisation
Finance
Semester 4

OBJECTIVE

The objective of this course is to acquaint the students with tax laws and tax planning

1. **INTRODUCTION:** Basic concepts of income tax, residential status and its incidence on tax liability, incomes exempt from tax; income from the had salary; income from house property.
2. **PROFITS:** Profits and gains of business and profession including depreciation; capital gains; income from other sources.
3. **CLUBBING OF INCOMES:** Clubbing of incomes, setting off and carrying forward of losses; general deductions from gross total income, assessment of individuals computation of tax liability.
4. **TAX PLANNING:** tax planning in reference to employees remuneration; returns of income and assessment of income; deduction and collection of tax at source; income tax authorities and their powers.
5. **TAX AVOIDANCE AND EVASION:** laws relating to them, managerial decisions: relating to own or lease, make or buy, export or import, tax returns: various features and assessment of income.

REFERENCE BOOKS

1. Singhanian, V.K. and Singhanian, Kapil, "Direct Taxes Law and Practices", Taxman Publications
2. Mehrotara and Goyal, "Income Tax Law and Practice", Sahitya Bhawan Pub. Agra.

OBJECTIVE

The attempt of this paper is to impart knowledge of various functional areas and risk management in banking and insurance sectors.

1. **INTRODUCTION:** An overview of the banking sector – growth and structure; functions and operations – RBI, Commercial Banks, RRBs, Cooperative Banks and NABARD.
2. **REGULATORY ISSUES:** Regulatory issues for governance of banking sector – role of RBI and Ministry of Finance; marketing in banking industry – components of bank marketing strategy; role of technology in banking.
3. **ALM:** Components of ALM and their management; liquidity management, interest rate management, management of credit and operational risk; treasury operations and management; managing capital adequacy and profit sharing; managing NPAs.
4. **INSURANCE SECTOR:** Origin and development of insurance sector; objective and process of risk management; types and structure of insurance plans, Investment pattern and policies of insurance companies; challenges of insurance marketing; role of IRDA; pension funds in India.
5. **LIFE AND NON-LIFE INSURANCE COMPANIES:** Organizational forms, structure and administration of life and non-life insurance companies, Life and non-life insurance management – strategic management, planning and control cycle, use of life insurance in personal and business planning; life and non-life(health and motor vehicles) insurance underwriting; financial management of life insurance companies.

REFERENCE BOOK

1. Shekhar, K.C. and Shekhar, Lekshmy, “Banking Theories and Practices”, Vikas Publication
2. Risk management, “Indian Institute of banking and Finance”, McMillan Publisher

OBJECTIVE

The objective of this paper is to acquaint the students about the investment decisions, risks involved in them, theories of security valuation, fundamental and technical analysis and theories and concepts involved in portfolio management.

1. **INVESTMENTS:** meaning & objectives, benefits, need instruments & marketing, process.
2. **RISK & RETURN:** Definition of return, methods of calculation of return, definition of risk, types of risk, systematic & unsystematic, risk – return analysis of colist-prices securities & variables income security, fundamental & technical analysis.
3. **PORTFILIO:** Definition of Portfolio & need & advantage, portfolio construction, meaning of portfolio management.
4. **PORTFOLIO MANAGEMENT MODELS:** Advantages & Selection, selection problems of models- Traditional, Markowitz, CAPM, APT, Sharp single index.
5. **PORTFOLIO MANAGEMENT STRATEGIES & EVALUATION:** Passive and Active Strategies, formula plans–constant dollar-value plan, constant ratio plan, variable ratio plan; portfolio performance evaluation; risk adjusted measures of performance.

REFERENCE BOOKS

1. Reiley and Brown, “Investment Analysis and Portfolio Management”, Thomson Learning, Bombay
2. Sharpe, Alexander and Wiley, “Investment”, Prentice Hall of India, New Delhi
3. Alexander, Gorden J. and Bailey, Jeffery V., “Investment Analysis and Portfolio Management”, Dry den press, Thomson Learning, Bombay
4. Pandian, “Security Analysis and Portfolio Management”, Vikas Publishing House, New Delhi

OBJECTIVE

To acquaint the students with the basics of financial derivatives and their use in managing risk with their synergic effect on financial returns.

1. **INTRODUCTION:** Concepts and types of derivatives; participant– hedgers, speculators, arbitragers and scalpers; uses of derivatives, types of orders; derivative markets in India– current trends and future prospects.
2. **FUTURES AND FORWARDS:** Fundamentals of futures and forwards– concept of futures; trading mechanics; basics of stock index future; interest rate futures; currency futures(basics), use of futures for hedging; difference between forward and future contracts; clearing process.
3. **OPTIONS:** Types of options, trading strategies involving options; black scholars option pricing model.
4. **SWAPS:** Fundamentals of swaps – introduction to swaps; interest rate swaps, currency swaps.
5. **MECHANICS OF SWAPS:** Mechanics of swaps – interest swap and currency swaps; swap pricing.

REFERENCE BOOKS

1. Chance, Don M., “An Introduction to Derivatives and Risk Management”, Harcourt College Publishing
 2. Hull, John C., “Futures and other Derivatives Securities”, Prentice Hall India, New Delhi
 3. Redhead, “Financial Derivatives: An Introduction to Future/Forward, Options and Swaps”, Prentice Hall India, New Delhi
- Robert A Strong, “Derivatives: An Introduction”, Thomson Learning, Bombay

Specialisation
International Business
Semester 3

BA-317A	FOREIGN EXCHANGE MANAGEMENT
----------------	------------------------------------

Objective: The purpose of the course is to enhance the skill the students in the instruments, techniques and applications of foreign exchange management. It exposes the students to the functional and operational aspects of foreign exchange market and the intricacies of the risks involved.

Unit 1: Introduction: Definition of Foreign Exchange, Nature of foreign exchange, Type of Foreign Exchange Markets and Transactions ;Outline of Exchange Rate and Types; Determination of rate of exchange; monetary portfolio balance, overvalued and undervalued currencies; exchange rate systems; Statutory basis of Foreign Exchange, Management of Foreign Exchange with special reference to India: Evolution of Exchange Control; Convertibility; Central banking intervention for exchange rate stability;

Unit 2: Exchange Rate principles: Purchasing Power Parity , Interest Rate Parity , International Fisher Effect; Portfolio Balance , Demand and Supply Growth ; BOP- Monetary Approach.

Unit 3: (Financial Aspect: Financing of Imports by Opening of Letter of Credit(LC): Documents required, Trade and Exchange Control Formalities, Sanction of LC Limit;) Export Finance: Financing of Export/ Deemed Export: Pre ship, and Post Ship Finance; Export Methods - how to start export; Documents involved in International trade: Statutory Documents, Transport Documents,

Unit 4: (External commercial Borrowings: Buyers Credit, Suppliers Credit), Forfeiting /Factoring; INCOTERMS: C.I.F., F.O.B., C.I.P; Methods of Trade Settlement: Open Account, Clean Advance, Documentary Credit, And Documentary Collection.

Unit-5: Risk Exposure: Measuring foreign exchange risk and exposure; basic techniques of exposure management. Risk Bearing Documents. Tax Treatment of Foreign Exchange Gains and Losses as per FEMA; Euro currency market and its instruments;

References:

1. Aliber, A. Z., Exchange Risk and Corporate International Finance, Macmillan, London,
2. Luca Cornelius, Trading in the Global Currency Markets, NJ Prentice Hall.
3. Sutton, W. H., Trading in Currency Options, New York Institute of Finance.`

COURSE OBJECTIVE:

The course seeks to develop international marketing skills on a sound theoretical and conceptual foundation. It provides an insight into global marketing environment and the managerial decision making in the context of contemporary dynamics of the global markets.

Unit-I Introduction:

Nature of international marketing; domestic vs. international and global marketing; benefits, tasks and challenges of international marketing; organizational structure for international marketing; international marketing environment; screening international marketing opportunities; techniques of foreign market selection.

Unit-II International Marketing Research & Strategies

International marketing research and information system; foreign market entry modes; global marketing operations and strategies;

Unit-III International Product Strategies

International product, branding decision, PLC, pricing strategies; environmental factors affecting international prices; international dumping; financing international marketing transactions, consideration (factor) affecting, product strategy, product adoption & standardization, new product development.

Unit-IV International Pricing Strategies

International direct marketing; international promotion mix; push and pull strategies; aspects of international sales management;

Unit-V International Distribution & Promotion Strategies

Global media strategy; (challenges of international advertising; the structure of international distribution systems; channel selection decisions; managing channel conflicts; aspects of international supply chain management), operations and control; managing risk in international marketing.

Suggested Readings:

1. Onkvisit Sak and John J. Shaw, International Marketing – Analysis and Strategy, PHI, New Delhi
2. Doole Isobel and Robin Lawe, International Marketing Strategy, Thomson Learning,
3. Keegan Warren J., Global Marketing Management, Pearson Education, Delhi
4. Joshi, Rakesh Mohan, International Marketing, Oxford University Press, New Delhi
5. Rajgopal, International Marketing, Vikas, New Delhi

BA-319A	MULTINATIONAL BANKING
----------------	------------------------------

Unit-I

Structure and growth of international banking; eurocurrency markets; growth of Eurocurrency deposits and credit; determination of eurocurrency interest rates, Eurocurrency instruments, multinational banking

Unit-II

Regulatory environment for international banking; international banking risks; capital adequacy; syndication techniques in international lending, role of bank for international settlements

Unit-III

International payment systems; international asset and liabilities management; derivatives trading by multinational banks.

Unit-IV

Bank asset portfolio management; strategies for managing non-performing assets; international credit appraisal techniques.

Unit-V

Banks' participation in international money and capital markets; international banking mergers and acquisitions.

Suggested Readings:

1. Macdonald S. Scott and Timothy W. Koch, Management of Banking, Thomson Learning, Singapore
2. Fabozzi Frank J. , et. al., Foundations of Financial Markets and Institutions, Pearson Education, Delhi
3. Giddy Ian H., Global Financial Markets, AITBS, New Delhi
4. Robinson Stuart W., Multinational Banking, A.W. Sijthoff International, Leiden
5. Lees Francis A., International Banking and Finance, John Wiley, New York

COURSE OBJECTIVE:

The paper seeks to develop conceptual and analytical framework within which the students can analyze international trade problems and issues. It further enables the students to understand the practical parts of trade policy within which the business is required to make adjustments.

Unit-I

Growing importance of trade in world economy; trade as an agent of globalization; alternative bases and explanations of trade; gains from trade; Term of trade – alternative concepts; trade equilibrium and determination of terms of trade; significance of conceptual understanding of trade theories for IB manager.

Unit-II

Free trade versus protection; tariff classification; economic effects of tariff; tariff retaliation; export subsidies, countervailing duties and dumping; effects of a quota, International economic integration – forms and levels; trade creating and trade diverting effects of a custom union; repercussions of regional economic groupings on the strategy of international marketers

Unit-III

Components of international trade policy; export promotion strategies; import substitution; rationale and working of free trade zones; assessing export potential for specific products in specific markets.

Unit-IV

Logic of state trading and canalized trade; trade fairs and exhibition; commercial intelligence, major quantitative and qualitative; trends in India's foreign trade since 1991; major schemes and incentives for exporters.

Unit-V

Import control regime; impact of WTO provisions on trade policy; overall assessment of India's trade policy.

Suggested Readings:

1. Krugman, Paul R. and Maurice Obstfeld, International Economics: Theory and Policy, Pearson Education, Delhi
2. Bo Sodersten, International Economics, Macmillan, London
3. D. Salvatore, Theory and Problems of International Economics, McGraw Hill, New York
4. H. Robert Heller, International Trade, Prentice Hall of India, New Delhi

Specialisation
International Business
Semester 4

COURSE OBJECTIVE:

The objective of the paper is to offer an insight into the impact of globalization on business organization and how managers can take strategic decisions in the global context.

Unit-I

The phenomenon of globalization; drivers and obstacles to globalization; motives and determinants of internationalization of firms; components and challenges of international strategic management, developing a strategic planning model for an MNC; approaches to multinational corporate strategy; impact of personal values and corporate and culture on international strategy.

Unit-II

Strategic value of an alliance; partner analysis; criteria for successful alliances; cross -border mergers and acquisitions; managing integration, transition and consolidation phases.

Unit-III

Strategic considerations in foreign market identification, entry and exit; product strategies for global markets; strategic decisions over different stages of international product lifecycle; R&D networking and technology strategy; global knowledge management, Integrating ethical and social responsibility concerns with strategic management; communication and negotiation strategies; e-commerce strategy, Risk strategies in multinational management; global capital structure decisions.

Unit-IV

Strategic considerations in expatriate personnel management; HR strategies in cross-cultural environment; international control system; challenges of multinational recruitment, selection and performance appraisal.

Unit-V

Managing international intra-company accounts; management of blocked funds; managing project, working capital and trade finance; strategies for global competitive advantage.

Suggested Readings:

1. Cullen John B., Multinational Management – A Strategic Approach, South-Western, Ohio.
2. Sindhvani Trilok N., The Global Business Game – A Strategic Perspective , MacMillan, New Delhi
3. Daniels John D. et.al., International Business – Environment and Operations, Pearson Education, New Delhi
4. Lasserre Philippe, Global Strategic Management, Palgrave MacMillan, Hampshire

Objectives: The course aims to orient the students on global business environment and international markets and to make students understand the various risks an enterprise is exposed to on account of international transactions.

Course Contents

Unit I

GLOBAL FINANCIAL MANAGEMENT

Evolution of International Monetary System, Bimetallism, Classical Gold Standard, Interwar Period, Bretton Woods System, Flexible Exchange Rate Regime, The current Exchange Rate Agreements, European Monetary System, Fixed vs. Flexible Exchange Rate Regime

Unit II

BALANCE OF PAYMENTS

Introduction, Accounting Principles in Balance of Payments, Valuation and Timing, Components of the Balance of Payments, 'Surplus' and 'Deficit' in Balance of Payments, Importance and limitations of BOP Statistics, Relationship of BOP with other economic variables.

Unit III

INTERNATIONAL FINANCIAL MARKETS

Motives for using International Financial Markets. Foreign Exchange Market – History and Transactions, interpreting Foreign Exchange Quotations, International Money Markets, International Credit Markets and International Bond Markets. Comparison of International Financial Markets.

Unit IV

FOREIGN EXCHANGE RISK AND RISK HEDGING STRATEGIES

Transaction Risk, Translation Risk, Economic Risk. Risk Hedging Strategies: Internal – Netting, Leads and Lags. External – Forwards, Futures, Options, Money-market Hedging, Currency Swaps

Text Books

1. Alan Shapiro: Multinational Financial Management , Prentice Hall, New Delhi.
2. Apte, Prakash, "International Finance – A Business Perspective", Tata Mc Graw Hill.
3. Rita M. Rodriguez L. Bigame Carter: International Financial Management.

COURSE OBJECTIVE:

The purpose of the paper is to expose the students to the practical aspects of international trade and the domestic and international institutional and regulatory arrangements for this part of international business.

Unit-I

Trends in world trade growth; nature, significance and components of international logistics; creating an export organization; registration and licensing; selecting export products and markets and channels.

Unit-II

Export costing and pricing procedures incoterms; deciding payment terms; export contracts; deciding currency of payment; export order processing; international logistics infrastructure, arranging pre -shipment finance; export procurement; quality control and pre -shipment inspection; packing and labeling of export consignments;

Unit-III

Basic procedure and documentation for excise and custom clearance; ADS; Cargo insurance; shipping modes procedures and documentation; role of forwarding agents, arranging post-shipment finance; documentary collection of export bills; UCPDC guidelines; managing exchange earners' foreign currency accounts; availing foreign exchange facilities; protecting against adverse movements in exchange rates.

Unit-IV

Role of EXIM Bank; major provisions of FEMA relating to exporters; export credit risk insurance and the role of ECGC, major export promotion schemes in India; export assistance to export houses; SEZ units, EOUs, EHTP, STP and BTP units; facilities for deemed exports.

Unit-V

Marketing development assistance; trade information support; role of commodity boards and export promotion councils in trade promotion; facilities for service exports.

Suggested Readings:

1. Paras Ram, Export: What, When, How, Anupam Publications, New Delhi
2. Khurana, P.K., Export Management, Galgotia Publishing, New Delhi
3. Shavaramu, Export Marketing – A Practical Guide for Exporters , Wheeler Publishing, New Delhi
4. Govt of India, An Overview of Customs , Commissionate of Customs and ICDs, New Delhi
5. Govt. of India, Ministry of Commerce and Industry – Handbook of Procedure, Govt. of India, New Delhi.

Objectives: The objectives of this course are to acquaint the students with the accounting needs of International Financial markets and to analyse the accounting measurement and reporting issues unique to Multinational Business Transactions.

Course Contents:

Unit-I

International dimensions of Accounting; Conceptual and Comparative Developments, International Accounting Standards.

Unit-II

Concept and Mechanism of setting International Accounting Standards, disclosure requirements of International Accounting Standards, International Audit Environment.

Unit-III

Dimensions of Financial Reporting : Concept and Development of International Financial Reporting Standards(IFRS), Dimensions of IFRS.

Unit-IV

Types of Foreign Currency Transactions, Managing International Information system, Analyzing Foreign Financial Statements: Accounting for Foreign Currency Translation.

Unit-V

Accounting for Inflationary Trends, Accounting for Environmental Protection Measures. Concept and setting of Transfer Pricing.

Suggested Readings

1. V. Sharan : International Financial Management, New Delhi, Prentice Hall of India.
2. Hennie Van Greuning, World Bank : International Accounting Standards: A Practical Guide.
3. Lee H. Radebaugh, Sidney J. Gray, Ervin L. Black International accounting and multinational enterprises.
4. Shirin Rathore: International Accounts, PHI.

Specialisation
Marketing
Semester 3

OBJECTIVE

To introduce the concept of branding and brand management with special emphasis on developing brand Equity

1. **BRANDING CONCEPTS:** concepts; branding challenges and opportunities; brand equity concepts; strategic brand management process; customer based brand equity; building a strong brand and its implications; identifying and establishing brand value.
2. **BRAND EQUITY:** Choosing brand elements to build brand equity; designing marketing programs to build brand equity; integrating marketing communication to build brand equity; information processing model of communication marketing, communication options.
3. **LEVERGING PROCESS:** leveraging secondary brand knowledge to build brand equity: conceptualizing the leveraging knowledge to build brand equity; conceptualizing the leveraging process, country of origin; co-branding, licensing, celebrity endorsement, sporting, cultural and other events.
4. **BRAND EQUITY MANAGEMENT & MEASUREMENT SYSTEM:** Developing a brand equity measurement and management system; establishing brand equity management system, qualitative research techniques, quantitative research techniques; measuring outcomes of brand equity.
5. **DESIGNING AND IMPLEMENTING:** Designing and implementing branding strategies: brand-product matrix, brand hierarchy and meaning new products and brand extensions, managing brands over time: managing brands over geographic boundaries and market segments.

REFERENCE BOOKS

1. Kapferer, Jean Noel, "Strategic Brand Management", Kogan Page, New Delhi
2. Kapoor, Jagdeep, "24 Brand Mantras", Sage Publication, New Delhi
3. Sengupta, subroto, "Brand Positioning Strategies for competitive Advantage", Tata McGraw Hill; New Delhi
4. Kumar, S. Ramesh, "Marketing and Branding", The Indian Scenario, Pearson Education, New Delhi

OBJECTIVE

The objective is to introduce the students to the integrated role of promotion techniques with the special emphasis on advertising.

1. **INTRODUCTION:** Marketing communication; functional areas of marketing communication; sales promotion, integrated marketing communication; types of advertising agencies; media partners and their role; compensating the advertising agencies; agency evaluation.
2. **CAMPAIGN PLANNING:** IMC planning process; internal marketing; segmenting and targeting; types of segmentation; message and profitability targeting; digitization of brand information.
3. **IMC MESSAGE STRATEGY:** Developing creative message strategy; process of developing IMC message strategy; methods of getting creative ideas; brand-message execution; copywriting; writing for print and electronic media; print layout and design; execution.
4. **MEDIA CLASSIFICATION:** Media classification; media strength and weakness; wireless communication; e-mail marketing; integrating social media, integrating online brand communication;
5. **IMC PLANING & EVALUATION:** Interactive and personal dimension of direct marketing; methods of direct marketing; event marketing; trade shows and other participation events; sponsorships; strengths and customer service; objectives and strategies of customer service; social, economic and ethical issues in IMC; evaluation and measurement of brand messages; measurement and evaluation methods.

REFERENCE BOOKS

1. Duncan, Tom, "Principles of Advertising and IMC", Tata McGraw Hill, New Delhi
 2. Jethwaney, Jaishree and Jain, Shruti, "Advertising Management", Oxford University Press, New Delhi
 3. Belch, George and Belch, Michael, "Advertising and Promotion", Tata McGraw Hill, New Delhi
 4. Wells, William, Brunett, John and Moriarty, Sandra, "Advertising Principles and Practice", Pearson Education, New Delhi.
- Clow, Kenneth and Baack, Donald, "Integrated Advertising Promotion and Marketing Communication", Pearson Education, New Delhi

OBJECTIVE

To understand the service product and key elements of services marketing mix. Another objective deals with managing the service delivery process and the implementation of services marketing.

1. **INTRODUCTION:** Introduction to services marketing; Implication to marketers, role of services marketing; consumer behavior in service encounters; customer interaction, purchase process, positioning services in competitive markets;.
2. **SERVICE PRODUCT AND PRICING:** Creating & pricing the service product; identifying and classifying supplementary services, planning and branding service products, new service development; setting pricing objectives and foundations for setting prices, pricing strategies.
3. **DISTRIBUTING SERVICES AND PROMOTION:** Distributing & promotion services: options for service delivery, place and time decisions, delivery in cyberspace, role of intermediaries, Distribution strategies. Designing and managing service processes: service process redesign, Promotion strategies, challenges in promoting services.
4. **DEMAND AND CAPACITY:** Balancing demand and capacity: fluctuations in demand, capacity constrain, service environment, managing relationship and building loyalty: customer-firm relationship, analyzing and managing customer base:
5. **CUSTOMER SERVICING:** Customer feedback and service recovery: customer complaining behavior, principles and responses to effective service recovery, service quality and the gap model, measuring and improving service quality defining, measuring and improving service productivity.

REFERENCE BOOKS

1. Lovelock, Christopher, Wirtz, Jochen and Chatterjee Jayanta, "Services Marketing – People Technology, Strategy" Pearson Education, New Delhi
 2. Zeithaml, Valarie A. and Bitner, Mary Jo, "Services Marketing–Integrating Customer Focus Across The Firm", Tata McGraw Hill, New Delhi
 3. Rao, K. Rama Mohana, "Services Marketing", Pearson Education, New Delhi
 4. Hoffman and Bateson, "Essentials of Service Marketing", Thomson Asia Ptc. Ltd., New Delhi
 5. Rampal, M.K. and Gupta, S.L., "Services Marketing", Galgotia Publication, New Delhi
- Harsh Verma, "Service Marketing", Tata Mcgraw.

OBJECTIVE

The subject explores the mysterious world of the consumer's psyche and guidelines to the students to understand what makes consumers to purchase particular product or avail a particular service.

1. INTRODUCTION: Consumer behavior and consumer research; importance of consumer behavior, evolution of consumer behavior; consumer decision process model; variables affecting the decision process; types of decision process; factors influencing the extent of problem solving.

PURCHASE PROCESS: Purchase processes; need recognition; internal and external search; pre-purchase evaluation; different types of purchase situations.

2. CONSUMPTION EXPERIENCES: Consumption experiences; importance of customer satisfaction; factors affecting satisfaction level; demographics and consumer behavior; economic resources and consumer behaviour.

MOTIVATING FACTORS: Personality and consumer behaviour; personal values; lifestyle motivational conflict and need priorities; motivational intensity; motivating consumer; attitude theories perception.

3. CULTURAL EFFECTS: Culture and its effect on consumer behaviour; changing values and its effect on consumer behaviour changing values and its effect on marketing; determinates of social class; social class and consumer behaviour; role behaviour; importance of families and households on consumer behavior; role behaviour and it influence on the decision process; family life cycles; changing roles of women; children and household consumer behaviour.

4. GROUP INFLUENCES: Group and personal influences on individuals; reference group and its influence on individual; transmission of influence through dyadic exchanges; word of mouth and opinion leaders in advertising and marketing strategy.

5. CONSUMER OPINION & LEARNING: Diffusion of innovations; diffusion process; reaching the consumer; gaining consumer's attention; shaping consumer's opinion; opinions change; product's and advertising's role in shaping consumer opinion; cognitive learning; retrieval of information; company's role in helping consumers to remember.

REFERENCE BOOKS

1. Blackwell, Roger, Miniard, Paul and Engel, James, "Consumer Behaviour", Thomson Learning, New Delhi
 2. Solomon, Michael R, "Consumer Behaviour – Buying Having and Being", Pearson Education; New Delhi
 3. Schiffman, Leon G. and Kanuk, Leslie Lazar, "Consumer Behaviour", Pearson Education; New Delhi
- Loudon, David J. and DellaBitta, Albert, "Consumer Behaviour" Tata McGraw Hill, New Delhi.

Specialisation
Marketing
Semester 4

OBJECTIVE

The customer is gaining more and more importance in the current scenario, the key behind the successful organization is retention of the customer. The key objective of this subject is to introduce the students to the current thinking about the customer.

- 1. INTRODUCTION:** Cost of acquiring customers; turning customer acquisition into customer loyalty; internet and its effect on CRM: CRM and business intelligence; marketing retrospective on product to customer.
- 2. MARKETING INITIATIVES:** Campaign management; CRM marketing initiatives; customer privacy; marketing automation; call centre and customer care; automating the contact centre; customer service for success.
- 3. SALE FORCE AUTOMATION:** Sale force automation, key area of sales force automation sales force automation and mobile CRM field force automation; evolution of eCRM, multi-channel CRM, B 2 B marketing, enterprise resource planning; supply chain management; supplier relationship management; partner relationship management.
- 4. AN ANALYSIS:** Integrated data; major types of data analysis; click stream analysis; personalization and collaborative filtering; defining CRM readiness; maintaining a customer focus; defining CRM functionality; defining technical requirement; development approaches towards purchasing CRM software.
- 5. IMPLEMENTATION:** Pre-implementation checklist; CRM development team; CRM implementation; avoiding failures in implementing CRM, Selling CRM idea inside the organization; CRM road blocks–process, perception, privacy and politics, future of CRM.

BOOKS

1. Dyche, Jill, “The CRM Handbook”, Pearson Education, New Delhi
2. Sheth, Jagdish N, “Customer Relationship Management”, Tata McGraw Hill
- Greenberg, Paul, “CRM at The Speed of Light”, Tata McGraw Hills, New Delhi

Objective: The objective of this course is to develop the understanding about the marketing communication tools and implement them in designing Advertisement strategies.the impact this philosophy has on the organisation and operation of the business.

1. INTRODUCTION OF MARKETING- Meaning Definition and objectives of Advertising Communication and Advertising-Overview of marketing communication, Factors affecting the marketing communication mix, Integrated Marketing Communication

2. ETHICAL AND SOCIAL ISSUES in marketing communication. Advertising as a Management Function. Role of Advertising in the Marketing Process. Types of Advertising.

3. MARKETING COMMUNICATION PLANNING - Models of marketing communication, developing & control of marketing communication, marketing communication planning procedure.

4. ADVERTISING AGENCY-, Meaning, functions, role, Benefits to Media, Types of ad agencies, selection of organization client-agency relationship-meaning, principles, remuneration.

5. MEASURING ADVERTISING EFFECTIVENESS; Approaches; Method of measuring, Preparation and choice of methods of advertising budget; factors affecting advertisement budget.

Suggested Readings:

1. Kenneth Clow. Donald Baack, "Integrated Advertisements, Promotion and Marketing communication", Prentice Hall of India, New Delhi, 2003.
2. S.H.H.Kazmi, Satish K Batra, "Advertising & Sales Promotion", Excel Books, New Delhi, 2001.
3. George E Belch, Michel A Belch, "Advertising & Promotion", McGraw Hill, Singapore, 1998.
4. Belch M A and Belch G E- Advertising and Promotion – An Integrated Marketing Communication Perspective (Tata McGraw-Hill) 2003. 6th ed

OBJECTIVE

The objective of the course is to provide insights on retail operations. This will enable the students to become good retail planners and decision-makers and help focus on change and adaptation to change.

1. **INTRODUCTION:** Introduction to retail: retail in India; retail models and theories of retail development; retail life cycle, retail owning behavior of consumers; ethical issues in retailing, e-retailing.
2. **STRATEGY:** Retail marketing strategy; retail franchising; retail store location and site selection, types of stores; non-store retailing, store layout and design; visual merchandising.
3. **MERCHANDISING:** Basics of retail merchandising; the process of retail merchandising; the method of merchandise procurement, evaluating merchandise performance
4. **PRICING AND PROMOTION:** Retail pricing and retail communication mix & promotion, servicing the retail customers.
5. **FINANCIAL AND OPERATIONAL ASPECTS:** Financial aspects of retail management; retail information system; supply chain management in retailing; retail store operations, retail human resource management.

REFERENCE BOOKS

1. Pradhan, Swapna, "Retailing Management", Tata McGraw Hill, New Delhi
 2. Berman, Barry and Evans, Joel R., "Retail Management-A Strategic approach", Pearson Education/Prentice Hall of India, New Delhi
 3. Levy, Michael and Weitz, Barton A., "Retailing Management", Tata McGraw Hill, New Delhi
- Bajaj, Chetan, Tuli, Rajnish and Srivastava, Nidhi, "Retail Management", Oxford University Press, New Delhi

OBJECTIVE

The Objective of paper is to acquaint the students about selling process, designing the distribution channels, distribution logistics etc.

1. **INTRODUCTION:** Nature and scope of sales management, setting and formulating personal selling objectives; theories of selling, steps in personal selling, size of salesforce, types of selling.
2. **SALES FORCE MANAGEMENT:** Recruitment and selection of salesperson, compensation and motivation of sales force; training of sales force, performance evaluation, Monitoring and performance evaluation.
3. **SALES CONTROL:** sales displays; sales territories; sales budget; sales quota; types of sales quota, sales meetings & contest; controlling of evaluation, controlling the sales effort.
4. **DISTRIBUTION SYSTEM:** Participants in distribution system, role and function of intermediaries, designing the distribution channel; conflict and power in the channel, channel decisions, channel management, selection and motivation of intermediaries, distribution analysis.
5. **MARKET LOGISTICS AND SCM:** Control and management distribution logistics; Logistics, Management, International sales distribution.

REFERENCE BOOKS

1. Havaladar, "Sales & Distribution management", TMH
2. Gupta, S.L., "Sales and Distribution Management", Excel Books, New Delhi
3. Pelton, Lou E, Strutton David and Lumpkin, James R, "Marketing Channels – A Relationship Management Approach", Tata McGraw Hill, New Delhi.
4. Richard, Still, Edward, Cundiff and Norman, Govoni, "Sales Management: Decisions, Strategies and Cases", Prentice Hall of India Pvt. Ltd., New Delhi