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**DEPARTMENT OF BUSINESS ADMINISTRATION
CHAUDHARY DEVI LAL UNIVERSITY, SIRSA**

**COURSE CURRICULUM AND SCHEME OF EXAMINATIONS
FOR
MASTER OF BUSINESS ADMINISTRATION
(2 – YEAR COURSE)**

MBA 2 Year 1st Semester (Total Credits: 30)

Core Course(s)						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
MBA-211	Management Process and Organizational Behaviour	3	1	0	4	4
MBA-212	Business Statistics	3	1	0	4	4
MBA-213	Managerial Economics	3	1	0	4	4
MBA-214	Business Environment	3	1	0	4	4
MBA-215	Business Communication	3	1	0	4	4
MBA-216	Accounting for Managers	3	1	0	4	4
MBA-217	Management Information System	3	1	0	4	4
MBA-218	Seminar	-	-	-	-	2
Open Elective Course(s) (For the students of other departments)						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
MBA-OE-01	Fundamentals of Management	3	1	0	4	4
MBA-OE-02	Communication Skills	3	1	0	4	4
MBA-OE-03	Entrepreneurship Development	3	1	0	4	4

MBA 2 Year 2nd Semester (Total Credits: 28)

Core Course(s)						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
MBA-221	Research Methodology	3	1	0	4	4
MBA-222	Production and Operations Management	3	1	0	4	4
MBA-223	Operations Research	3	1	0	4	4
MBA-224	International Business	3	1	0	4	4
MBA-225	Marketing Management	3	1	0	4	4
MBA-226	Human Resource Management	3	1	0	4	4
MBA-227	Financial Management	3	1	0	4	4

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Open Elective Course(s) (For the students of other departments)						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
MBA-OE-01	Fundamentals of Management	3	1	0	4	4
MBA-OE-02	Communication Skills	3	1	0	4	4
MBA-OE-03	Entrepreneurship Development	3	1	0	4	4

Summer Training: At the end of second semester, all the students will have to undergo summer training of 6-8 weeks with an industrial, business or service organization by taking up a project study. The condition of successfully completing the programme shall not be deemed to have been satisfied unless a student undergoes summer training under the supervision of the department in the organizations as approved by the Department from time to time. Each student will be required to submit a summer training report to the department for the work undertaken during this period within one month of the commencement of the third semester for the purpose of evaluation in the third semester.



MANAGEMENT PROCESS AND ORGANISATIONAL BEHAVIOUR
(MBA-211)

Course Credits: 4

End-Term Exam: 70 Marks

Time Allowed: 3 Hours

Course Objective: The objective of this course is to familiarize students with basic management concepts and behavioural process in organization.

Course Contents:

Unit 1 Management: Concept, Nature and Scope, Management Process, Principles, Functions, Skills and Managerial Roles, Evolution of Management Thoughts, Environmental Context of Management, Contemporary Issues and Challenges in Management; Corporate Social Responsibility, Managerial Decision-Making.

Unit 2 Planning: Nature and Elements of Planning, Strategic Planning, Role of Planning in Decision-Making; Organizing: Meaning and Nature, Organizational Design, Span of Control, Delegation and Decentralization; Leading, Leadership skills and styles; Motivation: Concept and Theories; Controlling: Nature, Process and Controlling Techniques.

Unit 3 Organizational Behaviour: Concept and Significance, Models, Classical, Neo-classical and Modern Theories of Organizational Structure; Understanding and Managing Individual Behaviour: Personality, Perception, Values, Attitudes, Learning and Reinforcement.

Unit 4 Understanding and Managing Group Behaviour: Processes, Interpersonal and Group Dynamics, Stress and Conflict Management, Negotiation, Emotional Intelligence, Organizational Change and Development; Organizational Culture: Managing Cultural Diversity; Knowledge Based Enterprise- Systems and Processes.

Suggested Readings:

- Koontz and Wehrick, H., *Management*, Tata McGraw Hill, New Delhi.
- Robbins, Aggarwal and Madhushree, *Fundamentals of Management*, Pearson Education, New Delhi.
- Robbins, Judge and Vohra, *Organizational Behaviour*, Pearson Education, New Delhi.
- Stoner, Freeman and Gilbert, *Management*, Pearson Education, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
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BUSINESS STATISTICS
(MBA-212)

Course Credits: 4

End-Term Exam: 70 Marks

Time Allowed: 3 Hours

Course Objective: The object of this course is to enable the students to learn about the statistical tools and techniques for decision making.

Course Contents:

Unit 1 Statistics: Meaning, Characteristics and Significance; Data Collection, Classification and Tabulation; Diagrammatic and Graphic Presentation; Sampling and Sampling Methods; Univariate Analysis: An overview of Central Tendency, Dispersion and Skewness. Correlation and Regression Analysis: Two variables only.

Unit 2 Probability Theory: Classical, Relative and Subjective Probability; Addition and Multiplication Probability Models; Conditional Probability and Bayes' Theorem; Discrete and Continuous Probability Distributions; Probability Distributions: Binomial, Poisson, Exponential and Normal distributions.

Unit 3 Time Series Analysis: Meaning and Components, Measurement of Trend and Seasonal variations; Index Numbers: Meaning and types, Tests of Adequacy; Special problems: Shifting the Base, Splicing, Overlapping Index Series.

Unit 4 Statistical Quality Control: Causes of variations in quality characteristics, Quality Control Charts - purpose and logic, constructing a Control Chart, Computing the Control Limits (X and R charts), Control Charts for Attributes - Fraction Defectives and Number of Defects; Acceptance Sampling.

Suggested Readings:

- Gupta, S. P., *Statistical Methods*, Sultan Chand and Sons, New Delhi.
- Hooda, R. P., *Statistics for Business and Economics*, Macmillan India Ltd., New Delhi.
- Khandelwal, A., *Business Statistics*, New Age International Publishers Ltd., New Delhi.
- Sharma, J. K., *Business Statistics*, Vikas Publishing House Pvt. Ltd., New Delhi.
- Richard, I. Levin and David, S. Rubin, *Statistics for Management*, Pearson, New Delhi.

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MANAGERIAL ECONOMICS
(MBA-213)

Course Credits: 4

End-Term Exam: 70 Marks

Time Allowed: 3 Hours

Course Objective: The objective of this course is to acquaint the students with the concepts and techniques used in Micro-Economic Theory and to enable them to apply this knowledge in business decision making.

Course Contents:

Unit 1 Managerial Economics: Nature and Scope, Role of Managerial Economist in Decision Making; Objectives of a Firm, Concept of Demand and Elasticity of Demand.

Unit 2 Consumer's Equilibrium; Utility and Indifference Curve Approaches, Production and Cost Functions, Economies of Scale, Break-even Point; Learning Curve.

Unit 3 Firm Behaviour under Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly (cartels, kinked demand model and price leadership).

Unit 4 Macro Economics - Concepts of National Income, Circular flow of Income, Business Cycles, Growth and Development.

Suggested Readings:

- Brigham, E. F., Pappas, J. L., *Managerial Economics*, Dryden Press, Illinois.
- Dwivedi, D.N., *Managerial Economics*, Vikas Publication, New Delhi.
- Jhingan, M.L., *Managerial Economics*, Vrinda Publication, New Delhi.
- Peterson, Lewis, *Managerial Economics*, Prentice Hall of India, New Delhi.
- Salvatore, *Managerial Economics in Global Economy*, Thomson Learning, Mumbai.

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BUSINESS ENVIRONMENT
(MBA-214)

Course Credits: 4

End-Term Exam: 70 Marks

Time Allowed: 3 Hours

Course Objective: The objective of this course is to familiarize the students with the nature and changing dimensions of business environment in India.

Course Contents:

Unit 1 Business Environment: Nature, Components; Dynamics of Business Environment; Key Indicators; Risk in Business Environment; Environment Scanning; Economic Environment: Monetary, Fiscal and Industrial Policies-1956 and 1991.

Unit 2 Economic Reforms; Impact of Liberalization, Privatization and Globalization; Role of MNC's in economic growth; Government Policy concerning development of Backward Areas/Regions; Future of MSMEs; Problems of Sick Industries and Remedies.

Unit 3 Corporate Governance and Ethics; Value-based Organizations; Social Responsibilities of Business; Role of Voluntary Organizations in Protecting Consumer Rights; Consumer Protection Act-An Overview; Intellectual Property Rights-An Overview; Competition Bill 2001; Environment Protection Act-An Overview.

Unit 4 Role of WTO, IMF and World Bank in Indian Economy; Foreign Direct Investment in India; Multilateral Environment Agreements (MEAs); International Trade Blocks; Emerging Opportunities for Global Business.

Suggested Readings:

- Aswathappa, K., *Essentials of Business Environment*, Himalaya Publishing House, New Delhi.
- Bedi, Suresh, *Business Environment*, Excel Books, New Delhi.
- Biswanath, Ghosh, *Economic Environment & Business*, Vikas Publishing House, New Delhi.
- Cherunilam, Francis, *Business Environment*, Himalaya Publishing House, New Delhi.

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BUSINESS COMMUNICATION
(MBA-215)

Course Credits: 4

End-Term Exam: 70 Marks

Time Allowed: 3 Hours

Course Objective: The course is aimed at equipping the students with the necessary skills to help them in communicating effectively for handling inter as well as intra organizational issues.

Course Contents:

Unit 1 Communication: Meaning, Process, Need, Objectives and Importance; Models of Communication, Types of Communication; Barriers in Communication; Guidelines for Effective Communication; Role of Information Technology in Communication; Modern forms of Communication.

Unit 2 Non-verbal Aspect of Communication: Kinesics, Proxemics and Para-Language; Writing Skills; Listening Skills; Presentation Skills; Audience Analysis.

Unit 3 Communication within the Organization: Preparation of Memo, Notice, Circular, Order, Proposal, Agenda and Minutes of the Meeting; Report-Writing; Communication outside the Organization: Meaning and importance of Business Correspondence; Layout and essential features of Business letter.

Unit 4 Employment Oriented Communication: Resumes; Applications; Interviews and Group Discussion.

Suggested Readings:

- Courtland, L. B., John, V. T. and Chaturvedi, M., *Business Communication Today*, Pearson Education, New Delhi.
- Krizan, Merrier, Logan and Williams, *Effective Business Communication*, Cengage Learning, New Delhi.
- Lesikar, R. V., Flatley, M. E., Rentz, K. and Pande, N., *Business Communication*, Tata McGraw Hills, New Delhi.
- Murphy, H. A., Hildebrandt, H. W. and Thomas, J. P., *Effective Business Communication*, Tata McGraw Hills, New Delhi.
- Raman, Meenakshi and Singh, Prakash, *Business Communication*, Oxford University Press, New Delhi.

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ACCOUNTING FOR MANAGERS
(MBA-216)

Course Credits: 4

End-Term Exam: 70 Marks

Time Allowed: 3 Hours

Course Objective: The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting and application of accounting information for planning, decision making and control.

Course Contents:

Unit 1 Financial Accounting: Meaning, Scope and Importance; Accounting Concepts and Conventions; Accounting Process; Preparation of Final Accounts of Non-Corporate Entities; Performance of Balance Sheet of Joint-Stock Companies; Depreciation Accounting and Policy; Formation and Importance of Accounting Standards; Convergence of Indian Accounting Standards with International Financial Reporting Standards (IFRS).

Unit 2 Cost Accounting: Nature and Scope, Cost Concepts and Classifications, Usefulness of Costing to Managers, Preparation of Cost-Sheet, Activity Based Costing; Standard Costing and Variance Analysis; Marginal Costing and Absorption Costing - Usefulness and Limitations, Applications of Marginal Costing for Decision Making; Break-Even Analysis.

Unit 3 Management Accounting: Nature, Scope and Tools of Management Accounting, Management Accounting vs. Financial Accounting; Financial Analysis: Ratio Analysis, Funds Flow Statement and Cash Flow Statement.

Unit 4 Budget and Budgetary Control: Types of Budgets and their preparation, Performance Budgeting and Zero-Base Budgeting; Responsibility Accounting; Divisional Performance and Transfer Pricing.

Suggested Readings:

- Anthony R. N. and Reace J. S., *Accounting Principles*, Tata McGraw Hill, New Delhi.
- Bhattacharya S. K. and Dearden J., *Accounting for Management - Text and Cases*, Vikas Publishing House, New Delhi.
- Hingorani, N. L. and Ramanathan, A. R., *Management Accounting*, Sultan Chand, New Delhi.
- Maheshwari, S. N., *Advanced Accounting*, Vikas Publishing House, New Delhi.

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**MANAGEMENT INFORMATION SYSTEM
(MBA-217)**

Course Credits: 4

End-Term Exam: 70 Marks

Time Allowed: 3 Hours

Course Objective: The objective of this course is to acquaint the students with Information Systems in Management.

Course Contents:

Unit 1 MIS - Definition, Nature, Scope; Information theory; Impact of Information Systems on Organizational Decision Making; Information-Types, Characteristics; Types of Information System in organizations and their interrelationships.

Unit 2 System Development Life Cycle, Role of System Analyst, System Analysis and Design. IT infrastructure and platforms; Telecommunications, Networks and the Internet; Role and Importance of Wireless Communication in Organizations, New trends in Information Technology.

Unit 3 MIS Applications: Operational Excellence and Customer Intimacy through Information Systems, Knowledge Management Systems, Executive Support Systems; Designing for Online and Distributed Environments; Implementation and Control of Project.

Unit 4 Managing Data Resources- DSS and RDBMS; Enterprise Resource Planning (ERP), E-Commerce, E- Governance. Evaluation of Information Systems. M-Commerce; Ethical, Social and Security Issues in Information System.

Suggested Readings:

- Goyal, D. P., *Management Information System*, Vikas Publications, New Delhi
- Gupta, H., *Management Information System*, International Book House, New Delhi.
- Jha, D. G., *Computer Concepts and Management Information System*, Prentice Hall of India, New Delhi.
- Kenneth, C. Laudon and Carlo Guerico Traver, *Management Information System*, Prentice Hall of India, New Delhi.
- Sadagopan S., *Management Information System*, Prentice Hall of India, New Delhi.

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**SEMINAR
(MBA-218)**

Course Credits: 2

The Seminar will be presented by each student on any topic relating to Indian Ethos and Values and current Socio-Economic context.



RESEARCH METHODOLOGY (MBA-221)

Course Credits: 4

End-Term Exam: 70 Marks

Time Allowed: 3 Hours

Course Objective: To equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for decision making.

Course Contents:

Unit 1 Research: Meaning and Nature, Scope of Research Methodology; Steps in Research Process; Role of Research in Decision-Making, Ethics in Business Research.

Unit 2 Research Designs - Exploratory, Descriptive and Experimental; Data Collection Methods: Observation, Interview, Questionnaire and Schedule; Sampling Design: Probability and Non-Probability Sampling, Sampling and Non-Sampling Errors; Determination of Sample Size.

Unit 3 Attitude Measurement: Need of Measurement in Research, Measurement Scales, Tests of Sound Measurement, Techniques of developing Measurement Tools, Characteristics of good Measurement; Scaling Techniques.

Unit 4 Statistical Inference: Hypothesis Testing Procedure; Estimation: Point and Interval Estimation; Parametric tests: t-test, F-test, Z-test, ANOVA; Non-parametric tests: Chi-square test, Sign test, Mann-Whitney U-test, and Kruskal-Wallis test; Writing a Research Report: Process and Components.

Suggested Readings:

- Donald, R. Cooper & Pamela, S. Schindler, *Business Research Methods*, Tata McGraw Hill Publishing Company Ltd., New Delhi.
- Gupta, S. P., *Statistical Methods*, Sultan Chand and Sons, New Delhi.
- Hooda, R. P., *Statistics for Business and Economics*, Macmillan India Ltd., New Delhi.
- Sarangi Prasant, *Research Methodology*, Taxmann Publications, New Delhi.
- Sharma J. K., *Business Statistics*, Pearson Education Pvt. Ltd., Delhi.
- Sharma, R. K., *Research Methodology*, National Publishing House, New Delhi.

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**PRODUCTION AND OPERATIONS MANAGEMENT
(MBA-222)**

Course Credits: 4

End-Term Exam: 70 Marks

Time Allowed: 3 Hours

Course Objective: The basic objective of this course is to familiarize the students with the important functional areas of production management.

Course Contents:

Unit 1 Production - Definition, Nature, Scope and Importance, Production as a Functional Area of Management; Aggregate Production Planning: Capacity Planning, Process Planning; Production Systems - Job, Batch and Flow Production, Continuous and Intermittent Production.

Unit 2 Location and Layout: Need, Meaning, and Types of Plant Layout, Plant Layout and Material Handling; Inventory Management: Techniques of Inventory Control; Production Forecasting - Concept, Importance and Methods; Production Planning and Control.

Unit 3 Management of Facilities; Line Balancing, Equipment Replacement and Maintenance; Determinants of Product Mix; Master Production Scheduling; Materials Requirement Planning; Method Study - Concept, Applications, Procedure, Waste Management.

Unit 4 Work Measurement Time Study - Concept, Applications, Procedure, Determination of Standard, Actual and Normal Time, Performance Rating, Work Sampling; Supply Chain Management - Vendor Evaluation and Audit; Quality Management; Statistical Quality Control, Six Sigma.

Suggested Readings:

- Aswathappa, K. and Bhat, K. Shridhara: *Production and Operations Management*, Himalaya Publishing House, Mumbai.
- Chunawalla, K. and Patel, D. R.: *Production and Operations Management*, Himalaya Publishing House, Mumbai.
- Panneerselvam, R.: *Production and Operations Management*, PHI, New Delhi.
- Saxena J. P.: *Production and Operations Management*, Tata McGraw Hill. New Delhi.

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**OPERATIONS RESEARCH
(MBA-223)**

Course Credits: 4

End-Term Exam: 70 Marks

Time Allowed: 3 Hours

Course Objective: The objective of this course is to acquaint the students with advanced analytical techniques to make them competent in decision support, business analytics, marketing analysis and logistics planning.

Course Contents:

Unit 1 Linear Programming: Structure of an LP Model, Assumptions, Formulation of Product Mix Problems. Graphical, Simplex and Artificial Variables Techniques for Solution, Duality and Sensitivity Analysis.

Unit 2 Transportation Problems: Initial Feasible Solution and Optimal Solution; Assignment Problems: Minimization using Hungarian Algorithm; Decision Theory: Decision making under risk and uncertainty, Decision Trees; Game theory: Pure strategies & Mixed strategies.

Unit 3 Project Management: Network construction, PERT and CPM; Queuing Theory: Structure and Operating characteristics of a queuing system, Queuing models: Deterministic and Single server probabilistic models.

Unit 4 Inventory Management: Elementary Models with and without shortages; Replacement Models; Sequencing System: Concept, Assumptions and Solution of Sequencing Problems.

Suggested Readings:

- Frederick K. Hiller and Gerald J. Lieberman; *Introduction to Operations Research*; Tata McGraw Hill, New Delhi.
- Gupta Prem Kumar & Hira, D.S.; *Operations Research*; S. Chand, New Delhi.
- Panneerselvam, R.; *Operations Research*; Prentice Hall India, New Delhi.
- Sharma, J.K.; *Operations Research Theory and Practice*; Laxmi Publications, New Delhi.
- Vohra, N.D.; *Quantitative Techniques in Management*; Tata McGraw Hill, New Delhi.

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INTERNATIONAL BUSINESS
(MBA-224)

Course Credits: 4

End-Term Exam: 70 Marks

Time Allowed: 3 Hours

Course Objective: The objective of the paper is to acquaint the students with the fundamentals of international business and to provide an exposure to multiple dimensions of the field and imparts international perspective to business decisions.

Course Contents:

Unit 1 International Business Environment; Recent Global Trends in International Trade; Theories of International Business; India's Foreign Trade Policy; Foreign Market Entry Strategies.

Unit 2 Role of Export Zones and Export Oriented Units; Export Incentives; International Production and Operation Management, International Taxation, Global Competitiveness and Technological Developments, Global E-Business, Designing Global Organizational Structure and Control, Multi-cultural Management, Global Business Strategy, Global Marketing Strategy.

Unit 3 International Financial Environment; World Trading System and Impact of WTO; Exchange Rate System; Barriers to International Business; Control Mechanism in International Business.

Unit 4 Foreign Investment Decisions; Foreign Direct Investment and Foreign Portfolio Investment, Impact of Foreign Direct Investments on Home and Host Countries; Motives for Foreign Collaborations; Foreign Exchange Markets; External Debt Management; Country Risk Analysis.

Suggested Readings:

- Beth V. Yarbrough and Robert H. Yarbrough. *The World Economy – Trade and Finance*, Thomson Learning, Singapore.
- Cherunilam, Francis. *International Business*, PHI, New Delhi.
- Hill, Charles W.L., *International Business-competency in the Global Marketplace*, Tata McGraw Hill, New Delhi.
- Joshi Rakesh Mohan, *International Business*, Oxford Publication, New Delhi.
- Sharan, V., *International Business: Concept, Environment and Strategy*, Pearson Education, New Delhi.

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MARKETING MANAGEMENT
(MBA-225)

Course Credits: 4

End-Term Exam: 70 Marks

Time Allowed: 3 Hours

Course Objective: The purpose of this course is to develop an understanding of the underlying concepts, strategies and issues in the marketing of products and services.

Course Contents:

Unit 1 Marketing: Nature, Scope and Concept. Marketing Environment and Environment Scanning; Marketing Information System and Marketing Research, Marketing Myopia, Marketing Mix, Understanding Consumer and Industrial Markets. Consumer Behaviour and factors influencing consumer buying behaviour, Buying process.

Unit 2 Market Segmentation, Targeting and Positioning; Product Decisions: Product Mix, Product Life Cycle, New Product Development, Branding and Packaging Decisions, Service Marketing; Pricing: Objectives, Methods and Strategies.

Unit 3 Promotion Decisions: Promotion Mix - Advertising, Sales Promotion, Publicity and Personal Selling; Integrated Marketing Communication; Sales Management and Public Relations. Distribution Channels: Role of Intermediaries; Wholesaling and Retailing;

Unit 4 Customer Relationship Management, Relationship Marketing; Ethics in Marketing; New issues in Marketing-Globalization, Consumerism, Green Marketing, Direct Marketing, Test Marketing Network Marketing, Event Marketing; Holistic Marketing, Online Marketing; Export Marketing.

Suggested Readings:

- Kotler Philip, Keller Kevin Lane, Koshy Abraham, Jha Mithileshwar. *Marketing Management – A South Asian Perspective*, Pearson India, New Delhi.
- Kumar Arun, Meenakshi N., *Marketing Management*, Vikas Publication, New Delhi.
- Saxena Rajan, *Marketing Management*, Tata McGraw Hill, New Delhi.
- Ramaswamy V.S., Namakumari S., *Marketing Management Global Perspective*, McGraw Hill Education, New Delhi.

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3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



HUMAN RESOURCE MANAGEMENT
(MBA-226)

Course Credits: 4

End-Term Exam: 70 Marks

Time Allowed: 3 Hours

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

Course Contents:

Unit 1 HRM: Concept, Perspective, Significance, Scope and Functions; Evolution of Human Resource Management; External and Internal Environment; Challenges of HRM; Role of Human Resource Practitioners, HRM in Changing Environment; Strategic Management of Human Resources.

Unit 2 Job Analysis: Job description and Job Specification, Human Resource Planning; Recruitment and Selection; Placement and Induction; Internal Mobility; Training and Development: Designing of Training Programme, Evaluation of Training Effectiveness; Personnel Development: Methods and Techniques; Career Planning and Development; Human Resource Information System.

Unit 3 Performance Appraisal and Evaluation: Traditional and Modern Methods; Potential Assessment; Feedback and Performance Counseling; Job Evaluation and Merit Rating; HRD: Concept and Goals; Human Resource Records, Accounting and Audits; Exit Policy and its Implications; Employees' Welfare.

Unit 4 Compensation and Benefits: Wage Determination and Salary Administration, Fringe Benefits; Rewards and Incentives; Employee Morale and Productivity: Concept, Factors determining Morale; Employee Discipline: Disciplinary Action, Domestic enquiry.

Suggested Readings:

- Aswathappa, K., *Human Resource and Personnel Management (Text and Cases)*, Tata McGraw Hills, New Delhi.
- Dessler, Gary, *Human Resource Management*, Pearson Education, New Delhi.
- De Cenzo, D.A & Robbins, S.P., *Human Resource Management*, Wiley, New York.
- Memoria and Memoria, *Human Resource Management*, Himalaya Publishing House, New Delhi.
- Patnayak, Bishwjeet, *Human Resource Management*, PHI, New Delhi.
- Rao, V.S.P, *Human Resource Management*, Excel Books, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



FINANCIAL MANAGEMENT
(MBA-227)

Course Credits: 4

End-Term Exam: 70 Marks

Time Allowed: 3 Hours

Course Objective: The purpose of this course is to acquaint the students with the broad framework of financial decision making in business.

Course Contents:

Unit 1 Financial Management: Nature, Scope, Functions; Objectives of Financial Management; Time Value of Money; Sources of Finance; Financial Planning: Need and Steps; Principles of Sound Financial Planning; Estimating Financial Needs; Capitalization: Theories of Capitalization, Over and Under Capitalization.

Unit 2 Capital Structure: Concept and Importance, Optimum Capital Structure, Theories of Capital Structure, Factors affecting Capital Structure; Leverage: Financial, Operating and Combined Leverage; Cost of Capital: Concept and Importance, Computation of Cost of Various Sources of Finance, Weighted Average Cost of Capital, Marginal Cost of Capital.

Unit 3 Capital Budgeting: Concept and Importance, Methods of Capital Budgeting, Risk Analysis in Capital Budgeting. Working Capital: Concept, Need, Determinants and Estimation of Working Capital; Management of Cash, Inventory and Receivables; Dividend Policy: Types and Factors affecting Dividend Policy; Dividend Models.

Unit 4 Management of Corporate Distress and Restructuring Strategy; Mergers and Acquisitions, Corporate Risk Management; Brief overview of Money Markets and Capital Markets, Banking and Non-Banking Financial Companies.

Suggested Readings:

- Pandey, I. M., *Financial Management*, Vikas Publishing House, New Delhi.
- Khan, M.Y and Jain, P.K., *Financial Management*, Tata McGraw Hill, New Delhi.
- Chandra, Prasanna, *Financial Management*, Tata McGraw Hill, New Delhi.
- Kishore, M., *Financial Management*, Taxmann Publications, New Delhi.
- Hone, Van, *Financial Management and Policy*, Prentice Hall of India, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

OPEN ELECTIVE COURSE(S)

**FUNDAMENTALS OF MANAGEMENT
(MBA-OE-01)**

Course Credits: 4

End-Term Exam: 70 Marks

Time Allowed: 3 Hours

Course Objective: To facilitate an understanding of concepts, principles and functions of management.

Course Contents:

Unit 1 Management: Concept, Nature and Scope; Management Process, Principles and Functions of Management; Management as an Art, Science and Profession; Levels of Management; Management Vs. Administration, Managerial Roles.

Unit 2 Financial Management: Concept, Approaches, Objectives, Functions and Importance; Organization of Finance Functions; Sources of finance and Time Value of Money.

Unit 3 HRM: Concept, Scope, Significance and Functions; Job Analysis: Job Description and Job Specification; Human Resource Planning; Recruitment and Selection; Training and Development: Objectives, Types and Methods.

Unit 4 Marketing: Concept, Nature and Scope; Marketing Mix; Market Segmentation: Introduction, Importance and Basis of Segmentation; Product Mix, Product Life Cycle; Advertising and Sales Promotion.

Suggested Readings:

- Aswathappa, K., *Human Resource and Personnel Management (Text and Cases)*, Tata McGraw Hills, New Delhi.
- Prasad, L.M., *Principles of Management*, S. Chand & Sons, New Delhi.
- Khan, M.Y and Jain, P.K., *Financial Management*, Tata McGraw Hill, New Delhi.
- Kotler Philip, Keller Kevin Lane, Koshy Abraham, Jha Mithileshwar. *Marketing Management – A South Asian Perspective*, Pearson India, New Delhi.
- Pandey, I. M., *Financial Management*, Vikas Publishing House, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



COMMUNICATION SKILLS
(MBA-OE-02)

Course Credits: 4

End-Term Exam: 70 Marks

Time Allowed: 3 Hours

Course Objective: The course is aimed at equipping the students with the necessary skills to help them in communicating effectively and handling inter as well as intra organizational issues.

Course Contents:

Unit 1 Communication: Meaning, Process, Need, Objectives and Importance; Models of Communication, Types of Communication; Barriers in Communication; Guidelines for Effective Communication; Role of Information Technology in Communication; Modern forms of Communication.

Unit 2 Non-verbal Aspect of Communication: Kinesics, Proxemics and Para-Language; Writing Skills; Listening Skills; Presentation Skills; Audience Analysis.

Unit 3 Communication within the Organization: Preparation of Memo, Notice, Circular, Order, Proposal, Agenda and Minutes of the Meeting, Report-Writing; Communication outside the Organization: Meaning and importance of Business Correspondence; Layout and essential features of Business letter.

Unit 4 Employment Oriented Communication: Resumes; Applications; Interviews and Group Discussion.

Suggested Readings:

- Courtland, L. B., John, V. T. and Chaturvedi, M., *Business Communication Today*, Pearson Education, New Delhi.
- Krizan, Merrier, Logan and Williams, *Effective Business Communication*, Cengage Learning, New Delhi.
- Lesikar, R. V., Flatley, M. E., Rentz, K. and Pande, N., *Business Communication*, Tata McGraw Hills, New Delhi.
- Murphy, H. A., Hildebrandt, H. W. and Thomas, J. P., *Effective Business Communication*, Tata McGraw Hills, New Delhi.
- Raman, Meenakshi and Singh, Prakash, *Business Communication*, Oxford University Press, New Delhi.

Note:

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



ENTREPRENEURSHIP DEVELOPMENT
(MBA-OE-03)

Course Credits: 4

End-Term Exam: 70 Marks

Time Allowed: 3 Hours

Course Objective: To expose the students with the growth of entrepreneurship in developing countries with special reference to India.

Course Contents:

Unit 1 Entrepreneur: Characteristics, Qualities and Pre-requisites; Small Business: Concepts, Government Policy for Promotion of Small and Tiny Enterprises; Government Clearance for Establishing a New Enterprise.

Unit 2 Process of Business Opportunity Identification; New Venture Development: Methods and Procedures to start and expand one's own business, Life Cycle, Environmental Factors affecting success of New Venture, Reasons for the Failure of New Business.

Unit 3 Feasibility Study: Preparation of Feasibility Report, Economic, Technical, Financial and Managerial Feasibility of Project; Selection of Factory Location; Demand Analysis; Market Potential Measurement; Capital Saving and Project Costing; Working Capital Requirements; Profit and Tax Planning.

Unit 4 Sources of Finance: Financial Institutions like SIDBI, NSIC, DIC, SSIB; Government support to New Enterprise, Role of Promotional Agencies in Entrepreneurship Development; Entrepreneurship Development Programme: Phases, Relevance and Problems in Entrepreneurship Development Programme.

Suggested Readings:

- Barringer, Brace R., and Duane, R., "*Entrepreneurship*", Prentice Hall, New Jersey.
- Gupta S. L. and Mittal Arun, "*Entrepreneurship Development*", International Book House, New Delhi.
- Hisrich, Robert D., Michael Peters and Dean Shepherd, "*Entrepreneurship*", Tata McGraw Hill, New Delhi.
- Kumar S. Anil, Poornima S. C. and Abraham M. K., "*Entrepreneurship Development*", New Age Publishers, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



Course Structure and Scheme of Examination

FOR

**MASTER OF BUSINESS ADMINISTRATION
(MBA)**

2-YEAR PROGRAMME

(3rd to 4th Semester)

(W.e.f. Session: 2017-18)

**CHAUDHARY DEVI LAL UNIVERSITY
SIRSA (HARYANA)**

CHAUDHARY DEVI LAL UNIVERSITY, SIRSA

**COURSE CURRICULUM AND SCHEME OF EXAMINATION
FOR
MASTER OF BUSINESS ADMINISTRATION (MBA)
2-YEAR PROGRAMME
(w. e. f. Academic Session 2017-18)**

MBA 2 Year 3rd Semester (Total Credits: 21)

After completing 1st and 2nd Semester, the students are required to opt any two optional courses from each of two specializations apart from the core subjects in 3rd semester (Marketing, Finance, Human Resource Management, Bank Management and International Business). For introducing the specialization in third semester, there must be at least 10 students. The specializations opted in 3rd semester will remain the same in 4th Semester also.

Core Courses						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
MBA-231	Business Policy and Strategic Management	2	1	0	3	3
MBA-232	Summer Training Report	-	-	-	-	2
Specialization: Marketing Management (any 2 subjects)						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
MBA-MM-231	Integrated Marketing Communication	3	1	0	4	4
MBA-MM-232	Consumer Behaviour	3	1	0	4	4
MBA-MM-233	Service Marketing	3	1	0	4	4
MBA-MM-234	Marketing Research	3	1	0	4	4
MBA-MM-235	Brand Management	3	1	0	4	4
Specialization: Financial Management (any 2 subjects)						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
MBA-FM-231	Security Analysis					
MBA-FM-232	Management of Financial Services	3	1	0	4	4
MBA-FM-233	Financial Markets	3	1	0	4	4
MBA-FM-234	Corporate Taxation	3	1	0	4	4
MBA-FM-235	Funds Management	3	1	0	4	4
Specialization: Human Resource Management (any 2 subjects)						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
MBA-HR-231	Management of Industrial Relations	3	1	0	4	4
MBA-HR-232	Performance Management	3	1	0	4	4
MBA-HR-233	Compensation Management	3	1	0	4	4
MBA-HR-234	Human Resource Planning and Development	3	1	0	4	4
MBA-HR-235	Managing Interpersonal and Group Processes	3	1	0	4	4

Specialization: Bank Management (any 2 subjects)						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
MBA-BM-231	Fundamentals of Banking	3	1	0	4	4
MBA-BM-232	Applied Banking	3	1	0	4	4
MBA-BM-233	Merchant Banking and Financial Services	3	1	0	4	4
MBA-BM-234	Banking Technology Management	3	1	0	4	4
MBA-BM-235	International Banking and Forex Management	3	1	0	4	4
Specialization: International Business (any 2 subjects)						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
MBA-IB-231	International Business Environment	3	1	0	4	4
MBA-IB-232	Export Import Procedures and Documentation	3	1	0	4	4
MBA-IB-233	Foreign Exchange Management	3	1	0	4	4
MBA-IB-234	Multinational Banking	3	1	0	4	4

MBA 2 Year 4th Semester (Total Credits: 23)

Core Courses						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
MBA-241	Entrepreneurship Development	2	1	0	3	3
MBA-242 (i)	Any one of the following:	-	-	-	-	2
MBA-242 (ii)	Research Project Counseling Skills for Managers	2	-	0	2	2
MBA-243	Comprehensive Viva-Voce	-	-	-	-	2
Specialization: Marketing Management (any 2 subjects)						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
MBA-MM-241	Industrial Marketing	3	1	0	4	4
MBA-MM-242	Cyber Marketing	3	1	0	4	4
MBA-MM-243	Distribution and Logistics Management	3	1	0	4	4
MBA-MM-244	Retail Marketing	3	1	0	4	4
MBA-MM-245	International Marketing	3	1	0	4	4
Specialization: Financial Management (any 2 subjects)						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
MBA-FM-241	Portfolio Management	3	1	0	4	4
MBA-FM-242	Financial Derivatives	3	1	0	4	4
MBA-FM-243	International Financial Management	3	1	0	4	4
MBA-FM-244	Financial Engineering	3	1	0	4	4
MBA-FM-245	Strategic Financial Management	3	1	0	4	4

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Specialization: Human Resource Management (any 2 subjects)						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
MBA-HR-241	Training and Development	3	1	0	4	4
MBA-HR-242	Global Human Resource Management	3	1	0	4	4
MBA-HR-243	Organizational Change and Intervention Strategies	3	1	0	4	4
MBA-HR-244	Strategic Human Resource Management	3	1	0	4	4
MBA-HR-245	Labour Laws in India	3	1	0	4	4
Specialization: Bank Management (any 2 subjects)						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
MBA-BM-241	Bank Credit Management	3	1	0	4	4
MBA-BM-242	Risk Management	3	1	0	4	4
MBA-BM-243	Rural Banking and Financial Inclusion	3	1	0	4	4
MBA-BM-244	Retail Banking	3	1	0	4	4
MBA-BM-245	Legal and Regulatory Framework for Banking	3	1	0	4	4
Specialization: International Business (any 2 subjects)						
Course Code	Course Title	Lecture Hour(s)	Tutorial Hour(s)	Practical Hour(s)	Total Hour(s)	Credits
MBA-IB-241	International Strategic Management	3	1	0	4	4
MBA-IB-242	International Logistics	3	1	0	4	4
MBA-IB-243	Regional Economic Blocks	3	1	0	4	4
MBA-IB-244	Cross Cultural and Global Management	3	1	0	4	4

Note: The total credits of the MBA 2 years programme *i.e.* from the 1st to 4th semesters will be 112. Out of total, there will be Core Credits - 70, Core Electives - 32 and Open Electives - 10 (Credits for Open Electives will be earned by the students from other departments).

BUSINESS POLICY AND STRATEGIC MANAGEMENT

(MBA-231)

Course Credits: 3

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The course aims at imparting knowledge of formulation, implementation and evaluation of business strategies.

Course Contents:

Unit 1 Business Policy: Concept, Nature, Objective and Importance of Business Policy; Strategic Management Process and Implementation; Strategic Intent: Vision, Mission, Objectives and Strategic Business Unit.

Unit 2 Strategy Formulation: Environmental Appraisal, Organizational Appraisal, Corporate Level and Business Level Strategies.

Unit 3 Strategic Analysis and Choice: Process, Tools and Techniques for Strategic Analysis - Ansoff Growth Vector, BCG Matrix, Porter's Model, GE Matrix, SWOT Analysis.

Unit 4 Strategy Implementation: Activating Strategies, Structural Implementation, Behavioural Implementation, Functional Implementation; Strategic Evaluation and Control.

Suggested Readings:

- Gupta, Gollakota and Srinivasan, *Business Policy and Strategic Management –Concepts and Applications*, PHI, New Delhi.
- Jauch and Glueck, *Business Policy and Strategic Management*, TMH, New Delhi.
- Kazmi, Azhar, *Strategic Management and Business Policy*, Tata McGraw Hill Publishing Company Ltd., New Delhi.
- Pearce and Robinson, *Strategic Management–Formulation, Implementation and Control*, McGraw Hill Publishing, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (15 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 50 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of five short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

ENTREPRENEURSHIP DEVELOPMENT
(MBA-241)

Course Credits: 3

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: To expose the students with the growth of entrepreneurship in India.

Course Contents:

Unit 1 Entrepreneur: Characteristics, Qualities and Pre-requisites; Government Policy for Promotion of Small and Tiny Enterprises; Government Clearance for Establishing a New Enterprise.

Unit 2 Process of Business Opportunity Identification; Methods and Procedures to start and expand business, Life Cycle, Environmental Factors affecting success of New Venture, Reasons for Failure of New Business.

Unit 3 Feasibility Study: Preparation of Feasibility Report, Economic, Technical, Financial and Managerial Feasibility of Project; Selection of Factory Location; Market Potential Measurement; Working Capital Requirements; Profit and Tax Planning.

Unit 4 Institutional Sources of Finance like SIDBI, NSIC, DIC, SSIB; Role of Promotional Agencies in Entrepreneurship Development; Phases, Relevance and Problems in Entrepreneurship Development Programmes.

Suggested Readings:

- Barringer, Bruce R., and Ireland Duane, R., "*Entrepreneurship: Successfully Launching New Ventures*", Pearson Education, New Delhi.
- Gupta S. L. and Mittal Arun, "*Entrepreneurship Development*", International Book House, New Delhi.
- Hisrich, Robert D., Peters P. Michael and Shepherd A. Dean, "*Entrepreneurship*", McGraw Hill, New Delhi.
- Jayashree K., Kumar S. Anil, Poornima S. C. and Abraham M. K., "*Entrepreneurship Development*", New Age Publishers, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (15 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 50 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of five short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

RESEARCH PROJECT
[MBA-242(i)]

COUNSELING SKILLS FOR MANAGERS
[MBA-242(ii)]

Course Credits: 2
Total Marks: 50
External: 30
Internal: 20
Time Allowed: 2 Hours

Course Objective: The objective of this course is to develop basic skills among students to independently handle a wide range of employee counseling and performance counseling.

Course Contents:

- Unit 1** Emergence and Growth of Counseling Services, Need of Counseling , Counseling Process and Application of Counseling to organizational and personal situations
- Unit 2** Counselor–Client Relationship, Understanding Clients Behaviour and Assessing Clients Problems; Role of Counseling in Understanding of low performance.
- Unit 3** Communications and Persuasion, Communication Strategies, Group and their role in Understanding Clients problems.
- Unit 4** Counselor’s Attitudes and Skills of Counseling; Counseling Strategies or Therapies: Insight Oriented Therapies, Behaviour Therapies and Group Therapies.

Suggested Readings:

- Bandara, A., *Principles of Behaviour Modification*, Holt Rinehart and Winston, New York.
- Carrol Michael, *Workplace Counselling*, Sage Publications, New Delhi.
- Cormer L. S. and Guide Hackney H., *The professional Counselor’s Process to Helping*, Englewood Cliffs, New Jersey.
- MacLennan, Negel, *Counselling for Managers*, Gower Publications, London.
- Moursernd J., *The Process of Counseling and Therapy*, Englewood Cliffs, New Jersey.
- Munro, E. A., Manthei R. J., Small J. J., *Counselling: A Skills Approach*, Methuen, London.
- Reddy, Michael, *Counselling at Work*, British Psychological Society and Methuen, London and New York.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (10 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 30 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

COMPREHENSIVE VIVA-VOCE
(MBA-243)
SPECIALISATION: FINANCIAL MANAGEMENT
SECURITY ANALYSIS
(MBA-FM-231)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30

Time Allowed: 3 Hours

Course objective: The objective of this course is to impart the knowledge to the students regarding the theory and practice of security analysis.

Course Contents:

Unit 1 Introduction: Basic concepts, Investment Objectives, Investment Process; Investment Opportunities: Fixed and Variable income securities, Non-negotiable Securities, Government Securities, Non-security forms of investment, Tax Sheltered Savings Schemes, Real Assets and Mutual Funds.

Unit 2 Primary Market: Parties involved in New Issue, Place and Pricing of New Issue, Investors Protections in Primary Market; Secondary Market: History and Functions of Stock Exchanges in India, Regulators, Brokers and Investors in Stock Exchange, Trading, Settlement, Margin, Listing and Delisting of Securities, Over the Counter Exchange of India, Depository.

Unit 3 Risk and Return: Systematic and Unsystematic Risks, Risk Measurement, Minimizing Risk Exposures; Valuation of Securities: Debt and Equity Instruments and their valuation.

Unit 4 Fundamental and Technical Analysis; Market Efficiency: Random Walk Theory; Weak, Semi-strong and Strong form of market efficiency; Market inefficiencies.

Suggested Readings:

- Bhalla, V. K., *Investment Management: Security Analysis and Portfolio Analysis*, S. Chand, New Delhi.
- Chandra, Prasanna, *Investment Analysis and Portfolio Management*, McGraw Hill Education, New Delhi.
- Fischer, Donald E. and Jordon Ronald J., *Security Analysis and Portfolio Management*, PHI, New Delhi.
- Pandian, Punithavathy, *Security Analysis and Portfolio Management*, Vikas Publishing House, New Delhi.
- Ranganatham, M. & Madhumathi, R., *Investment Analysis and Portfolio Management*, Pearson Education, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

MANAGEMENT OF FINANCIAL SERVICES
(MBA-FM-232)

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

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

Course Contents:

Unit 1 Financial Services: Meaning, Nature and Types; Challenges of the Financial Service Sector; Hire Purchase Finance and Consumer Credit: Conceptual Framework, Legal Aspects, Taxation, Accounting and Reporting; Financial Evaluation of Hire Purchase Finance; Features of Consumer Credit; Factoring and Forfeiting: Meaning, Characteristics, Types of Factoring Arrangements.

Unit 2 Credit Rating: Meaning and types; Benefits of Credit Rating to Investors and Companies; Credit Rating Agencies; Objectives and functions; Credit Cards: Concept and significance, Types of Credit Cards, RBI Guidelines on Credit Cards.

Unit 3 Book Building: Concept and Mechanism of Book Building, Significance and Benefits of Book Building; Bought Out Deals: Meaning and Nature, Mechanisms of Bought Out Deals, Advantages, Present Scenario; Securitization: Concept, Mode, Mechanism and Beneficiaries of Securitization, Conditions for Successful Securitization.

Unit 4 Depository: Concept, Depository Participants, Functions of Depository System, Benefits of Depository; Mutual Funds: Meaning and classification of Funds, Operation of Funds, General Guidelines, Selection of Fund, Reasons for Slow Growth; Merchant Bankers: Role and Functions, Problems and Scope of Merchant Banking in India.

Suggested Readings:

- Tripathi, Nalini, *Financial Services*, PHI, New Delhi.
- Gopal C. Rama. *Management of Financial Services*, Vikas Publishing House, New Delhi.
- Gordan, E. and Natrajan, K., *Financial Markets and Services*, Himalaya Publishing House, New Delhi.
- Gurusamy, *Financial Services*, Tata McGraw Hill, New Delhi.
- Khan, M. Y., *Management of Financial Services*, Tata McGraw Hill, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

**FINANCIAL MARKETS
(MBA-FM-233)**

**Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours**

Course Objective: The aim of the course is to give an idea to the students about the operations of various types of financial markets.

Course Contents:

Unit 1 Introduction of financial markets; Products, Participants and functions; Securities Markets and Economic Development; Recent development in Indian financial market.

Unit 2 Primary Market: Concept, Role, Issuance and Process; Market Design, Demat Issues, Market Indexes: Concept, Types and uses of Market Indexes; Government Securities Market; Debt Market; Instrument and Participants.

Unit 3 Secondary Market: Introduction, Role and Functions; Stock Exchanges: Nature, Functions and Organizational Structure; Membership in NSE & BSE; Role of NSE & BSE; Regulatory Framework; Listing and Delisting of Securities; Online and Offline Monitoring; Trading and Settlements; Margin: Meaning and Uses.

Unit 4 Buy-Back of Securities, Underwriters, Portfolio Managers, Foreign Institutional Investors; Repo and Reverse Repo Rate, Negotiated Dealing System, Virtual Debt Portals, Collective Investment Vehicles, ADR/GDR, Securities and Exchange Board of India Act 1992; Government Securities Act 2006.

Suggested Readings:

- Bhalla, V. K., *Investment Management: Security Analysis and Portfolio Management*, S. Chand Publications, New Delhi.
- Bhole, L. M., *Financial Institutions and Markets*, Tata McGraw Hill, New Delhi.
- Kahn Michael, *A Beginner's Guide to Charting Financial Markets*, Harrimaan Hosue Ltd., UK.
- Pandian, Punithavathy, *Security Analysis and Portfolio Management*, Vikas Publishing House, New Delhi.
- Saunders, Anthony and Millon Cornett, Marcia, *"Financial Markets and Institutions"*, Tata McGraw Hill, New Delhi.

Note:

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3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

CORPORATE TAXATION
(MBA-FM-234)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course objective: The objective of this course is to acquaint the participants with the implications of tax structure and corporate tax planning in operational as well as strategic terms.

Course Contents:

Unit 1 Basic Concepts of Income Tax, Residential Status of an Assessee; Computation of Income from Salary and Income from House Property.

Unit 2 Computation of Income from Business, Profession and Capital Gains; Set Off and Carry forward of Losses; Deductions and Exemptions.

Unit 3 Tax Planning-I: Meaning and Scope of Tax Planning; Tax Evasion, Tax Avoidance and Tax Planning, Tax Planning Regarding Location of Undertaking and Dividend Policy, Inter Corporate Dividends and Transfers.

Unit 4 Tax Planning-II: Tax Considerations in Respect of Specific Managerial Decisions like Make or Buy, Own or Lease, Close or Continue, Sale in Domestic Markets or Exports, Replacements and Capital Budgeting Decisions, Managerial Remuneration.

Suggested Readings:

- Ahuja, G K & Gupta Ravi, *Systematic Approach to Income Tax*, Bharat Law House Allahabad.
- Iyengar, A C., Sampat, *Law of Income Tax*, Bharat Law House, Allahabad.
- Ranina, H. P., *Corporate Taxation: A Handbook*, Orient Law House, New Delhi.
- Singhania, V. K., *Direct Taxes: Planning and Management*, Taxmann, New Delhi.
- Srinivas, E. A., *Handbook of Corporate Tax Planning*, Tata McGraw Hill, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



FUNDS MANAGEMENT
(MBA-FM-235)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course objectives: The main objective of this course is to make students to learn the various aspects of funds management.

Course Contents:

- Unit 1** Funds Management: types of funds and their characteristics; Conventional funds, Pension funds, Mutual funds and Unit trusts, Collective investment schemes (OEICs), Tracker/index funds, Hedge funds, Money market funds.
- Unit 2** Examining Investment products and their applications; Equities domestic and overseas, Bonds, Commodities, Derivatives futures; Fund Management Process; Role and responsibilities of funds managers. Fixed income and Equity funds management; Asset allocation within the investment decision making process.
- Unit 3** Planning for Optimal Portfolio Returns- Setting investment objectives, Constraints of the fund manager, Strategic asset allocation to enhance portfolio performance; Strategies to maximize fund performance: mandate definition, how and why benchmarks; Effective management for ultimate results: tactical asset allocation, Securities selection.
- Unit 4** Controlling the Process: Performance measurement, Attribution analysis; Investment strategies of funds managers: Asset class and geographic diversification, Active strategies, Passive strategies, Top down approach, Bottom up approach, Sector rotation style, Growth investing, Value investing, Momentum style, Small capitalization style, Comparing fund management styles, Determining clients' aims and objectives, Asset/liability management, Strategic and tactical asset allocation, Decision making levels.

Suggested Readings:

- Bernstein, L. Peter and Damodaran Aswath, *Investment Management*, Wiley, New Delhi.
- Bodie, Kane and Marcus, *Investments*, McGraw Hills, New Delhi.
- Broby Daniel, *A guide to Fund Management*, Risk Books, London.
- David Blake, *Financial Market Analysis*, Wiley, New Delhi..
- Frank J. Fabozzi, *Bond Markets Analysis & Strategies*, Pearson, New Delhi.

Note:

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

PORTFOLIO MANAGEMENT
(MBA-FM-241)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course objective: The objective of this course is to give the students an in depth knowledge of the theory and practice of Portfolio Management.

Course Contents:

Unit 1 Introduction: Meaning and need of Portfolio Management, Portfolio Investment Process; Risk and Return. Portfolio Construction: Approaches in Portfolio Construction, Selection of Portfolio.

Unit 2 Markowitz Model; Sharpe Index Model; Capital Market Theory: Capital Asset Pricing Theory, Arbitrage Pricing Theory, and Fama and French Model; Investment Styles: Contrarian and Momentum Investment Styles.

Unit 3 Portfolio Performance Evaluation: Portfolio performance and risk adjusted methods - Sharpe Performance Index, Treynor's Performance Index and Jensen's Performance Index. Components of Portfolio Performance: Market Timings, Stock selectivity, Diversification and Risk; Benchmark Portfolios for Performance Evaluation.

Unit 4 Portfolio Revision: Need for Portfolio Revision, Portfolio Revision Strategies, Constraints in Portfolio Revision; Formula Plans; Revision and Cost.

Suggested Readings:

- Bhalla, V. K., *Investment Management: Security Analysis and Portfolio Analysis*, S. Chand, New Delhi.
- Bhat, Sudhindra, *Security Analysis and Portfolio Management*, Excel Books, New Delhi.
- Chandra, Prasanna, *Investment Analysis and Portfolio Management*, Tata McGraw Hill, New Delhi.
- Jr., James L. Farrell, *Portfolio Management: Theory and Applications*, McGraw Hill, New York.
- Pandian, Punithavathy, *Security Analysis and Portfolio Management*, Vikas Publishing House, New Delhi.
- Ranganatham, M. and Madhumathi, R., *Investment Analysis and Portfolio Management*, Pearson Education, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

FINANCIAL DERIVATIVES
(MBA-FM-242)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course objectives: The objective of this course is to give an in depth knowledge of the functioning of derivative securities market.

Course Contents:

Unit 1 Financial Derivatives: Introduction, Types of Derivatives, Derivatives Markets in India, Traders in Derivatives Markets, Management of Derivatives Exposure.

Unit 2 Forward: Introduction, Pricing and Trading Mechanism, Foreign Currency Forwards.

Unit 3 Futures: Meaning, Trading Mechanism of Future contracts, Future Pricing, Hedging Strategy using Futures, Stock Index Futures, Interest Rate Futures and Currency Futures.

Unit 4 Options: Introduction, Option Pricing Models, Option Trading Strategies, Option Hedging Strategies, Currency Options; Swaps: Meaning, Types and Valuation of Swaps.

Suggested Readings:

- Bansal Manish and Bansal Navneet, *Derivatives and Financial Innovations*, Tata McGraw Hill, New Delhi.
- Gupta, S. L., *Financial Derivatives: Theory, Concepts and Problems*, Prentice Hall of India, New Delhi.
- Hull, John C., *Options, Futures and Other Derivatives*, PHI, New Delhi.
- Kumar, S. S. S., *Financial Derivatives*, PHI, New Delhi.
- Mishra, Bishnupriya and Debasish, Sathya Swaroop, *Financial Derivatives*, Excel Books, New Delhi.

Note:

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



INTERNATIONAL FINANCIAL MANAGEMENT
(MBA-FM-243)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course objective: The aim of this paper to give students an overall view of the international financial system and how multinational operations operate.

Course Contents:

Unit 1 Introduction: Finance Function in a Multinational Firm; Institutional Structure of International Financial Markets; Foreign Exchange Market: Cost and Availability of International Financial Flows.

Unit 2 International Financial Instruments; International Financing: International Aspects of Raising Capital. Capital Budgeting for Foreign Direct Investment; International CAPM.

Unit 3 Determining Financial Structure of Subsidiaries of MNCs; Financial Choices of an MNC and Foreign Affiliates; Costs and Risks of Financing; Assessing and Managing Political/Country Risk.

Unit 4 International Working Capital Management: Aspects of International Cash Management, Investment Criteria and Borrowing Decisions, Centralized vs. Decentralized Cash Management; International Receivables Management; Securitization of Receivables; International Investment: Factors and Benefits; Direct and Portfolio Management.

Suggested Readings:

- Apte, P. G., *International Financial Management*, Tata McGraw Hills, New Delhi.
- Buckley, A., *Multinational Finance*, Pearson Education, New Delhi.
- Maurice, D. Levi, *International Finance*, Routledge, New Delhi.
- Shapiro, A. C. and Moles Peter, *International Financial Management*, Wiley, New Delhi.

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3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



FINANCIAL ENGINEERING
(MBA-FM-244)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: The course aims at discussing the issues related to venture capitals, corporate control and corporate restructuring etc.

Course Contents:

Unit 1 Financial Engineering: Introduction, factors contributing to the growth of financial engineering, knowledge base and skills required for financial engineering; Determinations of value of financial instruments and products, Legal aspects of innovative financial products.

Unit 2 Time value of money, Required rate of return, Absolute valuations versus relative valuation. Measuring Return and Risk. Portfolio Consideration and investment horizons, Speculation arbitrage and market efficiency.

Unit 3 Physical tools of the financial manager, product development, futures, forwards, swaps and options, Debt market innovations, Equity and Equity related instruments, Financial Engineering processes and strategies, Asset liability management, Hedging and related risk management techniques.

Unit 4 Corporate Restructuring, leveraged buyouts, tax driven deals, takeovers, Future directions in financial engineering, Effect of globalization and technology on financial engineering.

Suggested Readings:

- Apte P.G., *International Financial Management*, McGraw Hills, New Delhi.
- Kosowski. Robert and Neftci, N. Salih, *Principles of Financial Engineering*, Academic Press, Salt Lake City, USA.
- Marshall Johon F & Bansal Vipul K., *Financial Engineering – A Conceptual Guide to Financial Innovation*, Newyork Institutes of Finance, New Delhi.
- Shapiro Allan C., *Multinational Financial Management*, Wiley, New Delhi.
- Watsham Terry J., *Futures and Options in Risk Management*, Thomson Business Press, Mumbai.

Note:

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**STRATEGIC FINANCIAL MANAGEMENT
(MBA-FM-245)**

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course objective: The course aims at discussing the issues related to venture capitals, corporate control and corporate restructuring, etc.

Course Contents:

Unit 1 Corporate Restructuring: Meaning and objectives, Mergers - reasons for merger, legal procedure for merger, benefits and cost of merger; Determination of swap ratios, Evaluation of merger proposal; Legal accounting and tax issues in merger and acquisitions.

Unit 2 Corporate and distress restructuring; Corporate Control: Mechanism, share repurchase and exchange, Non-voting shares, Disinvestment of Public Sector Undertakings.

Unit 3 Leasing: Concept, Classification, Accounting, Legal and Tax Aspects of Leasing; Financial Evaluation of Leasing from Lessor and Lessee point of view; Lease vs. owned decision; Venture Capital: Concept and developments in India; Process and methods of financing.

Unit 4 Fiscal Incentives; Corporate Strategy: Financial Policy and shareholder value creation; Linkage between Corporate Strategy and Financial Strategy; Shareholder value-creation, Measurement and management.

Suggested Readings:

- Allen, D., *An Introduction to Strategic Financial Management*, Kogan page, London.
- Hampton, John, *Financial Decision Making*, Englewood Cliffs, Prentice Hall Inc., New Jersey.
- Jakhotiya, G. P., *Strategic Financial Management*, Vikas Publishing House, New Delhi.
- Khan, M. Y. and Jain, P. K., *Financial Management*, Tata McGraw Hill, New Delhi.
- Pandey, I. M., *Financial Management*, Vikas Publishing House, New Delhi.
- Prasanna Chandra, *Financial Management*, Tata McGraw Hill, New Delhi.
- Van Horne & James C., *Financial Management and Policy*, Prentice Hall of India, New Delhi.

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
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SPECIALISATION: MARKETING MANAGEMENT

INTEGRATED MARKETING COMMUNICATION (MBA-MM-231)

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course objective: The objective of this course is to make the students to understand the process of marketing communication and to know the contribution of each tool of communication in overall communication strategy.

Course Contents:

Unit 1 Introduction: Concept of marketing communication, Marketing communication mix, Drivers of integrated marketing mix; Models of marketing communication – Blade Box Model, AIDAS Model, DAGMAR Model.

Unit 2 Marketing Communication Process: Analysis of promotional opportunities, Concepts of segmentation and target marketing, Promotional strategy of formulation and competitive positioning, Determination of promotional objectives, Integrating marketing communication programme.

Unit 3 Advertising plan, Creative strategy, Advertising appeal, Creative formats, Stages of creative strategy - Idea generation, Copy writing, Layout, Copy testing and diagnosis; Media planning - traditional and contemporary media; Media strategy, Media scheduling, Media planning models; Advertising agency - functions and types.

Unit 4 Sales promotions, Personal selling, Direct marketing, Public relations, Publicity and corporate advertising, Marketing communication budgeting, Measuring promotional performance, Global marketing communication, Legal and ethical issues in integrated marketing communication.

Suggested Readings:

- Belch, George and Belch, Michael, *Advertising and Promotion*, McGraw Hill, New Delhi.
- Clow, Kenneth & Back, Donald, *Integrated Advertising, Promotion and Marketing Communication*, Pearson Education, New Delhi.
- Duncan, Tom, *Principles of Advertising and IMC*, McGraw Hill, New Delhi.
- Percy, Larry, *Integrated Marketing Communication*, Routledge Taylor and Francis Group, London.

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

CONSUMER BEHAVIOUR
(MBA-MM-232)

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The objective of this course is to impart the knowledge to students regarding consumer's behaviour and its implications for marketers.

Course Contents:

Unit 1 Consumer Behaviour: Meaning, Nature, Scope, Theories and Models of Consumer Behaviour; Consumer Research: Meaning, Process and Methods; Consumer Behaviour and Marketing Strategy.

Unit 2 Factors Influencing Consumer Behaviour: Psychological, Motivation, Personality, Perception, Learning, Self-Concept; Attitude Formation and Change and their Marketing Implications.

Unit 3 Cultural Influences on Consumer Behaviour: Culture, Subculture and Social Class; Social, Economic, Reference Groups and Family Influences on Consumer Behaviour; Diffusion of Innovation, Opinion Leadership, Adopter Categories.

Unit 4 Consumer Decision Making: Levels, Process and Marketing Implications; Decision Making Models: Nicosia Model, Howard-Sheth Model, Blackwell Model; Consumerism: Meaning and Implications in India, Cross Cultural Consumer Behavioral Perspective & Implications.

Suggested Readings:

- Benett, Peter D. & Kassarjan, Harold H., *Consumer Behaviour*, PHI, New Delhi.
- David L. Loudon and J. Della, Albert, *Consumer Behaviour- Concepts and Applications*, McGraw Hill, New Delhi.
- Del L. Hawkins and David Baugh, *Consumer Behaviour*, McGraw Hill, New Delhi.
- Engel, James, Blackwell & Miniard, PW, *Consumer Behaviour*, South eastern College, Zimbabwe.
- Schiffman L. G. & Kanuk, L. L., *Consumer Behaviour*, Pearson Education, New Delhi.

Note:

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
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SERVICE MARKETING
(MBA-MM-233)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: To understand the service product and key elements of services marketing mix; and how to deal with managing the service delivery process and the implementation of services marketing.

Course Contents:

Unit 1 Introduction to Service Marketing: Role of services marketing; Consumer behaviour in service encounters; Customer interaction, Purchase process; Needs and expectations of customers; Positioning services in competitive markets; Search for competitive advantages; Market segmentation, positioning vis-à-vis competitors.

Unit 2 Creating the Service Product: Identifying and classifying supplementary services; Planning and branding service-products; New service development. Designing communication mix; Branding and communication; Effective pricing objectives and foundations for setting prices.

Unit 3 Distributing services; Options for service delivery, Place and time decisions, Delivery in cyberspace, Role of intermediaries, managing relationship and building loyalty; Customer-firm relationship; Analyzing and managing customer base; Customer feedback and service recovery.

Unit 4 Customer complaining behaviour, Principles and responses to effective service recover Service quality and the gap model; Measuring and improving service quality and productivity; Organizing service leadership; Search for synergy in service management.

Suggested Readings:

- Lovelock, Christopher, Wirtz, Jocken and Chatterjee, Jayanta, *Services Marketing People, Technology, Strategy*, Pearson Education, New Delhi.
- Rampal, M. K. & Gupta, S. L., *Services Marketing*, Galgotia Publications, New Delhi.
- Rao, K., Rama Mohana, *Services Marketing*, Person Education, New Delhi.
- Shanker Ravi, *Services Marketing - The Indian Perspective*, Excel Books, New Delhi.
- Zeithaml, Valarie A. & Bitner, Mary Jo, *Services Marketing - Integrating Customer Focus across the Firm*, Tata McGraw Hill, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

MARKETING RESEARCH
(MBA-MM-234)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: To enable students to learn the process, tools and techniques of marketing research

Course Contents:

Unit 1 Marketing Research (MR): Introduction, Importance, Nature and Scope, Organization of MR Department, Ethical issues in MR, MR in India, Role of MR Agencies.

Unit 2 Problem Identification & Research Design: Development of Research Proposal, Types of Research Designs; Sources of Data Collection: Primary and Secondary Data Resources, Online Data Sources, Primary Data Collection Methods- Questionnaire, Online Surveys, and Observation.

Unit 3 Attitude Measurement and Scaling Techniques: Elementary Introduction to Measurement Scales; Sampling Plan: Universe, Sample frame and Sampling Unit, Sampling techniques, Sample Size Determination; Organization of field work and survey Errors- Sampling and Non-sampling errors.

Unit 4 Research Report: Preparation and Presentation; Market Research Application: Product Research, Advertising Research, Sales and Marketing Research, International Marketing Research.

Suggested Readings:

- Arora, R., Nitin , *Marketing Research*, PHI, New Delhi.
- Beri, G. C., *Marketing Research*, Tata McGraw Hill, New Delhi.
- Chisnall, Peter M, *The Essence of Marketing Research*, Prentice Hall of India, New Delhi.
- Churchill, Gilbert A., *Basic Marketing Research*, Harcourt Canada Ltd., Canada.
- Luck, D. J., *Marketing Research*, Prentice Hall of India, New Delhi.
- Tull, Donald and Hawkin Del, *Marketing Research: Measurement and Methods*, Prentice Hall of India, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
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BRAND MANAGEMENT
(MBA-MM-235)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: To impart in depth knowledge to the students regarding the branding and brand management for developing and managing brand equity.

Course Contents:

Unit 1 Branding: Concept, challenges and opportunities, Brand equity, Strategic brand management.

Unit 2 Brand positioning, Brand values, Brand personality, Brand image, Brand identity, Brand revitalization, Brand portfolio, Brand product matrix.

Unit 3 Brand Hierarchy, Brand Extension and Co-branding; Managing brands over geographical boundaries and market segments; Managing brands over time.

Unit 4 Building Brand Equity, Brand Equity Measurement: Capturing changing customer mindset, Qualitative and Quantitative Research Techniques, measuring outcomes of brand equity, Capturing market performance.

Suggested Readings:

- Cowley, Don, *Understanding Brand*, Kogan Page, New Delhi.
- Kapferer, Jean Noel, *Strategic Brand Management*, The Free Press, New York
- Kapoor, Jagdeep, *24 Brand Mantras*, Sage Publications, New Delhi.
- Keller, Kevin Lane, *Strategic Brand Management*, Pearson Education, New Delhi.
- Sengupta, Subroto, *Brand Positioning: Strategies for Competitive Advantage*, McGraw Hill, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



INDUSTRIAL MARKETING
(MBA-MM-241)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: To lay a foundation for understanding of complex dimensions of Industrial Marketing.

Course Contents:

Unit 1 Nature and Scope, Industrial vs. Consumer Marketing, Understanding Industrial Markets: Organizational Customers, Classifying Industrial Products, Nature of Demand in Industrial Markets.

Unit 2 Industrial Buyer Behaviour, Industrial Purchasing System, Industrial Marketing Research, Industrial Marketing Strategy, Strategic Planning, Assessing Marketing Opportunities.

Unit 3 Segmentation of Industrial Markets, Product Positioning, Product Decisions and Strategies, Industrial Services. Industrial Marketing Communication, Sales Force Management, Advertising and Sales Promotion.

Unit 4 Industrial Pricing, Price Determinants, Pricing Policies, Pricing Decisions, Formulating Channel Strategy, Logistics Management.

Suggested Readings:

- Havaldar, Krishna K., *Business Marketing*, Tata McGraw Hill, New Delhi.
- Kotler, Koshy, *Marketing Management: South Asian Perspective*, Pearson Education, New Delhi.
- Reeder, Robert R, *Industrial Marketing: Analysis, Planning and Central*, Prentice Hall of India, New Delhi.
- Vitale, Robert, *Business to Business Marketing*, Pearson Education, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



CYBER MARKETING
(MBA-MM-242)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: To understand the role of Interactive Media in marketing and promotional efforts in the twenty-first century.

Course Contents:

Unit 1 Cyber-space: Concept of Cyber Space and Internet, advantages and Challenges in using Internet, Customer Relationship Management, Knowledge Management.

Unit 2 E-Marketing: Introduction to E-commerce, Advantages and limitations of cyber marketing, Future Trends and Challenges in Cyber Marketing, E-retailing, Interactive KIOSKS in the retail environment, Search engines.

Unit 3 World-Wide-Web: Concept of world-wide-web, Website Management, Web Hosting, Blogs, Viral marketing, Permission marketing, Home page, Hits, Views, Visits, Hyperlinks,

Unit 4 E-Marketing Strategies: Media and marketing strategies for cyber marketing, Advertising on Internet, Public relations and Promotion on Internet, Measuring Effectiveness of Interactive Media vis-à-vis Traditional Media. Future of marketing-gamification and apps.

Suggested Readings:

- Ahuja, Vandana, *Digital Marketing*, Oxford Publishing House, New Delhi.
- Kheglar, Thomas Jr., *Web Advertising and Marketing*, Premier Press, USA.
- Lewis H. G., Lewis Robert D., *Selling on the Net; The Complete Guide*, NTCI Contemporary Publishing, Chicago.
- Mantravadi, Pramod M, *E-Marketing: The Emerging Trends*, ICFAI University Press, Hyderabad.
- Prasad, R, *Digital Marketing*, ICFAI University Press, Hyderabad.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
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DISTRIBUTION AND LOGISTICS MANAGEMENT
(MBA-MM-243)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: The objective of this course is to enable students to understand the importance and dynamics of a firm's physical distribution functions and logistics.

Course Contents:

Unit 1 Distribution Channels: Role of Marketing Channels, Factors affecting choice of Distribution; Channel Behavior and Organisation; Distribution Intensity.

Unit 2 Introduction to Distribution Logistics: Nature, Importance and Scope; Integrated logistics; Total cost concept; Concept of customer service; Transportation and Physical Distribution: Selection of transportation modes.

Unit 3 Multi-modal transportation; Routing and scheduling in transportation; Design options for a transportation network; Major decision areas of inventory management: Economic Order Quantity; Techniques of Inventory Control.

Unit 4 Warehousing: Role and modern concept of warehousing; Types of warehouse; Planning warehousing operations; Site selection, Warehouse layout, Packaging and material handling, Performance Measurement and Control.

Suggested Readings:

- Bowersox E.W. and Smykay D.J., *Physical Distribution Management*, Macmillan Publishers, Noida.
- Gupta, S. L., *Sales & Distribution Management*, Excel Books, New Delhi.
- Khanna, K. K., *Physical Distribution Management*, Himalaya Publishing House, New Delhi.
- Lambert, D. M., James R.S., *Strategic Logistics Management*, Tata McGraw Hill, New Delhi.
- Martin, Christopher and Gordon Wills, *Marketing Logistics and Distribution Planning*, Allen and Unwin, Michigan.
- Stern, Louis W. Adel, I. ,Ansary, Anne T. Coughlan, *Marketing Channels*, Prentice Hall, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

RETAIL MARKETING
(MBA-MM-244)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: To understand the growing importance of organized retailing in India and changing purchasing and spending habits of consumers.

Course Contents:

Unit 1 Retailing: Introduction to Retailing, Organized vs. Unorganized Retailing, Present Retail Scenario, Mushrooming growth of Retail outlets in India, Key Drivers of Retailing in India – Demographic and Psychographic.

Unit 2 Retailing Formats: Different Retail Formats and their characteristics viz. Location, Space/Layout, Merchandising; Vendor Development, Channel Dynamics, Supply Chain Management, Retail Marketing Mix.

Unit 3 Mall Culture: Management of Shopping Malls, Specialty and Department Stores Super-Markets and Hyper Markets, Store Designing, Warehouse Management, Visual Merchandising and Displays, Point of Sale (POS), Store Operations, Location Planning, Site Selection, Atmospherics and Retail Space Management.

Unit 4 Retail Branding: Building Store Brands, Positioning for Differentiation, Retail Advertising, Sales Promotion, Future Trends in Retailing, Regulatory Environment: Current Economic and Financial policies by Govt. of India for Retail Sector, FDI in Retailing.

Suggested Readings:

- Bajaj C., Varma N., *Retail Management*, Oxford University Press, New Delhi.
- Berman, Berry and Evans, Joel R., *Retail Management: A Strategic Approach*, Pearson Education, New Delhi.
- Diamond, Jay and Gerald, Pintel, *Retailing*, Prentice Hall, New Delhi.
- Gilbert, David, *Retail Marketing Management*, Pearson Education, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



INTERNATIONAL MARKETING
(MBA-MM-245)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: To understand the growing importance of international marketing.

Course Contents:

Unit 1 International Marketing: Nature, Scope, Risks and Benefits; International Marketing environment; Assessing global marketing opportunities; Barriers facing international marketers. WTO provisions relevant to international marketing.

Unit 2 Understanding foreign consumers; Research and information system for international marketing; Foreign market entry strategies; Product development for foreign markets; International market segmentation and product positioning; Branding and packaging decisions; International product life cycle.

Unit 3 Intermediaries in international distribution; Channel selection, Evaluation and strategies; International advertising and promotion; Challenging of international selling; Pricing decisions in international marketing.

Unit 4 Structure of international distribution logistics; Price quotations and terms of sale; Basic export procedure and documentation; Cargo insurance; Methods and instruments of trade financing.

Suggested Readings:

- Cateora, R. P. and L. J. Grahans, *International Marketing*, McGraw Hill, New Delhi.
- Keegan, W. J., *Global Marketing Management*, Prentice Hall of India, New Delhi.
- Onkvisit, Sak and Shaw, *International Marketing*, Prentice Hall of India, New Delhi.
- Paul, Justin and Kapoor Ramneek, *International Marketing: Text and Cases*, McGraw Hill Education, New Delhi.
- Walter, I. and Murray T., *Handbook of International Business*, Wiley, New York.

Note:

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



SPECIALISATION: HUMAN RESOURCE MANAGEMENT

MANAGEMENT OF INDUSTRIAL RELATIONS (MBA-HR-231)

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: To sensitize and expose the students to critical tasks, functions and issues of industrial relations and to gain insight into the dynamics of employees' relations with the management.

Course Contents:

Unit 1 Industrial Relations: Concept, Scope, Importance, Factors affecting industrial relations; Approaches to industrial relations; Impact of technological change on industrial relations; Ethical codes and industrial relations; Recent trends in industrial relations.

Unit 2 ILO: Objectives and Impact of ILO on the Indian labour scene; Trade Unions: Objectives, Functions, Problems, Types and Structure of Union, Trade Union Movement in India, Trade Union Act; Trade unions and Industrial relations.

Unit 3 Industrial Conflicts: Concept, Classification, Causes, Impact of industrial disputes; Resolution of Industrial Disputes; Discipline and Grievance Management, Collective Bargaining, Conciliation, Arbitration and Adjudication; Management of Strikes and Lockouts.

Unit 4 Participative Management: Concept, Forms, Objectives, Levels; Employee Empowerment: Concept and Role, Quality management, Quality of work life.

Suggested Readings:

- Mamoria, Mamoria, Gankar, *Dynamics of Industrial Relations*, Himalaya Publishing House, New Delhi.
- Monappa, A. *Industrial Relations*, Tata McGraw Hill, New Delhi.
- Sen, Ratna, *Industrial Relations in India – Shifting Paradigms*, Macmillan, New Delhi.
- Singh, B. D., *Industrial relations and Labour Laws*, Excel Books, New Delhi.
- Sinha P., Sinha I., Sinha S., *Industrial Relations, Trade Unions and Labour Legislations*, Pearson Education, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

PERFORMANCE MANAGEMENT
(MBA-HR-232)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: This course is designed to develop the skills essential for designing and instituting effective performance management system.

Course Contents:

Unit 1 Performance Management: Concept, Characteristics, Role, Significance and Process; Performance Appraisal vis-à-vis Performance Management; Performance Management and Strategic Planning Linkages.

Unit 2 Establishing and Operationalizing Performance Management System; Measuring Performance through Results and Behaviour, Conducting Performance Review Discussions.

Unit 3 Performance Management Strategies and Interventions: Reward Based, Career Based, Team Based, Culture Based, Measurement Based, Competency Based, Leadership Based.

Unit 4 Feedback, 360° Feedback, Counselling and Coaching, Strategy Maps and Balanced Scorecard; Performance Management and Pay, Performance Management and Training.

Suggested Readings:

- Aguinis, Herman, *Performance Management*, Pearson Education, New Delhi.
- Kandula, Srinivas R., *Performance Management Strategies, Interventions, Drivers*, Prentice Hall of India, New Delhi.
- Rao, T. V., *Performance Management and Appraisal Systems*, Sage Publications, New Delhi.
- Cardy, Robert L., *Performance Management: Concepts, Skills and Exercise*, PHI, New Delhi.
- Sahu, R. K., *Performance Management System*, Excel Books, New Delhi.
- Kohli, A. S. and Tapomoy Deb, *Performance Management*, Oxford University Press, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



COMPENSATION MANAGEMENT
(MBA-HR-233)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: This course is designed to promote understanding of the issues related to compensation in corporate sector and impart skills in designing, analyzing and restructuring compensation management systems, policies and strategies.

Course Contents:

- Unit 1** Compensation: Concept, Importance, Components, Economic and Behavioral Theories, Determinants and Strategies for Managerial Compensation, Challenges in Compensation, Recent Trends in Managerial Compensation, Compensation Policies.
- Unit 2** Compensation Practices of MNCs; Managing Employee Compensation: Determination of Inter and Intra Industry Compensation Differentials; Determining the Worth of Jobs; Internal and External Equity in Compensation Package.
- Unit 3** Components of Compensation Package: Fringe Benefits, Incentives and Retirement Plans, Pay for Performance Based Plans, VRS, ESOP; Compensation of Special Groups: CEOs, Senior Managers, R and D staff, Sales Compensation Plan, Compensation of Professionals and Knowledge Workers.
- Unit 4** Statutory Provisions governing different Components of Reward System; Working of Institutions related to Reward System like Wage Boards, Pay Commissions, and Role of Trade Unions in Compensation Management.

Suggested Readings:

- Bhatia, S. K., *New Compensation Management in Changing Environment*, Deep and Deep Publications, New Delhi.
- Goel, Dewakar, *Performance Appraisal and Compensation Management*, Prentice Hall of India, New Delhi.
- Henderson, R. O., *Compensation Management*, Pearson Education, New Delhi.
- Martocchio, J. J., *Strategic Compensation*, Pearson Education, New Delhi.
- Milkovich, George, Newman and Gernart B., *Compensation*, McGraw Hill, New Delhi.

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3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

HUMAN RESOURCE PLANNING AND DEVELOPMENT
(MBA-HR-234)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: To develop a conceptual as well as a practical understanding of Human Resource Planning, Deployment and Development in Organizations.

Course Contents:

Unit 1 Human Resource Planning: Concept, Importance, Factors, Role, Process, Prerequisites, Barriers; Levels of Human Resource Planning: Macro and Organizational Level; Models and Techniques of Manpower Demand and Supply Forecasting.

Unit 2 Behavioral Factors in Human Resource Planning; Wastage Analysis, Retention, Redeployment and Exit Strategies; Career Management: Career Planning, Performance Planning, Potential Appraisal.

Unit 3 Career Development and Succession Planning; Human Resource Development: Concepts, Goals, Challenges and Strategies, Approaches for coping Organizational Change.

Unit 4 Emerging Trends and Issues in HRPD: Balanced Scorecard, Six Sigma, Quality of work life, Human Resource Information System, Human Resource Valuation, Human Resource Audit, Multi-skilling.

Suggested Readings:

- Aswathapa, K., *Human Resource Management-Text and Cases*, McGraw Hill Education , New Delhi.
- Bhattacharya, Kumar, Dipak, *Human Resource Planning*, Excel Books, New Delhi.
- Gupta C. B., *Human Resource Planning and Development*, Sultan Chand & Sons, New Delhi.
- Patanayak, Biswajeet, *Human Resource Management*, PHI, New Delhi.

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
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MANAGING INTERPERSONAL AND GROUP PROCESSES
(MBA-HR-235)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: To create understanding regarding interpersonal and group processes and help the students to examine and develop process facilitation skills mainly through laboratory and other experience based methods of learning.

Course Contents:

Unit 1 Group dynamics: Types and structure of groups, Stages of group development and change; Group cohesiveness: Factors contributing to group cohesiveness, Influence processes- power and politics in groups.

Unit 2 Interpersonal communication: Meaning, Nature, Process; Uncertainty reduction theory, Social exchange theory, Cognitive dissonance theory; Interpersonal awareness and feedback process- transactional analysis; Interpersonal trust; Competition and cooperation.

Unit 3 Group decision making: Meaning and Process; The Vroom Yetton Model, Techniques of group decision making, Advantages and disadvantages of group decision making; Group synergy; Team building.

Unit 4 Inter-group relation and conflict: Nature and types of conflicts, Causes and consequences of conflicts and remedial measures of group conflicts; Conflict and organizational performance; Role of negotiation in group conflicts; Distributive and integrative negotiation, Third party negotiation.

Suggested Readings:

- Ivanclvich, Konopaske, Matteson, *Organizational Behaviour and Management*, McGraw Hill, New Delhi.
- Jerald G. B., Baron Robert, *Behaviour in Organization*, Prentice Hall of India, New Delhi.
- Luthans, Fred, *Organizational Behaviors*, Tata McGraw Hill, New Delhi.
- Robbins, S. P., *Organizational Behaviour*, Pearson Education, New Delhi.
- Worley and Cummings, *Organizational Development and Change*, Cengage Learning, Delhi.

Note:

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

TRAINING AND DEVELOPMENT
(MBA-HR-241)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: To enable the students to manage training processes and system for developing human resource of the organization.

Course Contents:

Unit 1 Training: Concept, Rationale, Benefits, Types, Training Process; Organization and Management of Training Function; Training Need Assessment; Competency Mapping; Role, Responsibilities and Challenges of Training Manager; Training Aids.

Unit 2 Training Methods and Techniques: Role Playing, Lecture, Group Discussion, Seminars, In-Basket Exercises, Demonstration, Case Study, Debate, Fish Bowl Exercise, Management Games, Simulations, T-group Method, Problem Based Learning, Project Based Learning, Ice Breaker, Laboratory Training, Mind Mapping, Programmed instructions.

Unit 3 Effectiveness and Evaluation of Training: Monitoring Trainee's performance, Evaluation of Training, Models and Stages of Evaluation; Designing the Training Programme: Training Climate and Pedagogy; Developing Training Modules; Instructional objectives and Lesson planning.

Unit 4 Emerging Trends and Institutions Governing Training Programme: Cross Culture Training, Knowledge Management, Grid Training; E-learning, ILO, Government Agencies, Central Board of Workers Education.

Suggested Readings:

- Agochia, Devendra, *Every Trainer's Handbook*, Sage Publications, New Delhi.
- Blanchard, P. Nick, and James W. Thacker, *Effective Training-Systems, Strategies and Practices*, Pearson Education, New Delhi.
- Goldstein, *Training in Organization*, Cengage Learning, Delhi.
- McGrath, *Training for Life and Leadership in Industry*, Prentice Hall of India, New Delhi.
- Noe, Raymond, *Employee Training and Development*, McGraw Hill Education, New Delhi.

Note:

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

GLOBAL HUMAN RESOURCE MANAGEMENT
(MBA-HR-242)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: To develop a diagnostic and conceptual undertaking of the cultural and related behavioural variables in the Human Resource Management of International Organizations.

Course Contents:

Unit 1 Global Human Resource Management: Concept, Nature, Difference between Domestic and GHRM, Challenges of GHRM, Strategic GHRM; Cross Cultural Issues in GHRM.

Unit 2 Hofstede's Study, Cross Cultural Differences and Managerial Implications, Cross Cultural Communication and Negotiation, Leadership across Cultures, Multiculturalism.

Unit 3 Managing and Supporting Global Assignments: International Recruitment and Selection, Training and Development for Global Assignments; International Compensation Management, International Performance Management, Repatriation.

Unit 4 International Industrial Relations; Global HRM Trends: International Business Ethics, Social Responsibility of GHRM, Women Expatriates and their issues, Future of GHRM.

Suggested Readings:

- Aswathappa, K., Dash, Sadhna, *International Human Resource Management*, Tata McGraw Hill, New Delhi.
- Bedi, Kishore, *Global Human Resource Management*, Wisdom Publications, New Delhi.
- Dessler, Gary, *Human Resource Management*, Pearson Education, New Delhi.
- Dowling, P. J., Welch, D. E., *International Human Resource Management*, Cengage Learning, Delhi.
- Edwards, T., Rees, C., *International Human Resource Management*, Prentice Hall India, New Delhi.
- Vance C., Paik, Y., *Managing a Global Workforce*, Prentice Hall of India, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



ORGANISATIONAL CHANGE AND INTERVENTION STRATEGIES
(MBA-HR-243)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: To make the students to learn about the organizational change and prepare them as change facilitators using the knowledge and techniques of behavioural science.

Course Contents:

Unit 1 Organizational Change: The domain of change, concept, Change Agents, Strategic management of change; Managerial approaches for implementing change; Models of Organizational Change, Kurt Lewin's Models of Change, Huse's 7 stages model of change

Unit 2 Change Management: Understanding the Change Process, Facilitating Change, dealing with Individual and Group Resistances, Intervention Strategies and Develop Learning Organization. Organizational Diagnosis- Meaning & Importance, Weisbord's model of Organizational Diagnosis and Methods of obtaining diagnostic information

Unit 3 Organizational Development: An overview, steps in OD process, General OD Competencies, OD Skills, Values, Assumption and Beliefs in OD; Designing OD Interventions- Interpersonal, Team, Intergroup, Structural and Comprehensive Interventions; Evaluation of Organizational Development

Unit 4 Organizational Culture and Change; Corporate Culture, Types of Culture, Importance, Nature, Formal and Informal Components of Organizational Culture, Designing for Cultural Change; Organizational Culture and Leadership; Emerging Trends in Organizational Culture; Ethics of OD Professionals and Future of OD.

Suggested Readings:

- Cameron Esther, *Change Management*, Kogan Page, Canada
- Cummings, Thomas G. and Christopher G. Worley, *Organization Development and Change*, Cengage Learning, Delhi.
- French, W. L. and. Bell, C.H. *Organization Development*, Pearson Education, New Delhi.
- Sharma, R. Radha, *Change Management and Organisational Transformation*, McGraw Hill, New Delhi.

Note:

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

**STRATEGIC HUMAN RESOURCE MANAGEMENT
(MBA-HR-244)**

**Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours**

Course Objective: To develop in-depth understanding of the strategic role performed by HR in business organization and to gain insight of the alignment between different HR systems, practices.

Course Contents:

Unit 1 Concept of SHRM and HR environment: investment perspective of SHRM, evolution of SHRM, barriers to strategic HR, role of HR in strategic planning; Strategic HR vs Traditional HR.

Unit 2 Strategic fit frameworks: linking business strategy and HR strategy; HR bundles approach, best practice approach; business strategy and human resource planning, HRM and firm performance linkages: Measures of HRM performance, sustained competitive advantages through inimitable HR practices.

Unit 3 Business Strategy and Human Resource Planning; Sustained, Competitive Advantage through inimitable HR practices; HR Systems: staffing systems, reward and compensation systems.

Unit 4 Employee and career development systems, performance management systems; Strategic options and HR decisions: Downsizing and restructuring, Outsourcing and off shoring.

Suggested Readings:

- Agarwala, Tanuja, *Strategic Human Resource Management*, Oxford University Press, New Delhi.
- Belcourt, Maonica and Kenneth Mc Bay, Ying Yong and Margaret Yep, *Strategic Human Resource Planning*, Nelson ,Canada.
- Dessler, Gary, *Human Resource Management*, Pearson Education, New Delhi.
- Mello, Jeffrey A., *Strategic Human Resource Management*, Cengage Learning, Delhi.
- Dreher, George and Thomas Dougherty, *Human Resource Strategy*, McGraw Hill, New Delhi.
- Greer, Charles, *Strategic Human Resource Management*, Pearson Education, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

LABOUR LAWS IN INDIA
(MBA-HR-245)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: To provide an understanding, application and interpretation of the various labour laws and their implications for industrial relations and other labour issues.

Course Contents:

Unit 1 Labour Legislation: Objectives, Forms, Significance, Principles, Indian Constitution and Labour Legislations; International Labour Organization: Principles, Functions, Influence of ILO on Indian Labour Legislations.

Unit 2 Regulative Legislations: The Trade Union Act; Industrial Disputes Act; Factories Act.

Unit 3 Wage Legislations: Payment of Wages Act; Minimum Wages Act; Equal Remuneration Act; Payment of Bonus Act.

Unit 4 Social Security Legislations: Workmen's Compensation Act; Employee State Insurance Act; The Employees' Provident Funds and Miscellaneous Provisions Act; The Maternity Benefit Act.

Suggested Readings:

- Kapoor, N.D., *Elements of Industrial Laws*, Sultan Chand and Sons, New Delhi
- Padhi, P.K., *Labour and Industrial Laws*, Prentice Hall of India, New Delhi.
- Srivastava, S.C., *Industrial Relations and Labour Laws*, Vikas Publishing House, New Delhi.
- Saravanavel, P., *Industrial and Labour Laws*, Galgotia Publications, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



SPECIALISATION: BANK MANAGEMENT
FUNDAMENTALS OF BANKING
(MBA-BM-231)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: The objective of this course is to familiarize students with basic concepts in banking.

Course Contents:

Unit 1 Commercial Banking: General Structure, Functions, Recent trends in Central Banking; System of Banking: Group Banking and Chain Banking, Unit Banking and Branch Banking, Investment Banking and Mixed Banking, Universal Banking, Merchant Banking, Virtual Banking, Green Banking.

Unit 2 RBI: Objectives, Organization and Functions; Mechanism of Credit Creation and Control, Monetary Policy, Instruments of Monetary Policy, Financial Stability.

Unit 3 Diversification of Banking Activities, Nationalization and Social Control over Banks; Need of Banking Sector Reforms: Narasimham Committee - I & II, Setting up of Credit Information Bureau of India, Banking Supervision and Monitoring of Clearing System (Brief outlines only).

Unit 4 Changing Profile of Indian Banking; Revamping of Organisational Structure, Developing Excellence in Management, Improving Corporate Governance Standards, Updating the Level of Employee Competencies, Issues of Human Resource Management Strategies, Improving Customer Service, Adopting Appropriate Technology, Proper Profit Planning.

Suggested Readings:

- Dhal, P.C., *Bank Management–Theory and Practice*, Wisdom Press, New Delhi.
- Gordon, E., & Natrajan, K., *Banking–Theory Law and Practice*, Himalaya Publishing House, New Delhi.
- Mittal R.K., Saini A. K. & Dhingra Sanjay, *Emerging Trends in the Banking Sector*, Macmillan, New Delhi.
- Popli, G. S., & Jain Anuradha, *Principles and Systems of Banking*, PHI, New Delhi.
- Shekhar K. C. & Lekshmy Shekhar, *Banking-Theory and Practice*, Vikas Publications, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

APPLIED BANKING
(MBA-BM-232)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: The objective of this course is to familiarize students with basic concepts in banking.

Course Contents:

Unit 1 Bankers and Customer Relationship: General and special features of relationship, Termination of Banker-Customer Relationship; Opening and Closing of accounts of customers; Types of Bank Account; Operation of Bank Accounts: Rights and Obligations of the Bankers: Paying Banker and Collecting Banker; Duties and Responsibilities of Banker to the Customer.

Unit 2 Negotiable Instruments: Introduction, characteristics, Presumptions, Negotiation and Endorsement; Modes of Negotiation; Cheque - Requisition, Endorsement, Marking of Cheques, Holder and Holder in due course, Conditions for honoring a cheque.

Unit 3 Presentment and Dishonour: Presentment for Acceptance, Essentials of a Valid Acceptance, Rules regarding Presentment for Payment, Types of Acceptance, Dishonour of Negotiable Instruments, Notice of Dishonour, Compensation for Dishonour; Discharge of Parties, Statutory Protection to Collecting Banker.

Unit 4 Collection and Payment of Cheques and Bills: Crossing and types of Crossing; Protection given to a Paying Banker, Position of Paying Banker; Material Alteration: Introduction, Effects of Material Alteration, Alteration Authorities by the Act, Payment in Due Course, and Money paid by Mistake, Payment of Domiciled Bills.

Suggested Readings:

- Dhal, P. C., *Bank Management: Theory and Practice*, Wisdom Press, New Delhi.
- Gordon, E. and Natrajan K., *Banking: Theory, Law and Practice*, Himalaya Publishing House, New Delhi.
- Mittal R.K., Saini A. K. & Dhingra Sanjay, *Emerging Trends in the Banking Sector*, Macmillan, New Delhi.
- Shekhar, K. C., Lekshmy Shekhar, *Banking: Theory and Practice*, Vikas Publications, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

MERCHANT BANKING AND FINANCIAL SERVICES
(MBA-BM-233)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

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

Course Contents:

Unit 1 Merchant Banking: Definition, Origin and Functions; Merchant Banking Regulatory Framework: SEBI Regulations, Registration of Merchant Banker, Code of Conduct, General Obligations; Services by Merchant Bankers in India.

Unit 2 Financial Services: Meaning, Nature and Types; Challenges of the Financial Service Sector; Hire Purchase Finance and Consumer Credit: Conceptual Framework, Legal Aspects, Taxation, Accounting and Reporting; Financial Evaluation of Hire Purchase Finance; Factoring and Forfeiting: Meaning, Characteristics, Types of Factoring Arrangements.

Unit 3 Book Building: Concept, Mechanism and Significance; Bought Out Deals: Meaning, Nature, Mechanisms, Advantages and Present Scenario; Securitization: Concept, Mode, Mechanism and Beneficiaries of Securitization, Conditions for Successful Securitization.

Unit 4 Depository: Concept, Depository Participants, Functions of Depository System, Benefits of Depository; Mutual Funds: Meaning and classification of Funds, Operation of Funds, General Guidelines, Selection of Funds, Reasons for slow growth of Mutual Funds in India.

Suggested Readings:

- Bansal, Lalit, K., *Merchant Banking and Financial Services*, Unistar Publications, Chandigarh.
- Gordan, E. and Natrajan, K., *Financial Markets and Services*, Himalaya Publishing House, New Delhi.
- Gurusamy, S., *Merchant Banking and Financial Services*, Tata McGraw Hill, New Delhi.
- Khan, M. Y., *Management of Financial Services*, Tata McGraw Hill, New Delhi.
- Vij, Madhu and Dhawan, Swati, *Merchant Banking and Financial Services*, Tata McGraw Hill, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



**BANKING TECHNOLOGY MANAGEMENT
(MBA-BM-234)**

**Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours**

Course Objective: To make the students aware of technological aspects of banking.

Course Contents:

- Unit 1** Technological Impact in Banking Operations, Total Branch Automation, Centralized Banking: Concept, Opportunities, Challenges and Implementation; Recent Core Banking Softwares.
- Unit 2** Core Banking Solutions: Technology behind CBS, Servers at the Data Center; ATM, Internet Banking and Mobile Banking Functionality, Payment Gateways, Card Technologies.
- Unit 3** Interbank Payment System Functionality: MICR, NEFT and RTGS, Interface with Payment System Network, Structured Financial Messaging System, Negotiated Dealing System, and Securities Settlement System.
- Unit 4** Inter Branch Reconciliation; Knowledge Management (MIS/DSS/EIS); Overview of IT Governance Frameworks: COSO, ITIL, COBIT, ISO 17799, CMMI; Evaluation of Security and Control in CBS.

Suggested Readings:

- Sohani, A. K., *Technology in Banking Sector*, SBS Publishers, New Delhi.
- Keyes Jessica, *Financial Services Information Systems*, Auerbach Publications, Florida.
- Kaptan, S. S. & Choubey, N. S., *Indian Banking in Electronic Era*, Sarup & Sons, New Delhi.
- Uppal, R. K., *Banking with Technology*, New Century Publications, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



INTERNATIONAL BANKING AND FOREX MANAGEMENT
(MBA-BM-235)

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: To familiarize the students with functions and performance of international financial institutions and operational mechanism of foreign exchange market in India.

Course Contents:

Unit 1 International Banking: Global Trends and Developments in International Banking, International Financial Centers, Offshore Banking Units, International Financial Institutions: IMF, IBRD, BIS, IFC, ADB, Legal and Regulatory aspects of International Banking.

Unit 2 International Finance: Fundamental Principles of lending to MNCs; International Credit Agencies and Global Capital Markets; Methods of raising Equity and Debt through ECBS, ADRs/GDRs, ECCBS in International Markets.

Unit 3 Framework of Foreign Exchange: Sources and uses of Foreign Exchange, Balance of Payments; Foreign Exchange Market Mechanism, Types of Exchange Rates, Exchange Rate Determination, Convertibility of Indian Rupee; Role of Banks in Forex Markets, Maintenance of Foreign Currency Accounts.

Unit 4 Forex Business: Foreign Exchange Management Act (FEMA); Role of RBI and FEDAI in regulating Foreign Exchange Business of Banks/Authorized Dealers - NRI Customers and various Banking and Investment Products available under FEMA.

Suggested Readings:

- Apte, P. G., *International Financial Management*, Tata McGraw Hill, New Delhi.
- Bose, R. N., *Fundamentals of International Banking*, Macmillan India, New Delhi.
- Chaudhuri, B. K. and Agarwal, O. P., *Foreign Trade and Foreign Exchange*, Himalaya Publishing House, Mumbai.
- Indian Institute of Banking and Finance, *International Banking*, Macmillan, Mumbai.
- Jeevanandam C., *Foreign Exchange: Practice, Concepts & Control*, Sultan Chand & Sons, New Delhi.
- Rajwade, A. V., *Foreign Exchange, International Finance and Risk Management*, Academy of Business Studies, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

CREDIT MANAGEMENT
(MBA-BM-241)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: The objective of this course is to familiarize students with basic concepts of Credit Management.

Course Contents:

Unit 1 Credit Management: Principles and Objectives; Credit Policy in Banks; Types of Bank Advances and Securities, Precautions in Accepting Securities; Attributes of Good Tangible Security.

Unit 2 Credit Planning, Credit Authorization Scheme; Loan Pricing, Need to Improve Quality of Loan Portfolio, Restricting High Growth of Credit to Sensitive Sectors, RBI's Guidelines on Bank Credit Sanctions, Post Disbursal Follow up and Monitoring Credit and Compliance Parameters.

Unit 3 Non-Performing Assets: Meaning and Classification, Income Recognition, Classification and Provisioning of Assets; Reasons, Impacts and Consequences of NPAs; Trends in NPAs, CAMEL Model of Performance Evaluation.

Unit 4 Measures for Recovery of NPAs: Corporate Debt Restructuring, Loan Compromise and One-time Settlement, Recovery through Specialized Branches, Lok Adalats, DRTs and SARFAESI Act.

Suggested Readings:

- Dhal, P. C., *Bank Management–Theory and Practice*, Wisdom Press, New Delhi.
- Gordon, E., and Natrajan, K., *Banking–Theory Law and Practice*, Himalaya Publishing House, New Delhi.
- Mittal R.K., Saini A. K. and Dhingra Sanjay, *Emerging Trends in the Banking Sector*, Macmillan, New Delhi.
- Popli, G. S., and Jian Anuradha, *Principles and Systems of Banking*, PHI, New Delhi.
- Shekhar K. C. and Shekhar Lekshmy, *Banking-Theory and Practice*, Vikas Publications, New Delhi.
- Vijayarangan, G., *Bank Credit Management*, Himalaya Publishing House, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

RISK MANAGEMENT
(MBA-BM-242)

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course objective: The objective of this course is to impart knowledge to students about the measurement, monitoring and control of risk.

Course Contents:

Unit 1 Risk: Meaning and Types; Risk Management: Meaning, Need, Process, Principles of Risk Management; Solvency Risk: Concept of Capital Adequacy and Risk Based Capital, Risk Based Supervision of Banks: Need, Objectives and Process; Implications of Basel Accord I, II and III for Indian Banks.

Unit 2 Credit Risk: Meaning, Need, Components; Credit Risk Management Techniques, Credit Risk Measurement and Credit mitigation, Credit Risk Models, Managing Risk in Inter-Bank Exposure and Off Balance Sheet Exposure.

Unit 3 Market Risk: Meaning, Need and Components, Asset Liability Management System, Management of Interest Rate Risk, Liquidity Risk, Foreign Exchange Risk, Equity Price Risk, Commodity Price Risk, Measurement of Market Risk: Value at Risk (VaR) and Stress Test Techniques.

Unit 4 Operational Risk: Meaning, Components, Scope and Need to Identify Operational Risk, Measurement of Operational Risk: Basic Indicator Approach (BIA), Standardized Approach (SA), Advanced Measurement Approach (AMA), Operational Risk Capital: An Alternative Approach, Principles of Management of Operational Risk.

Suggested Readings

- Bhattacharya, K. N., *Risk Management in Banks*, Himalaya Publishing House, New Delhi.
- Emmett J. Vaughan, *Risk Management*, John Wiley & Sons, New Delhi.
- Indian Institute of Banking and Finance, *Theory and Practice of Treasury and Risk Management in Banks*, Taxmann Publications, New Delhi.
- Kenneth A. Foot, *Financing of Catastrophic Risk*, University of Chicago Press, Chicago.
- Suryanarayana, A., *Risk Management Models: A Primer*, ICAI Reader, Hyderabad.
- Vaish, M., *Financial Risk Management*, Dun & Bradstreet - Tata McGraw-Hill Professional: Finance Essentials Series, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

RURAL BANKING AND FINANCIAL INCLUSION
(MBA-BM-243)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: To expose the students with the functioning of rural credit institutions in India along with the prospects and problems of financial inclusion including priority sector.

Course Contents:

Unit 1 Rural India: Demographic and Economic features; Financing of Rural Development: Functions and Policies of RBI and NABARD; Rural Credit Institutions, Role and Functions, Role of Information and Communication Technologies in Rural Banking, Regulation of Rural Financial Services.

Unit 2 Financial Inclusion: Concept and its role in inclusive growth, Micro Credit, Micro Insurance Scheme, Business Facilitators and Business Correspondents in Rural Financing, SHGs/NGOs, Linkages with Banking.

Unit 3 Priority Sector Financing: Components of Priority Sector, RBI Guidelines; SHGs and Bank Linkages, Micro-finance: Indian and International Scenario; Government Initiatives: Poverty Alleviation Programmes, Provisions regarding Rural Housing and Educational Loans.

Unit 4 Problems and Prospects of Rural Banking: Problems of Rural Branches of Commercial Banks and Regional Rural Banks, Emerging Trends in Rural Banking, Financing poor as Bankable Opportunity.

Suggested Readings:

- Desai Vasant, *Indian Banking-Nature and Problems*, Himalaya Publishing House, Mumbai.
- Gurusamy, S., *Banking in the New Millenium*, Kanishka Publishers, New Delhi.
- Indian Institute of Banking & Finance, *Rural Banking*, Macmillan, Mumbai.
- Indian Institute of Banking, *Rural Banking Operations*, Taxmann, New Delhi.
- Khan, M.Y., *Indian Financial System*, McGraw Hill, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



RETAIL BANKING
(MBA-BM-244)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course objectives: To enable the students familiarizing with operational aspects of Retail Banking products and developing suitable strategies to broaden the retail client base.

Course Contents:

Unit 1 Concept of Retail Banking-Distinction between Retail and Corporate/Wholesale Banking; Products Development Process, Customer Requirements, Liabilities and Assets Products, Approval Process for Retail Loans, Credit Scoring.

Unit 2 Important Retail Asset Products: Home loans, Auto/Vehicle Loans, Personal Loans, Educational Loans: Purpose, Amounts, Margin, Security, Disbursement, Moratorium, Prepayment issues, Repayment/Collection.

Unit 3 Credit/Debit Cards-Eligibility, Purpose, Amounts, Margin, Security, Process of using the Cards, Billing Cycle, Credit Points, Funds Transfer.

Unit 4 Retail Strategies: Tie-up with Institutions for Retail Loans; Delivery Channels-Branch, Extension Counters, ATMs, POS, Internet Banking, Mobile Banking; Marketing of Retail Products; Customer Relationship Management-Role and Impact of CRM, Stages in CRM.

Suggested Readings:

- Agarwal, O. P., *Fundamentals of Retail Banking*, Himalaya Publishing House, Mumbai.
- Jha, S. M., *Banking Marketing*, Himalaya Publishing House, Mumbai
- Uppal, R. K., and Bishnupriya N, *Modern Banking in India*, New Century Publications, New Delhi
- Uppal, R. K., *Banking Services and IT*, New Century Publications, New Delhi
- Guruswamy, S., *Banking in the New Millennium*, New Century Publications, New Delhi
- Indian Institute of Banking and Finance, *Retail Banking*, Macmillan Publishers, Chennai.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

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LEGAL AND REGULATORY FRAMEWORK FOR BANKING
(MBA-BM-245)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: To make the students aware of the regulatory environment for banking.

Course Contents:

Unit 1 Banking Regulation Act 1949, RBI Act 1934, Banking Companies (Acquisition and Transfer of Undertaking) Act 1994, Banking Laws Act, 2012, Control over organization of Banks: Licensing, Paid up capital, Appointment of Chairman and Directors.

Unit 2 Regional Rural Banks Act 1987; Legal aspects of Banking Operations: Borrowers, Credit facilities, Indemnities, Bank Guarantees, Letter of Credit, Laws relating to Bill Finance; Banks and Financial Institutions Act 1993.

Unit 3 Legal Services Authorities Act 1987, Payment and Settlement Act 2007, Prevention of Money Laundering Act 2002, Information Technology Act, 2000.

Unit 4 The Securitization and Reconstruction of Financial Assets and Enforcement of Security Interest Act 2006; Banking Ombudsman Scheme 2006, Mobile Banking Transactions in India: Operative Guidelines for Banks; Lender's Liability Act 1996.

Suggested Readings:

- Cranston Ross, *Principles of Banking Law*, Oxford University Press, New Delhi.
- Gomez Clifford, *Banking and Finance: Theory Law and Practice*, PHI, New Delhi.
- Indian Institute of Banking and Finance, *Legal and Regulatory Aspects of Banking*, Macmillan Publication, New Delhi.
- Tannan, M. L., *Banking Law and Practice in India*, Lexis Nexis, Mumbai.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



SPECIALISATION: INTERNATIONAL BUSINESS

**INTERNATIONAL BUSINESS ENVIRONMENT
(MBA-IB-231)**

Course Credits: 4

Total Marks: 100

External: 70

Internal: 30

Time Allowed: 3 Hours

Course Objective: The primary objective of this course is to acquaint the students to emerging global trends.

Course Contents:

Unit 1 International Business: Concept and Types; Types of Environment- Economic, Political, Social, Technological and Cultural Environment; Recent World Trade and Foreign Investment.

Unit 2 Trade Theories; Balance of Payments; Tariff and Non-Tariff Barriers; Regional Blocks: SAARC, ASEAN, EU, NAFTA, IFC, IDA and ADB.

Unit 3 Multilateral Economic Institutions - IMF, World Bank, WTO, UNCTAD, Euro-Currency Market; Licensing; Joint Ventures; Foreign Direct Investment (FDI) and MNCs.

Unit 4 Contemporary Issues in International Business Environment: Negotiating an International Business; Multilateral Settlements, External Relations Approach and World Financial Environment.

Suggested Readings:

- Bhalla, V. K., and Shivaram, *International Business Environment and Business*, Anmol Publications, New Delhi.
- Black and Sundaram, *International Business Environment*, Excel Books, New Delhi.
- Charles W. Hill, *International Business*, Tata McGraw Hill, New Delhi.
- Daniels, John and Lee H., *Globalization and Business*, Prentice Hall of India, New Delhi.
- Daniels, John and Redebaugh, Lee, *International Business Environment and Operations*, PHI, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

EXPORT IMPORT PROCEDURES AND DOCUMENTATION
(MBA-IB-232)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

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

Course Contents:

Unit 1 Introduction: Meaning, Nature and Significance of Export Import Procedures and Documentation in International Trade; Procedures and Documentation as Trade Barriers; Export Strategy; Import Strategy; Third Party Intermediaries.

Unit 2 Official Machinery for Trade Procedures and Documentation; Export Order Processing: Registration of Exporters; Export Contract; Export Price Quotations; Main Export Documents; Role of Forwarding Agents; Cargo Insurance and Claim Procedure.

Unit 3 Import Order Processing: Registration of Importers; Import Contract; Import Price Quotations; Import Documents; Methods of Payment in International Trade: Collection of Export Bills; UCPDC Guidelines; Realization of Export Proceeds; Provisions of RBI's Exchange Control Manual; Pre-shipment and Post- Shipment Finance.

Unit 4 Major Export Promotion Schemes in India: EPCG, Duty Exemption Scheme; DPEB Scheme; Facility for Deemed Exports; EPC; Commodity Boards; Role of EXIM Bank and ECGC; WTO Provisions regarding Export Import.

Suggested Readings:

- Bhalla, V. K. and Ramu S. Shiva, *International Business: Environment and Management*, Anmol Publication, New Delhi.
- Daniel and Radebaugh, *International Business*, Pearson Education, New Delhi.
- Edward, G. Hinkelman, *International Trade Documentation*, University Science Press, New Delhi.
- Jitendra, M. D., *Export Procedures and Documentations*, Rajat Publications, New Delhi.
- Shukla, Shyam, *International Business*, Excel Books, New Delhi.

Note:

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2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
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FOREIGN EXCHANGE MANAGEMENT
(MBA-IB-233)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: The aim of this paper is to expose the students to the functions and operations of foreign exchange market and the intricacies of the risks involved.

Course Contents:

Unit 1 Introduction: Meaning and Significance of Foreign Exchange, Foreign Exchange Markets- Meaning, Types, Functions and Working of Foreign Exchange Markets; Institutions of Foreign Exchange markets.

Unit 2 Foreign Exchange Rate Systems; Exchange Rate Forecasting; Exchange Rate: Structural Models of Exchange Rate Determination; Mechanics of Currency Trading; Exchange Rate Regime.

Unit 3 Futures and Options: Meaning, Types and Determination of their Market Value; Over the Counter Trade Options; Fisher Black's Optional Pricing Model; SWAPS: Meaning, Types- Currency, Interest Rate Swaps; Credit Risk of Swaps, Forward Exchange Rate in India; Forward Rate as Risk Adjusted Future Spot Rate.

Unit 4 Management of Currency Exposure: Risk Management Process, Objectives of Hedging Policy and its Measurement, Managing Transactions Exposure, Invoicing, Quantity Inertia and Operating Exposure.

Suggested Readings

- Apte, P.G., *International Finance*, McGill, New Delhi.
- Daniels and Radebaugh, *International Business*, Pearson Education, New Delhi.
- Levich, Richard M., *International Financial Markets*, McGraw Hill, New Delhi.
- Wild, John J. and Kenneth, L., *International Business*, Pearson Education, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

MULTI NATIONAL BANKING
(MBA-IB-234)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: The objective of the course is to acquaint the students with the institutional operational aspects of multinational banking.

Course Contents:

Unit 1 Introduction: Meaning, Characteristics, Organization and Factors of Multinational Banking; Bank Lending and Macro Economic Vulnerability.

Unit 2 Bank Lending and Financial Sector Vulnerability; Lending Booms and Banking Sector Vulnerabilities; Cost of Banking Crisis.

Unit 3 International Banking Market: Meaning and Recent Trends; International Capital Market: Forces, Main Components of the International Capital Market; Investment Banks; Eurocurrency Market; Exchange Bank; Role of Banks in International Money and Capital Markets, and International Banking - Mergers and Acquisitions.

Unit 4 International Payment System; International Asset Liability Management; Strategies for Managing Non-Performing Assets, and International Credit Appraisal Techniques.

Suggested Readings:

- Bhalla, V. K., *International Business Management*, Anmol Publications, New Delhi.
- Fabozzi, Frank J., *Foundations of Financial Markets and Institutions* Pearson Education, New Delhi.
- Valdez, Stephan and Molyneux, Philip *Introduction to Global Financial Markets*, Palgrave Macmillan, New York.
- Wild, John J. and Wild, Kenneth, *International Business*, Pearson Education, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

**INTERNATIONAL STRATEGIC MANAGEMENT
(MBA-IB-241)**

**Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours**

Course Objective: To impart knowledge of formulation, implementation and evaluation of strategies in International Management.

Course Content:

- Unit 1** Introduction: Nature and Dimensions of International Strategic Management; Domestic versus International Strategic Management; Functions of International Strategic Planning; Pre-requisites and Complexities of International Business Strategy.
- Unit 2** Strategies for Foreign Market Entry and Penetration: Growth Strategy; International Business Integration; Strategy for Risk and Stability; Revival Strategies; Restructuring and Divestment; Approaches to Strategy Formulation: Traditional Approach; Modern Approaches-Gap Analysis; Capital Investment Theory; ANSOFF' Adaptive Search Approach.
- Unit 3** Portfolio Approaches, Boston's Model; GE-McKinsey Model; Hofer's Model and Shell's Directional Policy Model; Competitive Strategy Vis-à-vis Domestic Firms.
- Unit 4** Strategy Implementation: Role and Responsibility of the Corporate Leader; Impact of Competition, Corporate Culture and Personal Values; Organizational Structure for Strategy Formulation; Factors of Successful Implementation of Multinational Strategy.

Suggested Readings:

- Ansoff, H. I., *Corporate Strategy*, McGraw Hill, London.
- Dunning, J. H., *Explaining International Production*, Routledge Revivals.
- Garpand, J. and Farmer, R. N., *International Dimensions of Business Policy and Strategy*, Kent Publishing Co., Boston Massachusetts.
- Porter, M. E., *Competitive Strategy*, Free Press, New York.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



INTERATIONAL LOGISTICS
(MBA-IB-242)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: To impart knowledge of formulation, implementation and evaluation of strategies in International Logistics.

Course Contents:

Unit 1 Introduction: Meaning, Characteristics, Importance of Logistics and its Interface with Production and Marketing Components.

Unit 2 Logistical Mission Services and Costs; Logistic Operations Integration; Customer Service; International Supply Chain Relationship; International Supply Contracts; Logistical Resources; Information Forecasting; Inventory Strategy and Management; International Transportation Infrastructure and Management.

Unit 3 International Commercial Documentation; Warehouse Management and Material Handling; Export Packaging; Logistics Positioning; Role of Information Technology in Logistics; Information Management for Global Logistics; Logistics Service Firms and Third Party Logistics.

Unit 4 Planning Design Techniques; Planning Costing and Pricing; Operations and Logistics Control; Measuring Performance in Functional and Sectoral Integration; Control and Security Aspects in International Logistics.

Suggested Readings:

- Bowersoze, Douald, J. and J. David Cross, *Logistic Management: The Integrated Supply Chain Process*, McGraw Hill, New Delhi.
- Christopher, Martin, *Logistics and Supply Chain Management: Strategies for Reducing Cost and Improving Service*, Pearson Education, New Delhi.
- Khanna, K. K., *Physical Distribution Management: Logistical Approach*, Himalaya Publishing House, New Delhi.
- Laylor, David, *Manufacturing Operations and Supply Chain Management*, Thomsan Learning, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
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REGIONAL ECONOMIC BLOCKS
(MBA-IB-243)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: To familiarize the students with the theoretical framework of the theory of economic integration and its impact on trade and investment flows among the regions and on the global economy.

Course Contents:

Unit 1 Theory of Economic Integration, Economic Integration and Endogenous Growth, Benefits and costs of Economic Integration, Economic Integration Schemes.

Unit 2 Regional Blocks; Selected Regional Blocks – NAFTA, EU, ASEAN, SAARC; Globalization vs. Regionalization;

Unit 3 Building Blocks and Stumbling Blocks; Ongoing Challenges, Environment Volatility; Rise of Global Mania; Regional Alternatives.

Unit 4 Regionalism in World Economy; Regional Competition; New Organizational Challenges; India's Free Trade Agreements.

Suggested Readings:

- Balkassa, Bela, *Theory of Economic Integration*, Routledge Revivals, New Delhi.
- Dreze, Jean and Sen, Amratya, *Indian Development: Selected Regional Perspective*, Oxford University Press, New Delhi.
- Krugman, Paul R and Obstfeld, M., *International Economics*, Pearson Education, New Delhi.
- Machlup, F, *A History of Thought on Economic Integration*, Palgrave Macmillan, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.



CROSS CULTURAL AND GLOBAL MANAGEMENT
(MBA-IB-244)

Course Credits: 4
Total Marks: 100
External: 70
Internal: 30
Time Allowed: 3 Hours

Course Objective: To develop a diagnostic and conceptual undertaking of the cultural and related behavioral variables in the International Organizations.

Course Contents:

Unit 1 Human and Cultural Variables in Global Organizations. Cross Cultural Differences and Managerial Implication; Cross Cultural Research Methodologies and Hofstede's Study.

Unit 2 Structural Evolution of Global Organizations; Cross Cultural Leadership and Decision Making; Management of Cultural Diversity.

Unit 3 Cross Cultural Communication and Negotiation; Human Resource Management in Global Organization; Management of Industrial Relations.

Unit 4 Ethics and Social Responsibility in International Business; Western and Eastern Management Thoughts in the Indian Content.

Suggested Readings:

- Alder, N. J., *International Dimensions of Organizational Behaviour*, Cengage Learning, Delhi.
- Bartlett, A. C. and Beamish, W.P., *Transnational Management: Text, Cases and Readings in Cross Border Management*, McGraw Hill Education, New Delhi..
- Dowling, P. J., Schuler S.R. and Welch E.D. *International Dimensions of Human Resource Management*, Cengage Learning, Delhi.
- Hodgett, G., *Cultures Consequence: International Differences in Work Related Values*, Sage Publications, New Delhi.

Note:

1. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
2. The evaluation of students consists of both internal and external evaluation. Internal evaluation includes mid-term examination (20 marks) covering two units of the syllabus, an assignment (05 marks) and class attendance (05 marks). The external evaluation includes end-term examination of 70 marks covering the whole syllabus.
3. For end-term examination, the examiner is required to set nine questions in all. The first question will be compulsory consisting of short-answer questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set unit-wise comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit including the compulsory question. All questions carry equal marks.

