

# **COURSE CURRICULUM**



**(w. e. f. Academic Session 2018-19)**

**TWO-YEAR**

**M.COM PROGRAMME**

**(4 SEMESTERS)**

**HARYANA SCHOOL OF BUSINESS**

**Guru Jambheshwar University of Science  
& Technology, Hisar**

# **SCHEME AND SYLLABUS OF M.COM PROGRAMME**



**(w. e. f. Academic Session 2018-19)**

**TWO-YEAR  
M.COM  
PROGRAMME  
(Semester Based)**

**HARYANA SCHOOL OF BUSINESS**  
**GURU JAMBHESHWAR UNIVERSITY OF SCIENCE  
& TECHNOLOGY, HISAR**

## SCHEME AND INSTRUCTION FOR M.COM EXAMINATION

- 1.) Name of the Course: Master of Commerce (M.Com.)
- 2.) Duration of the Course: Two Years (Four Semesters)
- 3.) Objectives: The main objective of the course is to strengthen the theoretical, analytical and applied knowledge base of students so as to suitably equip them for academics, research and business world requirements.
- 4.) Eligibility for Admission: Any Commerce Graduate/Graduate with BA with Economics/BBA with minimum 50% marks from the recognized university or Fellow of ICSI/ICAI/ICFAI/ICWAI/Similar Body.
- 5.) Maximum Time Allowed: The maximum duration allowed to complete the course will be 4 years.
- 6.) Award of Degree: The degree is for 2500 marks in total. The successful candidate with minimum 40 per cent marks in aggregate and 40 per cent marks in individual paper will be awarded the Master Degree of Commerce. The Divisions (in CBS System) will be as under:
- With 40% or more mark But less than 50% marks : Third Division
  - With 50% and more but Less than 60% marks : Second Division
  - With 60% marks and above : First Division
- 6.) Mode of Imparting Learning: The students who are enrolled in this course shall be imparted through regular class-room teaching/learning.
- 7.) Medium of Instructions: The medium of instructions/exam shall be in English.
- 8.) General Rules: The candidates admitted in this course will be governed by the general rules and regulations of the university and Haryana School of Business as incorporated in the ordinances/statutes/prospectus etc.
- 9.) Note to Examiner: The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks. The maximum time allotted for the major test is 03 (three) hours.
10. Scheme of Examination: The M. Com programme is divided into four semesters (two semesters in the first year and two semesters in the second year). Every semester ordinarily shall be of 21 weeks duration inclusive of teaching, and examination. Each paper will have maximum marks 100 in the ratio of 70% external and 30% internal. The distribution of the weightage of marks as per Ordinance for Credit Based System for Courses of Studies w.e.f. the academic session 2015-16 is as under:
- End Semester/Major Test (External, maximum time allotted is three hours) : 70% or 70 Marks
  - Minor Tests (two) : 10% or 10 Marks
  - Attendance & Co-curricular Activities : 20% or 20 Marks  
(Assignment, Viva-Voce, Presentation, Subject Quiz and Group Discussion etc)

- Max. Marks : 100
- Passing Marks : 40 Marks

The students who fail in sessionals as well as in aggregate will have the option to improve their score in the sessionals giving a special chance to such students. However, no student will be eligible to improve his score of internal assessment, if he/she has already scored 40% marks in aggregate as well as in external examination. A student who could not secure 40% marks in external will have to reappear in the external examination of the respective paper.

### **FIRST SEMESTER**

<b>SEMESTER-I</b>			
<b>Course Code</b>	<b>Course Title</b>	<b>Workload L-----P-----T</b>	<b>Number of Credits</b>
MC-101	Management Process and Organization Behaviour	4 0 1	5 Credits
MC-102	Business Environment	4 0 1	5 Credits
MC-103	Managerial Economics	4 0 1	5 Credits
MC-104	Financial Accounting and Reporting	4 0 1	5 Credits
MC-105	Business Statistics	4 0 1	5Credits
MC-106	Computer Applications in Business and Cyber Security*	3 2 0	5Credits

*\* For paper MC-106: Theory paper of 40 marks, Practical exam of 30 marks and Internal assessment of 30 marks will be conducted. For practical exam name of internal & external examiners will be provided by Director, HSB, GJUS&T, Hisar.*

### **SECOND SEMESTER**

<b>SEMESTER-II</b>			
<b>Course Code</b>	<b>Course Title</b>	<b>Workload L-----P-----T</b>	<b>Number of Credits</b>
MC-201	International Business	4 0 1	5 Credits
MC-202	Financial Management	4 0 1	5 Credits
MC-203	Marketing Management	4 0 1	5 Credits
MC-204	Human Resource Management	4 0 1	5 Credits
MC-205	Management and Cost Accounting	4 0 1	5Credits
MC-206	Research Methodology	4 0 1	5Credits
MC-207	Seminar on Indian Ethos and Contemporary issues in Business (Internal)*		2.5Credits

*\* Seminar will be organized by a committee of not less than two teachers.*

### **THIRD SEMESTER**

#### **Compulsory Courses:**

<b>SEMESTER-III</b>			
<b>Course Code</b>	<b>Course Title</b>	<b>Workload L-----P-----T</b>	<b>Number of Credits</b>
MC-301	E commerce	4 0 1	5 Credits
OE	<b>Open elective</b>	4 0 1	5 Credits

**Generic Elective or Optional Groups:** \*In case of core (single) specialization the students are required to opt four papers from the same specialization while in case of dual specialization the students are required to opt two papers from each specializations in addition to one paper from the **Open Elective Papers** offered by MBA (GEN.)/MBA Finance/ MBA Marketing/ MBA International Business in Semester III.

**List of Open Elective Papers for Semester III:**

Course Code	Course Title	Workload			Number of Credits
		L-----	P-----	T	
OE-301	Counseling Skills for Managers	4	0	1	5 Credits
OE-302	Fundamentals of Econometrics	4	0	1	5 Credits
OE-303	Personal Finance	4	0	1	5 Credits
OE-304	Applications of Marketing	4	0	1	5 Credits
OE-305	Export Import Procedure and Documentation	4	0	1	5 Credits
OE-307	Indian Ethos and Values	4	0	1	5 Credits

**List of Generic Elective or Optional Groups:**

**Accounting and Finance**

Course Code	Course Title	Workload			Number of Credits
		L-----	P-----	T	
MCF-311	Contemporary Issues in Accounting	4	0	1	5 Credits
MCF-312	Financial Restructuring and Valuation	4	0	1	5 Credits
MCF-313	Financial Statement Analysis	4	0	1	5 Credits
MCF-314	Security Analysis	4	0	1	5 Credits
MCF-315	Foreign Exchange Management	4	0	1	5 Credits
MCF-316	Risk Management and Insurance	4	0	1	5 Credits

**Marketing Management**

Course Code	Course Title	Workload			Number of Credits
		L-----	P-----	T	
MCM-321	Marketing of Services	4	0	1	5 Credits
MCM-322	Consumer Behaviour	4	0	1	5 Credits
MCM-323	Integrated Marketing Communication Strategy	4	0	1	5 Credits
MCM-324	Sales and Distribution Management	4	0	1	5 Credits
MCM-325	Logistics Management	4	0	1	5 Credits
MCM-326	Product and Brand Management	4	0	1	5 Credits

**Human Resource Management**

Course Code	Course Title	Workload			Number of Credits
		L-----	P-----	T	
MCH-331	Human Resource Planning	4	0	1	5 Credits
MCH-332	Labour Laws	4	0	1	5 Credits
MCH-333	Management of Industrial Relations	4	0	1	5 Credits
MCH-334	Leadership Dynamics	4	0	1	5 Credits
MCH-335	Compensation Management	4	0	1	5 Credits
MCH-336	Business Negotiation	4	0	1	5 Credits

**FOURTH SEMESTER**

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**Compulsory Courses:**

SEMESTER-IV			
Course Code	Course Title	Workload L-----P-----T	Number of Credits
MC-401	Corporate Governance and Business Ethics	4 0 1	5 Credits
MC-402	Business Legislation	4 0 1	5 Credits
MC-403	Comprehensive Viva- Voce (External)		2.5 Credits

**Optional Groups:** In case of core (single) specialization the students are required to opt four papers from the same specialization while in case of dual specialization the students are required to opt two papers from each specializations (**specialization should be same as opted in the 3<sup>rd</sup> semester**)

**Accounting and Finance**

Course Code	Course Title	Workload L-----P-----T	Number of Credits
MCF-411	Managing Banks and Financial Institutions	4 0 1	5 Credits
MCF-412	Financial Market and Services	4 0 1	5 Credits
MCF-413	Business Taxation	4 0 1	5 Credits
MCF-414	Portfolio Management	4 0 1	5 Credits
MCF-415	Financial and Commodity Derivatives	4 0 1	5 Credits
MCF-416	Public Finance	4 0 1	5 Credits

**Marketing Management**

Course Code	Course Title	Workload L-----P-----T	Number of Credits
MCM-421	Retail Management	4 0 1	5 Credits
MCM-422	Rural Marketing	4 0 1	5 Credits
MCM-423	Industrial Marketing	4 0 1	5 Credits
MCM-424	Social Marketing	4 0 1	5 Credits
MCM-425	Digital and Social Media Marketing	4 0 1	5 Credits
MCM-426	Customer Relationship Management	4 0 1	5 Credits

**Human Resource Management**

Course Code	Course Title	Workload L-----P-----T	Number of Credits
MCH-431	Performance Management	4 0 1	5 Credits
MCH-432	Labour Welfare and Social Security	4 0 1	5 Credits
MCH-433	Managing Interpersonal and Group Processes	4 0 1	5 Credits
MCH-434	Counseling Skills	4 0 1	5 Credits
MCH-435	Organisational Change and Intervention Strategies	4 0 1	5 Credits
MCH-436	Global Human Resource Management	4 0 1	5 Credits

# FIRST SEMESTER

Time Allowed: 3 Hours

Max. Marks: 70

**Objective:** The objective of this course is to analyze the major concepts and theories of management and to analyze the major concepts of organizational behavior.

**COURSE CONTENTS:****Unit- I**

Meaning, nature and scope of management; Management thoughts; Approaches to management: Scientific process, Decisions theory school, Quantitative and system school, Contingency theory of management; Managerial skills; Social responsibility of managers.

**UNIT-II**

Managerial Functions: Planning - concepts significance, types; Organizing – concept principles, types of organizations, authority responsibility, power, delegation, decentralization, Staffing; Directing (Leading, Motivating and Communicating); Coordinating; controlling, process and techniques.

**UNIT-III**

Organizational Behaviour: concepts, determinants, challenges and opportunities of OB; contributing disciplines to the OB; Organizational culture and climate; Factors affecting OB; Understanding and managing individual behavior, Personality, Perception, Values, Attitudes and Learning.

**UNIT-IV**

Understanding and managing group behavior: Interpersonal and group dynamics; Transactional Analysis; Applications of Emotional Intelligence in organizations. Communication: process, models of communication, issues in organizational communication. Organizational Change; to analyze the major concepts of organizational behaviour in business Organizational Development; Conflict Management and Stress Management.

**SUGGESTED READINGS:**

1. Robbins; S.P., *Organizational Behaviour* (13th edition), Prentice Hall of India Pvt. Ltd., New Delhi.
2. Luthans, Fred, *Organizational Behaviour*, 11th Edition, Mc Graw Hill International, New York.
3. Robins S.P., *Organizational Theory: Structure Design and Application*, 3rd ed., Prentice Hall of India Pvt. Ltd..
4. Newstrom, John W. and Keith Devis, *Organizational Behavior: Human Behavior at Work*, Tata McGraw Hill, New Delhi.
5. Ivancevich : John and Micheel T. Matheson : *Organisational Behaviour and Management*, Tata McGraw Hill, New Delhi.
6. Hersey, Paul. Kenneth H. Blanchard and Dewey E Johnson: *Management of Organizational Behaviour, Utilizing Human Resources*, Prentice Hall, New Delhi.

**Internet Modules:**

1. <http://nptel.ac.in/courses>

**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 examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.



**Objective:** The objective of this course is to analyze the micro and macro environment of business in coherent and critical manner.

#### UNIT-I

Indicators of Internal and External Business environment; Environmental scanning and risk assessment; Concepts of Economic systems; New Industrial Policy-1991 and Recent Financial and Economic Reforms, Recent Monetary and Fiscal Policy and their impact on Business Environment.

#### UNIT-II

Impact of Political, Economic, Social and Technological Environment on the Emerging Sectors of Indian Economy: Public Sector, Private Sectors, Services Sector and SME Sector; Privatization in India; Public Private Partnership; Challenges and Opportunities in the Rural sector.

#### UNIT-III

Globalization Business Environment; Opportunities and challenges for MNCs in India; Foreign investment in India; Indian Foreign Trade and its Impact on Balance of Payment, Exchange rate Movements and India's Competitiveness in the world economy; World Trade Trends and Economic Integration. Contemporary Issues: Climate change, Food security, Geopolitics Sustainable Development and De-Globalization.

#### UNIT-IV

Legislations for Social Responsibilities- Consumer protection Act, 1986 and its Amendments, Competition Act, 2002 and its Amendments and Environmental Protection Act, 1986; Foreign Exchange Management Act, 1999 (FEMA) and their influences on the Business Environment.

#### SUGGESTED READINGS:

1. Faisal Ahmed and M. Absar Alam. Business Environment: Indian and Global Perspective, PHI, New Delhi. 2014
2. Cherunilam, Francis, *Business Environment*, Himalya Publishing House.
3. Misra, S.K. & Puri, V.K., *Indian Economy*, Himalya Publishing House.
4. Aswath Thapa, K., *Business Environment*, Excel Books.
5. Bedi S.K., *Business Environment*, Excel Books.
6. Khujan Singh, *Business Environment – Theory and Practice*, IAHRW Publications
7. Paul Jastin, *Business Environment*, Tata Mc Graw Hill.
8. Economic Survey, Govt. of India.

#### Internet Modules:

1. <http://nptel.ac.in/courses>

#### 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 examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

MC: 103

## MANAGERIAL ECONOMICS

Time Allowed: 3 Hours

M.M:70

**Objective:** *The objective of this course is to acquaint the students with concepts and techniques used in the field of economics and to enable them to apply this knowledge in business decision-making. Emphasis is given to changes in the nature of business firms in the context of globalization.*

### UNIT-I

Theory of demand and consumer equilibrium-utility and indifference curve approach; Demand function; Elasticity of demand and its significance in managerial decision-making; Demand forecasting and its techniques.

### UNIT-II

Theory of Cost: Types of cost: production cost, selling cost, R&D Cost, short run and long run cost curves, relation between cost and revenue, break-even point; Economies and diseconomies of scale and scope; Production function : Short term and long run production function, law of variable proportion and return to scale, Iso-quant curves.

### UNIT-III

Market Structure and Competition: Price and output determination under perfect competition, monopoly, monopolistic competition and oligopoly.

### UNIT-IV

Modern theories of firm: Bamoul's theory of sales maximization, Managerial Theory, Behaviourial Theory; National Income: Concept and Measurement.

#### Suggested Readings:

1. Ferguson, P. R. Rothschild, R. Ferguson G.J. , Business Economics, Palgrave Macmillan.
2. Dwivedi, D.N., *Managerial Economics*, Vikas Publication.
3. Salvatore, *Managerial Economics in Global Economy*, Thomson Learning.
4. Thomas, C.R. & Maurice S.C., *Managerial Economics*, Tata McGraw Hill.
5. Koutsoyiannis, A., *Modern Economics*, Macmillan

#### Internet Modules:

1. <http://nptel.ac.in/courses>

#### 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 examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

Time Allowed: 3 Hours

Max. Marks: 70

**Objective:** The objective of this course is to analyze the major concepts of financial accounting and reporting in business in lucid and critical manner.

**COURSE CONTENTS:****UNIT-I**

Introduction to Accounting: Meaning, nature and scope, branches of accounting; Generally accepted accounting principles (GAAP); Demand and supply of financial statement information: Parties demanding financial statement information, Conflicts among parties, factors affecting demand for financial statement information.

**UNIT-II**

Accounting Cycle: Business transactions and source documents, Analyzing transactions, Journalizing and posting transactions, preparing a trial balance, adjusted trial balance and preparation of financial statements of trading concerns. Final Accounts with adjustments.

**UNIT-III**

The conceptual framework of financial Statements: purpose of the framework, scope and coverage, Qualitative characteristics of financial statements, Concept of capital and capital maintenance. Performa financial statements of corporate entities. Significance of notes to financial statements and accounting policies. Other financial reports: Auditor's report, Directors report and corporate governance report.

**UNIT-IV**

Quality of earnings: Window dressing, Creative financial practices, impact of extraordinary items, Quality of disclosure in reported earnings. Financial Distress: meaning, indicators, models of distress prediction.

**SUGGESTED READINGS:**

1. Foster, George, Financial Statement Analysis, Pearson Education Incl., Second Edition.
2. Gupta, R.L. and Radhaswamy, M., Advanced Accountancy Sultan Chand & Sons, New Delhi.
3. Shukla, M.C., Grewal, T.S. and Gupta, S.C., Advanced Accounts, S. Chand & Company, New Delhi.
4. Anthony R.N., D.F. Hawkins and K.A. Merchant, *Accounting: Text and Cases*, McGraw Hill, 1999
5. Jawahar Lal, Accounting Theory and Practice, Himalaya Publishing House, 2008.

**Internet Modules:**

1. <http://nptel.ac.in/courses>

**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 examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

**Objective:** The basic objective of the course is to equip the students in monitoring, understanding and analyzing the inherent variations of different systems for the purpose of decision making.

**COURSE CONTENTS:****UNIT-I**

Univariate analysis: central tendency, dispersion, coefficient of variation, skewness and kurtosis; Probability: Introduction, importance, calculation of probability, addition theorem, multiplication theorem, conditional probability, Bayes Theorem, Mathematical expectation. Theoretical probability distributions: Binomial, Poisson, Normal Distribution; their characteristics and applications.

**UNIT-II**

Sampling: probability and non probability sampling methods; Sampling distribution and its characteristics; Hypothesis testing: hypothesis formulation, type of errors and power test; Analysis of variance, Chi-square test

**UNIT-III**

Correlation analysis: simple, partial and multiple correlations; Regression analysis: simple linear regression model, ordinary least square method. Time series analysis: components of a time series and their measurements and uses.

**UNIT-IV**

Index numbers: meaning and types, methods for measuring indices, adequacy of indices; Statistical quality control: causes of variation in quality, Control Charts, Acceptance sampling.

**Suggested Readings:**

1. Gupta, S.P., *Statistical Methods*, Sultan Chand & Sons
2. Anderson, Sweeney and Williams, *Statistics for Business and Economics*, Cengage Learning.
3. Ken Black, *Business Statistics*, Wiley.
4. Levin, Richard I and David S Rubin, *Statistics for Management*, Prentice Hall, Delhi.
5. Aczel and Sounderpandian, *Complete Business Statistics*, Tata McGraw Hill, New Delhi.
6. Hooda, R.P., *Statistics for Business and Economics* Macmillan, New Delhi.
7. Heinz, Kohler, *Statistics for Business & Economics*, Harper Collins, New York.
8. Lawrence B. Morse, *Statistics for Business & Economics*, Harper Collins, NY

**Internet Modules:**

1. <http://nptel.ac.in/courses>

**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 examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

## **MC: 106 COMPUTER APPLICATIONS IN BUSINESS AND CYBER SECURITY**

**Time Allowed: 3 HRS**

**Theory: 50; Practical: 50**

**Objective:** *The Objective of this course is to familiarize the student with basic concepts of information technology, its application in business and make them conscious of cyber security laws and practice.*

### **Course Contents:**

#### **UNIT-I**

Software Packages for Office Applications- Word Processing using MS Word, Spreadsheets using MS Excel, Presentations using MS Power Point, Creating web pages and web applications with HTML, Business functionalities using Tally software.

#### **UNIT-II**

Electronic Data Processing: An introduction; Data processing cycle; data hierarchy; data file structure; file organization, Data Base Management Systems

#### **UNIT-III**

Telecommunication and Networks: Types of Telecommunication Networks, Telecommunications Media, Network Topologies, Network Architectures-The OSI Model. The Internet, Intranet and Extranets: Operation of the Internet, Services provided by Internet, World Wide Web, Intranets and Extranets.

#### **UNIT-IV**

Cyber Security: Perspective of Cyber security, Application security, Information security, Network security, End-user education, Cryptography / Encryption, Security issues in wireless, Security Threats and Vulnerabilities, Ethical Responsibility - Business Ethics, Technology Ethics; Cyber Crime and Privacy Issues. Brief introduction to Information Technology Act, 2000, IT (Amendment) Act

### **Suggested Readings:**

1. Ram, B., Computer Fundamentals, New Age Publications.
2. Rajaraman, V., Introduction to Information Technology, PHI.
3. Shrivastava., Fundamental of Computer & Information Systems ,Wiley Dreamtech.
4. Chwan-Hwa (John) Wu, J. David Irwin, Introduction to Computer Networks and Cybersecurity, CRC Press.
5. Aparna Viswanathan, Cyber Law, LexisNexis Butterworths

### **Internet Modules:**

1. <http://nptel.ac.in/courses>

### **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 examiner is required to set nine questions in all. The first question will be compulsory consisting of four short questions covering the entire syllabus. In addition to that eight more questions will be set, two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions will be of 8 marks each.
3. The marks will be awarded by the external and internal examiners jointly in practical examination.

# SECOND SEMESTER

**Objective:** The objective of this course is to analyze the major concepts of international business in business in coherent and critical manner.

**COURSE CONTENTS:**

## UNIT- I

International Business: Importance, nature and scope; Management of international business operations – complexities and issues; IT and international business; India's involvement in International Business; Factors affecting International Business: Social and Cultural, Economic, Political, Legal and technological advancement; Globalization - Features and Components, Advantages and Disadvantages.

## UNIT- II

Theories of international trade: Classical and modern theories of international trade; Modes of entry into International Business: Exporting, Licensing, Franchising, Contract Manufacturing, Trunk projects, Foreign Direct Investments and Joint Ventures.

## UNIT- III

Multinationals (MNCs) in International Business: Issue in investment, technology transfer, pricing and regulations; International collaborations and strategic alliances. Trade barriers: tariff and non-tariff barriers, optimal tariff; Balance of payments; Exchange rate determination.

## UNIT- IV

International Economic Institutions: WTO, IMF, World Bank. WTO and India; Regional Economic Integration; Theory of customs union: Partial and General Equilibrium analysis; Emerging markets: BRICS and ASEAN.

**SUGGESTED READINGS:**

1. Danoes, John D. Radebaugh, Lee H., and Daniel P. Sullivan *International Business: Environment and Operations*, Prentice Hall.
2. Czinkota, Ronkainen and Moffett, *International Business*, Cengage Learning, 7<sup>th</sup> ed.
3. Griffin, Ricky W. and Pustay, Michael W, *International Business: A Managerial Perspective*, Prentice Hall.
4. Hill, Charles, W.L., *International Business*, McGraw Hill Company, New York,.
5. P. Subba Rao, *International Business*, Himalaya Publishing House.
6. Sharan, V. *International Business, concept, Environment and Strategy*, Pearson Education.

## Internet Modules:

1. <http://nptel.ac.in/courses>

**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 examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

MC: 202

**FINANCIAL MANAGEMENT**

Time Allowed: 3 Hours

Max. Marks: 70

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

**COURSE CONTENTS:**

**UNIT-I**

Financial Management: meaning, objectives and scope; types of financial decisions, risk-return framework for financial decision –making; Time value of money; Capital Budgeting Decisions: nature, importance and types of investment decision; techniques of evaluating capital budgeting decisions, risk analysis in capital budgeting.

**UNIT-II**

Capital Structure Decisions: optimum capital structure; theories of capital structure; factors determining capital structure. Sources of long term and short term finance. Cost of Capital: concept and importance; computations of cost of various sources of finance; weighted average cost of capital.

**UNIT-III**

Working Capital Management: Concept and types of working capital; operating cycle, determinants of working capital, estimation of working capital requirement; working capital policy; Management of cash, accounts receivables and inventories; financing working capital.

**UNIT-IV**

Dividend Policy: Dividend and its forms, theories of dividend policy and their impact on the value of a firm; types of dividend policy; Corporate Restructuring: Types of business combinations, motives of mergers and acquisitions, valuation of mergers and acquisitions.

**Suggested Readings:**

1. Van Horne, James C., *Financial Management and Policy* , Prentice Hall of India.
2. Pandey I. M., *Financial Management*, Vikas Publishing.
3. Damodaran, A, *Corporate Finance: Theory and Practice* , John Wiley & Sons.
4. Hampton, John. *Financial Decision Making*, Englewood Cliffs, Prentice Hall Inc.
5. Khan, M.Y. & Jain, P.K., *Financial Management*, McGraw Hill.

Internet Modules:

2. <http://nptel.ac.in/courses>

**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 examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.



Time Allowed: 3 Hours

Max. Marks: 70

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

#### Unit-I

Nature, Scope and concept of marketing, corporate orientations towards the marketplace; Marketing Mix; Marketing Environment and Environment scanning; Marketing information system and Marketing research; Understanding consumer and industrial markets; Market segmentation, Targeting and Positioning.

#### Unit-II

Product decisions: product concept, classification of products, product mix, product life cycle, new product development, branding packaging and labelling decisions; Pricing Decisions: significance of price, factors affecting pricing decisions, procedure of setting price, pricing methods, pricing policies and strategies.

#### Unit-III

Distribution channels and Logistics management: nature, types and role of intermediaries, factors influencing the channel selection, intensity of market coverage; Channel behaviour and Organization: conflict management, vertical marketing system, horizontal marketing system, hybrid marketing system; Logistics management: objectives and major decisions areas of logistics.

Promotional and communication decisions: promotion as communication, elements of promotion mix, factors influencing promotion mix, role of advertising, sales promotion, personal selling and public relations

#### Unit-IV

Holistic marketing for the long run: Trends in marketing practices, Internal marketing, Socially responsible marketing, Marketing implementation and control; New issues in marketing- Globalization, Consumerism, Green marketing, Direct marketing, Network marketing, Event marketing, Rural marketing, Ethics in marketing.

#### Readings and References

1. Kotler, Philip & Armstrong, G., Principles of Marketing.
2. Kotler Philip, Marketing Management.
3. Perreault, William D. & McCarthy, Jr. E. Jerome, Basic Marketing.
4. Czinkota & Kotabe, Marketing Management.
5. Ramaswamy, V. S. & Namakumari, S., Marketing Management: Planning, Control.
6. Kotler, Lane and Keller., Marketing Management, 15<sup>th</sup> edition.
7. Rajan Saxena, Marketing Management.
8. R.Srinivas, Case Studies in Marketing - Indian context.
9. Stanton, Fundamentals of Marketing.
10. Bovee and John Thill, Marketing.

#### Additional Suggested Reading for Broader Understanding –

11. C. K. Prahalad, The Fortune at the Bottom of Pyramid
12. Matt Haig, 100 Brand Failures
13. W. Chan Kim & Renee Mauborgne, Blue Ocean Strategies.

#### Internet Modules:

1. <http://nptel.ac.in/courses>

#### 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 examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

**MC: 204**

**HUMAN RESOURCE MANAGEMENT**

**Time Allowed: 3 Hours**

**Max. Marks: 70**

**Objective:** *In a complex world of industry and business, organizational efficiency is largely dependent on the contribution made by the members of the organization.. The objective of this course is to sensitize students to the various facets of managing people and to create an understanding of the various policies and practices of human resource management.*

**Course Contents:**

**UNIT-I**

Concepts and perspectives of Human Resource Management; Human Resources Management in a changing environment; Managerial and operative functions of HRM

**UNIT-II**

Recruitment, Placement and Retention Strategies; Human Resource Planning; Job Analysis; Methods of Manpower Search; Attracting, Selecting and Retaining Human Resources; Induction and Socialization.

**UNIT-III**

Training and Development: Manpower Training and Development; Performance Appraisal and Potential Evaluation; Career and Succession Planning; Talent Management.

**UNIT-IV**

Employee Relations and Compensation Administration: Job Evaluation and Compensation Management; Incentives and Employee Benefits; Employee Welfare; Industrial Relation; Employee Separation Practices, HR Accounting and audit.

**Suggested Readings:**

1. Aswathappa, K., *Human Resource and Personnel Management*, Tata McGraw Hill.
2. Dessler, G., *Human Resource Management*, Pearson Education.
3. Venkatesh, D.N. & Jyothi P., *Human Resource Management*, Oxford University Press.
4. Bohlander, G. & Snell, S., *Human Resource Management*, Cengage Learning.
5. Patnayak, B., *Human Resource Management*, PHI Learning.
6. Rao, V.S.P., *Human Resource Management*, Excel Books.
7. Cascio, W.Y., *Managing Human Resources*, Irwin-McGraw Hill.

**Internet Modules:**

1. <http://nptel.ac.in/courses>

**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 examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

**Objective:** The objective of this course is to analyze the major concepts and theories of management accounting in coherent and critical manner.

**COURSE CONTENTS:****UNIT- I**

Management Accounting-Nature, Functions, Objectives and Scope; Financial Accounting vs. Cost Accounting vs. Management Accounting; Role and Responsibilities of Management Accountant in a Business Organization. Cost Accounting: Meaning, cost concepts and classifications.

**UNIT- II**

Budgetary Control: Definition; Installation of the System; Classification of the Budgets; Behavioural aspects of Budgeting. Standard Costing and Variance Analysis: Concept; Setting of Standards; Analysis of different types of material, labour, overhead and sales variances.

**UNIT- III**

Marginal Costing and Break even analysis: Cost – Volume- Profit Analysis; Different types of Break-even Points and Charts; Application of Marginal costing to managerial decision making.

**UNIT- IV**

Responsibility Accounting: Concept and significance; Organisational structure and Decentralization; cost and benefits of decentralization; Responsibility Centers: Cost Centre, Revenue centre, Profit centre and Investment centre; Transfer pricing; Alternative Transfer Pricing Methods. Divisional Performance Measurement: Return on Investment; Residual Income; Economic Value Added and Return on Sales; Non – Financial Performance measures; Balanced Scorecard.

**SUGGESTED READINGS:**

1. Anthony A. Atkinson,, Robert S. Kaplan– Advanced Management Accounting – Prentice Hall of India, N. Delhi.
2. Charles T. Horngren, Gary L. Sundem and William O. Stratton – Introduction to Management Accounting – Pearson Education, Delhi.
3. Bhattacharyya, Debarshi – Management Accounting – Pearson.
4. Charles T. Horngren, George Foster and Srikant M. Daller – Cost Accounting : A Managerial Emphasis – Prentice Hall of India, New Delhi.
5. M.Y.Khan, P.K.Jain – Management Account – Tata McGraw Hill.

**Internet Modules:**

1. <http://nptel.ac.in/courses>

**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 examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

**Objective:** The objective of this course is to analyze the major concepts of research methodology in business in coherent and critical manner.

**COURSE CONTENTS:****UNIT-I**

Introduction to Business Research. Formulation of the research problem and development of research hypotheses. Characteristics of Good Research, Ethics in Business Research. Research Process: Problem definition, Research Process, Research Design (Exploratory Research, Descriptive research and Experimental Research)

**UNIT-II**

Data collection, measurement and scaling: Secondary data collection methods, qualitative methods of data collection, attitude measurement and scaling, and questionnaire designing. Sampling Design: Sampling concepts, sampling techniques, sample size determination and data processing.

**UNIT-III**

Preliminary data analysis and interpretation: Univariate and Bivariate analysis of data, Testing of hypotheses, Analysis of variance techniques ( one way and two way ANOVA), non-parametric tests ( chi-square test, run test, one sample and two sample sign test, Mann- Whitney U test, Wilcoxon Signed Rank Test and Kruskal – Wallis Test).

**UNIT- IV**

Advance Data analysis techniques: Correlation and regression analysis, Factor Analysis, Discriminant analysis, Cluster analysis and multidimensional scaling. Report writing and presentation of results.

**SUGGESTED READINGS:**

1. Chawla Deepak and Neena Sondhi, Research Methodology, Vikas Publishing House Pvt.Ltd.
2. Malhotra K. Naresh and Das Satyabhushan, Marketing Research, Pearson Education, New Delhi, (Sixth Edi.)
3. Zikmund William G., Business Research Methods, Thomson
4. Cooper Donald R & Schindler Pamela S, Business Research Methods, McGraw Hill
5. Kothari C R, Research Methodology & Technique, New Age International Publisher
6. Parnneevselvam R, Research Methodology, Prentice Hall of India

**Internet Modules:**

1. <http://nptel.ac.in/courses>

**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 examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

# THIRD SEMESTER

## COMPULSORY PAPER

MC-301

E-COMMERCE

Time Allowed: 3 Hours

M.M:70

**Objective:** *This course exposes students to environment for E-commerce and developing application skills for the same.*

**Course Contents:**

### UNIT- I

Technology and Infrastructure for E-Commerce: Framework of E-commerce; Network Infrastructure for E-Commerce – Market Forces Influencing I-way, Network Access Equipment, Public Policy Issues Shaping the I-way; EDI - Applications in Business, Legal, Security and Privacy Issues of EDI; Components of EDI Standards, ASC X12 and EDIFACT.

### UNIT-II

E-Commerce and Retailing: Changing Retail Industry Dynamics, Mercantile Models from the Consumer's Perspective, Management Challenges in Online Retailing.

Intranets and Customer Asset Management: Basics of Customer Asset Management, Online Sales Force, Online Customer Service and Support, Technology and Marketing Strategy.

### UNIT-III

Intranets and Manufacturing: Integrated Logistics, Agile Manufacturing, Emerging Business Requirements, Manufacturing Information Systems, Intranet-based Manufacturing, Logistics Management. E-Commerce and Online Publishing: Why Online Publishing, Online Publishing approaches, Advertising and Online Publishing. E-Commerce and Banking: Changing Dynamics in the Banking Industry, Home Banking Implementation Approaches, Management Issues in Online Banking.

### UNIT-IV

Intranets and Corporate Finance: An Introduction, Financial Systems, Financial Intranets, Software Modules in Financial Information Systems, Human Resource Management Systems, Size/Structure of Financial Software Market.

**Lab:** Each student is required to develop at least one application of e-commerce.

**Suggested Readings:**

1. Kalakota & Whinston, *Electronic Commerce: A Manager's Guide*, Pearson Education.
2. Greenstien & Vasarhelyi, *Electronic Commerce: Security, Risk Management and Control*, Tata McGraw Hill.
3. Joseph, *E-Commerce: An Indian Perspective*, Prentice Hall of India.
4. Turbon, *et. al.*, *Electronic Commerce: A Managerial Perspective*, Pearson Education.

**Internet Modules:**

<http://nptel.ac.in/courses>**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 examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks.

## OPEN ELECTIVE PAPERS

OE - 301

### COUNSELING SKILLS FOR MANAGERS

**Time Allowed: 3 Hours**

**M.M:70**

**Objective:** To develop basic skills among students to independently handle a wide range of employee counseling and performance counseling.

**Course Contents:**

**UNIT-I**

Introduction to Counseling- Emergence, Growth, Definition, Need, Goal, Role and Characteristics of Counselor and Counselee, Difference between Counseling and Psychotherapy, and General Principles of Counseling.

**UNIT-II**

Approaches to Counseling- Psycho-analytical (Sigmund Freud Theory), Therapeutic (Alfred Adler Theory), Behaviouristic (B. F. Skinner Theory), Cognitive (Albert Ellis Model) and Humanistic Approaches (Carl Rogers Approach);

**UNIT-III**

Counseling Process- 5-D Model, the Phases of Counseling Process, Counseling Environment and Procedure, and the Core Conditions of Counseling; Counselor's Attitude and Skills of Counseling- Verbal and Non-verbal Communication Modalities, Listening Skills, Listening Barriers and Strategies to Overcome Listening Barriers;

**UNIT-IV**

Organizational Applications of Counseling Skills- Identifying Problems and Coping Strategies with regard to Occupational Stress and Performance Management; Special Problems in Counseling- Selection of Counseling Strategies and Interventions, Changing Behaviour through Counseling; Ethical and Legal Aspects of Counseling, and Current trends in Counseling.

**Suggested Readings:**

1. Cormer, L.S., and Hackney, H., *The Professional Counselor's Process Guide Helping*, Englewood Cliffs, Prentice Hall Inc.
2. Moursund, J., *The Process of Counseling and Therapy*, Englewood Cliffs, Prentice Hall Inc.
3. Munro, C A, *Counseling: A Skills Approach*, Methuen.
4. Reddy, Michael, *Counseling at Work*, British Psychological Society and Methuen.
5. Rao, S. Narayana, *Counselling and Guidance*, Tata McGraw Hill.
6. Gladding, S. T, *Counseling- A Comprehensive Profession*, Pearson.
7. Singh, Kavita, *Counselling Skills for Managers*, Prentice Hall of India.

**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 examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

**Time Allowed: 3 Hours****M.M:70**

**Objective:** *Econometrics is concerned with quantifying economic relations, with the provision of numerical estimates of the parameters involved and testing hypotheses embodied in economic relationships. This course aims to provide a basic introduction to econometric analysis, to enable students to examine existing theories with empirical data. In doing so, it examines the difficulties inherent in confronting theory with business data in order to quantify relationships, in dealing with errors and problems in variables which can be only observed but not controlled, and the means of compensating for uncertainty in data.*

**Course Contents:****UNIT-I**

Nature, scope and methodology of econometrics; Simple Linear Regression Model: Assumptions, Procedures and properties of OLS estimator, Co-efficient of determination, Tests of significance, Maximum Likelihood Method.

**UNIT-II**

Multiple Linear Regression Analysis: Method of least squares, Properties of OLS estimator, Test of significance of regression co-efficients, R<sup>2</sup> and adjusted R<sup>2</sup>; Econometric Problems: Multicollinearity, Autocorrelation and Heteroscedasticity.

**UNIT-III**

Dummy variables-Nature and uses, Regression on dummy variables, Regression on Dummy Dependent Variable-The basic idea of the Linear Probability Model (LPM), Probit and Logit Models. Dynamic Econometric Models: Koyck distributed lag model, the adaptive expectation model, and the partial adjustment model.

**UNIT-IV**

Simultaneous Equation Models: Structural, Reduced and final forms, Identification-Order and rank conditions, Methods for estimating the simultaneous models-Basic idea of Indirect Least Square (ILS) and Two Stage Least Square (2SLS) methods. Seemingly Unrelated Regressions (SUR), SUR versus OLS.

**Suggested Readings:**

1. Greene, William H., *Econometric Analysis*, Macmillan.
2. Johnston, J., *Econometric Methods*, McGraw -Hill.
3. Gujarati, Damodar N., *Basic Econometrics*, McGraw-Hill.
4. Stock J. H. and Watson M.W. *Introduction to Econometrics*, Addison-Wesley Series in Economics, 2nd Edition (2006).
5. Koutsoyiannis, A., *Theory of Econometrics*, Harper & Row.
6. Kmenta, J., *Theory of Econometrics*, Macmillan.
7. Maddala, G.S., *Introduction to Econometrics*, Macmillan.

**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 examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.



**Objective:** *The main objective of this course is to make students learn the various aspects of personal finance.*

**Course Contents:**

**UNIT-I**

Personal Finance: Meaning and importance. Financial planning: meaning, process and role of financial planner. Risk profiling: client data analysis, life cycle, wealth cycle. Asset allocation: Strategic, Tactical, Fixed and Flexible.

**UNIT-II**

Risk Management: Meaning, process and importance. Distinguish between risk assessment, risk management and risk avoidance. Assessment of requirement of Health Insurance, Life Insurance and General Insurance. Choice of products for risk coverage.

**UNIT-III**

Investment Management: meaning and importance. Investment avenues: equity, debt, gold, real estate, mutual funds, exchange traded funds. Portfolio management: meaning, construction, evaluation and revision. Loan management: meaning, types, importance and assessment, personal, car loan, home Loan etc.

**UNIT-IV**

Tax planning: basics terms of income tax, advance tax, tax deduction at source, deductions under section 80C, 80 CCC, 80 D and 80 G. Taxation of investment products. Retirement planning. Management of nomination, power of attorney and will.

**Suggested Readings:**

1. Kapoor Jack R, *Personal Finance*, The McGraw-Hill companies.
2. Huang. Stanley S C and Randall, Maury R., *Investment Analysis and Management*. Allyn and Bacon.
3. Gaungully, Ashok, *Insurance Management*, New Age Publishers, New Delhi.
4. Ahuja, G K & Gupta Ravi, *Systematic Approach to Income Tax*, Allahabad, Bharat Law House.
5. Pandian, *Security Analysis and Portfolio 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 examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

**Objective:** *The main objective of this course is to acquaint the students with the various aspects of applications of the marketing principles in corporate world.*

**UNIT-I**

**Consumer Behaviour:** Introduction to consumer behavior, Understanding the role of internal and external influences on consumer behavior, Consumer Decision Making Process.

**Sales and Distribution:** Introduction to Sales, Its Importance, objectives and functions; Sales forecasting & designing sales territories; Distribution Channels: purpose & types of distribution channels

**UNIT-II**

**Retailing:** Introduction to Retailing; Organized Vs Unorganized retailing, Types of Retail formats. Internet marketing: Relevance of Internet Marketing, Web analytics, SEO, Social Media Marketing.

**UNIT-III**

**Marketing of Services:** Introduction to Services, Characteristics of Services compared to Goods, Service Mix, Gap model of Service Quality, Service classification. Marketing Communication: Elements of Marketing Communication, Relevance of IMC, Designing a Marketing Communication Program

**UNIT-IV**

**Industrial Marketing:** Meaning and Concept of Industrial Marketing, Types of Industrial Customers, Classification of Industrial Products, Industrial Buying Process. **Rural Marketing:** Introduction to rural markets in India, Classification of products and services in rural marketing, Analysis of rural demand, Marketing Practices in rural market.

**Suggested Readings:**

- Schiffman, L., & Wisenblit, J., *Consumer Behaviour*, Prentice Hall PTR.
- Still, Richard R., Edward W. Cundiff, and Norman A.P. Govoni: *Sales Management*, Prentice Hall, New Delhi.
- Christopher Lovelock, Jochen Wirtz and Jayanta Chatterjee, *Services Marketing*, Pearson Education
- Bowersox and Others, *Physical Distribution Management*, Tata McGraw Hill, New Delhi.
- Levy Micheal, Weitz Barton A. And Pandit Ajay, *Retailing Management*, Tata McGraw Hill, New Delhi
- Havalder, Krishna K., *Industrial Marketing*, TMH, New Delhi.
- George E. Belch, Michael A. Belch and Keyoor, Purani, *Advertising and Promotion*, McGraw Hill Education.
- Charlesworth, A., *Internet Marketing: A Practical Approach*, BH Publications.
- Acharya S. S. and Agarwal N. L., *Agricultural Marketing in India*, Oxford & IBH Publishing Co.

**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 examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

**OE-305 EXPORT IMPORT PROCEDURES AND DOCUMENTATION**

**Time Allowed: 3 Hours**

**M.M:70**

**Objective:** *The aim of the course is to acquaint the students with the export-import procedures and documentation*

**Course Contents:**

**UNIT I**

Export Preliminaries, Documentation in international trade: Aligned Documentation System (ADS); Commercial documents, Regulatory documents, Documents related to goods, shipment, payment, inspection and legal regulated documents, Official machinery for consultation.

**UNIT II**

Export contract: Distinction between domestic sales contract and export sales contract, Major laws for export contracts, Elements in export contracts, Dispute settlement, Role of ICC; INCOTERMS, Containerization.

**UNIT III**

Export order processing; shipping and custom clearance of export and import cargo; central excise clearance; Role of clearing and forwarding agents. Types of risks in international trade, Cargo Insurance and claim Procedures

**UNIT IV**

Methods of payment in international trade; documentary collection of export bills, UCPDC guideline, Instruments of payments, Pre-shipment and post-shipment finance, Negotiation of documents with banks, Main Provisions of FEMA; Procedure and documentation for availing export incentives.

**Suggested Readings:**

1. C. Rama Gopal, *Export Import Procedures, Documentation and Logistics*, New Age International Publishers, New Delhi.
2. M. D. Jitendra, *Export Procedures and Documentation*, Rajat Publications.
3. Pervin Wadia, *Export Markets and Foreign Trade Management*, Manishka Publications.
4. Paras Ram, *Export: What, Where and How*, Anupam, Publications.
5. Government of India, *Handbook of Import - Export Procedures*.
6. Nabhi's Exporters Manual and Documentation.
7. Nabhi's New Import-Export Policy Procedures

**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 examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition to that eight more questions will be set, two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks

**Objectives:** *The course aims to help student appreciate the significance of Indian Ethos and Values along with its relevance and implications to managerial decision making.*

**Course Contents:**

**UNIT I**

Indian Ethos: Meaning of Bharat, relevance of Indian ethos, role of Indian ethos in managerial practices; Sources of Indian Ethos in Management: Vedas, Ramayana, Bible, Quran, Kautilya's Arthashastra, Ethics v/s Ethos; Indian Management v/s Western Management

**UNIT II**

Modern Approach towards Indian Ethos : Introduction, Indian Management Thoughts, Holistic Approach to Management; Sadhana –In Management context, The Tatwas in Indian Ethos; Management Thoughts and Practice: Harmony with Environment, Dharma, Swadharma and Detachment, Holistic approach to Personality, Managerial Purusharth Karma yoga & enlightened leadership

**UNIT III**

Learning and Education System in India: Learning concept, Gurukul System of Learning, The beginning of modern education system, Achievements of the Indian education system; Law of Karma, Law of creation, law of humility, law of growth, law of responsibility

**UNIT IV**

Human Values: Meaning, significance, Vedic literature and values, formation of values, Aristotle's view on value inculcation, Objectives of value-based system, Interrelation of Values and Skills, Values and the workplace, Value-based Human response management, Need of value-based holistic management, Value-driven management, Indian culture and wisdom, The ethical and spiritual values and Methods of heart and mind purification

**Suggested Readings:**

1. Agarwal, T. & Chandorkar, N., *Indian Ethos in Management*, Himalaya Publishing House
2. Nandgopal, R. & Sankar, R.N.A., *Indian Ethos & Values in Management*, Tata McGraw Hill Education
3. Ganjre, A.K., Pawar, P. & Laxman R., *Indian Ethos - Modern Management Mantra*, Himalaya Publishing House
4. Bansal, I., **Management Concept in ancient India psycho-philosophic thought and their significance in present day organization, Jaipur, Narayan Publication**
5. Sharma. S., *Management in New Age: Western Windows Eastern Doors Management*, New Age International

**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 examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

## GENERIC ELECTIVE PAPERS (ACCOUNTING AND FINANCE)

MCF: 311

CONTEMPORARY ISSUES IN ACCOUNTING

Time Allowed: 3 Hours

Max. Marks: 70

**Objective:** The objective of this course is to analyze the major issues in accounting in coherent and critical manner.

### COURSE CONTENTS:

#### UNIT-I

Human Resource Accounting: Meaning and definition of HRA, Importance and objectives of HRA, Limitations of HRA, Need of HRA for managers, Models of HRA. Social Accounting: Meaning and Definition of Social Accounting, Theories of Social accounting, Need and importance of Social Accounting, Current position of Social Accounting in India, Role of corporate Social Accounting.

#### UNIT-II

Inflation Accounting: Meaning and definition of Inflation Accounting, Various models of Inflation Accounting, Methods of Inflation Accounting. Brand Accounting: Overview of Brand Accounting, Importance and role of Brand accounting in corporate, various issues and challenges associated with Brand Accounting.

#### UNIT-III

International Dimensions of accounting and control: Multinational enterprise, Inter-nationalization of capital markets, Internationalization of accounting profession. Operational and conceptual issue. Foreign currency translations, methods and practices.

#### UNIT-IV

New Dimension of Accounting: Meaning of GAAP, Introduction to IFRS, Overview of IFRS, Comparative position of IFRS and Indian GAAP, Government influences on financial reporting. Introduction to forensic accounting, environmental accounting.

### SUGGESTED READINGS:

1. M. David Haddock, John Price, & Michael Farina, *College Accounting: A*
2. *Contemporary Approach*, Tata McGraw Hill.
3. Steven M. Bragg, *Interpretation and Application of Generally Accepted Accounting*
4. *Principles 2011*, John Wiley.
5. Ken Marshall, Steve Arnold, *IFRS Conversion: Issues, Implications, Insights*, John Wiley.
6. Clifton, R., *Brands and Branding*, John Wiley.
7. Teng, *Financial Accounting*, Asian Book Pvt. Limited

### 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 examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

**Time Allowed: 3 Hours****M.M:70**

**Objective:** *The course aims at providing an in-depth understanding of all aspects affecting and arising out of Corporate & Financial Restructuring and Valuation, stressing upon and dealing exhaustively with key concepts, legislative aspects and procedures.*

**Course Contents:****UNIT I**

Corporate Restructuring: Meaning, Need, Scope and Modes of Restructuring; Historical Background; Emerging Trends; Planning, Formulation and Execution of Various Corporate Restructuring Strategies - Mergers, Acquisitions, Takeovers, Disinvestments and Strategic Alliances, Demerger.

**UNIT II**

Financial Restructuring: concept & need for Financial Restructuring, Reduction of Capital; Reorganization of Share Capital; Buy-Back of Shares – Concept and Necessity; Procedure for Buy-Back of Shares by Listed and Unlisted Companies. Legal, Economic, Taxation and Financial aspects of Mergers and Amalgamation.

**UNIT III**

Valuation: Meaning, Objective & Scope of Valuation; Principles of Valuation; Preliminary Work relating to Valuation; Valuation Standards and Valuation Analysis; Valuation Techniques; Historical Earnings Valuation; Asset Based Valuation; Market Based Valuation.

**UNIT IV**

Regulatory Aspects of Valuation: Legal & Regulatory aspects related to Valuation such as SEBI Regulations/ RBI Regulations; Income Tax Implications; Valuations for Different Strategies- Merger & Acquisition, Demerger, Slump Sale, Liquidation and Corporate Insolvency, Internal & External Restructuring, Valuation of Intangibles, Valuation of Securities

**Suggested Readings**

1. Corporate Restructuring Valuation and Insolvency by The Institute of Company Secretaries of India
2. Ray, Mergers and Acquisition Strategy, Valuation and Integration, PHI
3. A. Ramaiya, Guide to Companies Act, LexisNexis Butterworths, Wadhwa, Nagpur
4. K. R. Sampath, Mergers/Amalgamations, Takeovers, Joint Ventures, LLPs and Corporate Restructure, Snow White Publications
5. Handbook on Mergers Amalgamations and takeovers by The Institute of Company Secretaries of India

**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 examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

**Time Allowed: 3 Hours****Max. Marks: 70**

**Objective:** *This course is designed to prepare the students to interpret and analyze the financial Statement for effective financial decisions.*

**Course Contents:****UNIT-I**

Overview of financial statement analysis: Types and components Business analysis, basis of analysis, financial statement analysis preview, relevance to business decisions and steps in analysing financial statements; Financial reporting and analysis: Reporting environment, Form of the financial statements, IFRS framework for the preparation and presentation of financial statements.

**UNIT-II**

Accounting analysis: Analysis of financing activities; Analysis of investing activities; Analysing investing activities and inter-corporate investments; Analysis of operating activities and income: understanding method of revenue and expenses.

**UNIT-III**

Financial analysis: Analysis of cash flow statements; Return on invested capital and profitability analysis; Prospective analysis: Projection process, projecting financial statements, application of prospective analysis in the residual income, valuation model and trends in value drivers; Short term liquidity analysis: working capital analysis, operating activity analysis.

**UNIT-IV**

Credit analysis: Liquidity and working capital, and capital structure and solvency; Equity analysis and valuation: Earning persistence, earning based equity valuation and earning power and forecasting for valuation; Building blocks of financial statement analysis

**Suggested Readings**

1. Wild, John J, Subramanyam, K.R. and Halsey Robert E., *Financial Statement Analysis*, Ninth edition, McGraw-Hill, New Delhi.
2. Bernstein, Leopold A., *Financial Statement Analysis*, McGraw-Hill International.
3. Foster, George. *Financial Statement Analysis*, Prentice Hall.
4. Penman, Stephen H. *Financial Statement Analysis and Security Valuation*, McGraw-Hill International
5. Stickney, Clyde P. and Brown, Paul R. *Financial Reporting and Statement Analysis*, The Dryden Press.
6. Hampton, John. J., *Financial Decision Making*. Prentice Hall of India Pvt. Ltd., New Delhi.
7. Levy. H. and Sarnat H., *Capital Investment and Financial Decision*, Englewood Cliffs, Prentice Hall Inc.
8. Van Horne, James C. *Financial Management and Policy*. Englewood Cliffs, Prentice hall of India.

**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 examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

**Objective:** *The objective of this course is to impart knowledge to students regarding the theory and practice of Security Analysis.*

**Course Contents:**

**UNIT-I**

The Investment Environment - Meaning and objective of investment, investment vs. gambling and speculation, investment alternatives, investment process, concept of return and risk.

**UNIT-II**

Security Analysis – Fundamental analysis: economic analysis, industry analysis and company analysis. Technical analysis: assumptions Dow theory, chart patterns, moving averages and market indicators. Efficient market theory: weak form hypothesis, semi-strong form hypothesis and strong form hypothesis.

**UNIT-III**

Fixed Income Securities - Bond fundamentals: bond characteristics, pricing and yields. Valuation of fixed income and variable income securities.

**UNIT-IV**

Indian Security Market - New issue market, secondary market: SEBI, NSE, BSE and market indices. Recent trends in Indian and international stock markets, exposure to leading business web portals like www.moneycontrol.com, www.bloomberg.com etc.

**Suggested Readings:**

1. Reilly, Frank K. And Brown, Keith C., *Investment Analysis and Portfolio Management*, South-Western Cengage Learning India Pvt. Ltd.
2. Bodie, Z., Kane, A. and Marcus, A., *Investments*, McGraw-Hill.
3. Fischer, Donald E. and Jordan, Ronald J., *Security Analysis and Portfolio Management*, Prentice Hall of India.
4. Sharpe, William F. et al, *Investment*. New Delhi, Prentice Hall of India.
5. Fuller, Russell J. and Farrell, James L., *Modern Investment and Security Analysis*, New York, McGraw Hill.
6. Alexander, Gordon J. and Bailey, Jeffery V., *Investment Analysis and Portfolio Management*, Dryden Press, Thomson Learning.
7. Machiraju, H. R., *Indian Financial System*, Vikas Publishing House.

**Note:**

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2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.



**MCF-315**

**FOREIGN EXCHANGE MANAGEMENT**

**Time Allowed: 3 Hours**

**M.M:70**

**Objective:** To acquaint the students with the mechanism of the foreign exchange markets, measurement of the foreign exchange exposure, and hedging against exposure risk. Upon successful completion of this paper, Students should expect to learn the nature and purposes of foreign exchange management under the new financial order evolving higher degree of vulnerability in a highly borderless financial world.

**Course Contents:**

**UNIT-I**

Foreign Exchange Market: Function and Structure of the Forex markets, Foreign exchange market participants, Types of transactions and Settlements Dates, Exchange rate quotations, Nominal, Real and Effective exchange rates, Determination of Exchange rates in Spot markets. Exchange rates determinations in Forward markets. Exchange rate behaviour-Cross Rates Arbitrage profit in foreign exchange markets, Swift Mechanism.

**UNIT-II**

International Parity Relationships & Forecasting Foreign Exchange rate:- Measuring exchange rate movements-Exchange rate equilibrium – Factors effecting foreign exchange rate- Forecasting foreign exchange rates .Interest Rate Parity, Purchasing Power Parity & International Fisher effects.

**UNIT-III**

Foreign Exchange exposure:-Management of Transaction exposure (**Case Study: Airbus Dollar Exposure**); Management of Translation exposure- Management of Economic exposure (**Case study: Exporter's/Importer's Position: Hedge or Hedge Not**).

**UNIT-IV**

Foreign exchange risk Management: Hedging against foreign exchange exposure – Forward Market- Futures Market- Options Market- Currency Swaps-Interest Rate Swap. Cross currency Swaps-Hedging through currency of invoicing- Hedging through mixed currency invoicing.

**Suggested Readings:**

1. Eun and Resnick, *International Financial Management*, Tata McGraw Hill.
2. Eiteman, Moffett and Stonehill, *Multinational Business Finance* –, 12/e, Pearson.
3. Jeff Madura, *International Corporate Finance*, Cengage Learning.
4. Alan C. Shapiro, *Multinational Financial Management*, 8/e, Wiley India
5. Apte, P. G *International Financial Management*, 6/e, TMH.
6. Maurice Levi *International Finance* –, 5/e, Routledge.
7. Paul Einzip, *A Textbook on Foreign Exchange*
8. Paul Roth, *Mastering Foreign Exchange and Money Markets*, Pitman.

**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 examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

**Time Allowed: 3 Hours**

**M.M:70**

**Objective:** *The objective of this course is to impart knowledge to students regarding the techniques of measurement and control of risk.*

**Course Contents:**

**UNIT-I**

Introduction to risk management: The Concept of Risk, Risk v/s Uncertainty, Different types of risk: Credit Risk, asset liability gap risk, interest rate risk, market risk, currency risk, due- diligence risk, systematic and unsystematic risk; Risk Management: meaning, process and policies;

**UNIT-II**

Measurement and Control of Risk: Identifying Measures and Controlling Risk – Statistical Method, Fixation of limits: open position/deal size/individual dealers/ stop loss limits. Margins: value at risk margin, extreme loss margin, mark to market margin

**UNIT-III**

Introduction to insurance; the evolution and growth of Life Insurance nature and scope of insurance, various types of insurance; Principles of insurance; leading Insurance companies in India

**UNIT-IV**

Types of Life Insurance Policies: Term Life Insurance, Whole Life insurance, Endowment Life Insurance, Unit Linked Policies with or without Profit Policies; Customer Evaluation; Policy Evaluation; Cost and Benefit: Group and Pension Insurance Policies; non life insurance policies: An overview. Financial derivatives: A tool of non-insurable risk management

**Suggested Readings:**

1. Emmett J. Vaughan, *Risk Management*, John Wiley & Sons, Inc.
2. Rejda, G.E.& McNamara, J.M., *Principle of Risk Management & Insurance*, Parson
3. A. Suryanarayana, *Risk Management Models: A Primer*, ICFAI Reader.
4. Marshall Johon F. & Bansal, V. K., *Financial Engineering*, PHI Learning.
5. Watsham Terry J., *Futures and Options in Risk Management*, Thomson Learning
6. Karam Pal, Bodla & Garg, M.C., *Insurance Management*, Deep& deep Publications, New Delhi

**Note:**

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2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

## GENERIC ELECTIVE PAPERS (MARKETING MANAGEMENT)

MCM-321

MARKETING OF SERVICES

**Time Allowed: 3 Hours**

**M.M:70**

*Objective: The aim of this paper is to explicate the cutting edge service concepts to the students through bridging the gaps between theory and real world by incorporating practical management applications.*

### Course Contents:

#### UNIT I

Introduction to Services: Service and Technology, Goods versus Services, Service Marketing Mix, Gap model of Services, important service industries-Hospitality and Tourism, Transportation, Telecom, Banking and Insurance, Education and Entertainment, Healthcare. Service classification and challenges in Service Business.

#### UNIT II

Focus on the Customer: Consumer behaviour in Services, Customer Expectation of Services, and Customer perception of services. Elements in an effective services marketing research programme, Building customer relationship, Relationship development strategies, Reasons of Service failure, Service recovery and strategies.

#### UNIT III

Aligning Service design and standards: Challenges of Services Innovation and design, new service development process Service Blueprinting, Customer-defined service standards and its types, Physical evidence and types of servicescape, Strategic roles of servicescape

#### UNIT IV

Delivering and performing services: Employees role in service delivery, Customers role in service delivery, Delivering services through intermediaries and electronic channels, Strategies for matching capacity and demand, Key service communication challenges, Approaches to pricing services, Financial and Economic impact of services.

#### Suggested Readings

1. Zeithaml, V., Bitner, M.J., Gremler, D.D. & Pandit, A., *Service Marketing*. McGraw Hill.
2. Lovelock, C., Wirtz, J. & Chatterjee, J., *Services Marketing*. Pearson Education.
3. Srinivasan, *Service marketing: Indian Context*, PHI
4. Swartz, T., Iqobucci, D., *Handbook of Service Marketing and Management*, Sage Publication

#### Note:

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2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks.

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

#### UNIT – I

Consumer Behaviour- Introduction to consumer behaviour; Its Roots in Various Disciplines, Interrelationship between Consumer Behaviour and Marketing Strategy, Consumer Research; Process, Research Methods & Tools, Types and its Relevance.

#### UNIT – II

Consumer as an Individual -Consumer Needs and Motivation; Goals, Dynamics of Motivation, Measurement of Motives, Personality and Consumer Behaviour; Nature, Theories of Personality and Self Concept, Consumer Perception and Information Processing; Dynamics of Perception, Consumer Imagery, and Perceived Risk, Learning & Consumer Involvement; Meaning, Behavioural & Cognitive Learning Theories and application to marketing, Consumer Attitude; Meaning, Attitude Formation & Change, Relationship in Behaviour & Attitude Formation, and Structural Models.

#### UNIT – III

Group Dynamics and Consumer Behaviour - Reference Groups; Meaning, Types, Affects, Relevance and Applications, The Family; Functions, Decision Making and Family Life Cycle, Social Class; Meaning, Types of Status, Lifestyle Profiles and Mobility in Social Classes, Measurements, Influence of Culture; Characteristics, Measurements & Core Values of Culture, Sub Cultural Aspects on Consumer' Mind Set; Meaning, Types & Understanding of Multiple Sub cultural Membership Interaction &Influence.

#### UNIT – IV

Consumer Decision Making Process- Personal Influence and the Opinion Leadership; Meaning and Dynamics of Opinion Leadership Process, Measurement of Opinion Leadership, Diffusion of Innovations; Process of Diffusion & Adoption, Profile of Consumer Innovator, Consumer Decision Making; Meaning of Decision, Levels of Decision Making. Consumer Behaviour Models, Current trends and ethical issues in Consumer Behavioural Studies.

#### Suggested Readings:

1. Assael, H., *Consumer Behaviour and Marketing Action*, Asian Books Private Limited, New Delhi.
2. Engel, J. F., Kollat, D.T., Roger D. Blackwell, R.D. *Consumer behaviour*, Holt McDougal.
3. Hawkins, D., Mothersbaugh D., *Consumer Behavior: Building Marketing Strategy*, McGraw-Hill Education.
4. Schiffman, L. and Kanuk, L., *Consumer Behavior*, Prentice Hall.
5. Schiffman, L., & Wisenblit, J., *Consumer Behaviour*, Prentice Hall PTR.
6. Loudon, *Consumer Behavior: Concepts and Applications*, Tata McGraw-Hill Education Private Limited, Noida, Uttar Pradesh, India.

#### 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 examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks.

**MCM-323 INTEGRATED MARKETING COMMUNICATION STRATEGY**

**Time Allowed: 3 Hours**

**M.M:70**

**Objective:** *The aim of this paper is to acquaint the students with the concepts, techniques and developing skills regarding application of effective advertising programmes.*

**UNIT-I**

The growth of advertising and promotion, the evolution of IMC and a contemporary perspective, Promotional Mix: a tool for IMC, Analysis of the communication process, Role of IMC in the marketing process, Developing Marketing Planning Program, Role of Advertising and Promotion.

**UNIT-II**

Participants in the IMC process: The clients Role, Role of advertising agencies, Types of Ad agencies, Agency compensation, evaluating agencies; An Overview of Consumer Behavior: Consumer decision-making process, Environmental influences on consumer behavior, Alternate approaches to consumer behavior

**UNIT-III**

Analyzing the communication process: A basic model of Communication, cognitive response approach, elaboration likelihood model; Source message and channel factors; Objectives and budgeting for IMC programs: Establishing objectives and budgeting for promotional programs; DAGMAR: An approach to setting objectives, problems in setting objectives, Establishing and allocating the promotional budget; Developing the IMC program: Creative Strategy: Planning & development, Implementation and evaluation.

**UNIT-IV**

Media planning and Strategy: Developing the media plan, Establishing media objectives, Developing and implementing media strategies, Evaluation and follow-up; Evaluation of media: television & Radio, Evaluation of Print Media: Support Media, Direct Marketing, Direct Selling, The internet and interactive media, sales promotion, public relation, publicity and corporate advertising. Measure the effectiveness of the promotional program. International advertising and promotion, regulation of advertising and promotion, evaluating the social, ethical and economic

Aspects of advertising and promotion

**Suggested Readings:**

1. Blakeman, R. *Integrated Marketing Communication: Creative Strategy from Idea to Implementation*, Rowman & Littlefield
2. Dutta, K., *Integrated Marketing Communication*, Oxford Higher Education
3. Belch, G. E., Belch, M. A. and Purani, K., *Advertising and Promotion*, McGraw Hill Education.
4. Batra, R., Myers, J. G. and Aaker, A.D. *Advertising Management*, Pearson Education
5. Percy, L. and Elliot, R., *Strategic Advertising Management*, Oxford publishing
6. Sissors, J. Z. and Baron, R.B. *Advertising Media Planning*, McGraw Hill.
7. Jethwaney, J. and Jain, S., *Advertising Management*, Oxford publishing

**Note:**

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2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks.

**Objective:** To provide an understanding of the concepts, attitudes, techniques and approaches required for effective decision making in the areas of Sales and Distribution Management.

**Course Contents:**

**UNIT-I**

Sales Management: Role of Sales Management in Marketing, Nature and Responsibilities of Sales Management, Modern Roles and Required Skills for Sales Managers. Theories of Selling. Sales Planning: Importance, approaches and process of sales planning; Sales forecasting; Sales budgeting. Sales Organization: Purpose, principles and process of setting up a sales organization; Sales organizational structures; Field sales organization; Determining size of sales force.

**UNIT-II**

Territory Management: Need, procedure for setting up sales territories; Time management; Routing. Sales Quotas: Purpose, types of quotas, administration of sales quotas. Managing the Sales-force: Recruitment, selection, training, compensation, motivating and leading the sales-force; Sales meetings and contests.

**UNIT-III**

Control Process: Analysis of sales, costs and profitability; Management of sales expenses; Evaluating sales force performance; Ethical issues in sales management.

**UNIT-IV**

Distribution Channels: Role of Distribution Channels, Number of Channels, Factors Affecting Choice of Distribution Channel, Channel Behavior and Organization, Channel Design Decision; Channel Management Decisions; Distribution Intensity; Partnering Channel Relationship.

**Suggested Readings:**

1. Still, Cundiff, Govoni , *Sales Management: Decisions, Strategies & Case*,– Prentice Hall, India.
2. Anderson R, *Professional Sales Management*, Englewood Cliff, New Jersey, Prentice Hall, India.
3. Spiro, Rosann L., Gregory A. Rich, and William J. Stanton, *Management of a Sales Force*, McGraw-Hill Irwin, Boston.
4. Dalrymple, Douglas J., and William L., *Sales Management: Concepts and Cases*, New York, NY: John Wiley and Sons.
5. Panda, T. K., Sahadev , S., *Sales And Distribution Management*, Oxford Publishing, India
6. Hughes, G. David, Daryl McKee, Charles H. Singler, *Sales Management: A Career Path Approach*, Cincinnati, OH: South-Western College Publishing
7. Peppers, D. & Rogers, M., '*The short way to long-term relationships*'. *Sales and Marketing Management*

**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 examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks.

**Objective:** *The objective of this course is to enable students understand the importance and dynamics of a firm's physical distribution functions and management of its supply chain.*

#### UNIT-I

Introduction to Logistics Management: Nature, Role, Scope and Evolution of Logistics Management, Operational Objectives of Logistics; Concept of Supply Chain Management; Marketing and its Interface with Logistics; Total Cost Analysis and Trade off; Concept of Customer Service: Components of Customer Service, Customer Service Cost, Customer Service Measurement; Major Components/Decisions of Logistics Management; Integrated Logistics System; Distribution related issues and Challenges for Logistics.

#### UNIT-II

Transportation Decisions: Role of Transportation in Logistics, Elements of Transportation Cost, Selection of Transportation Mode, Multi-Decision Areas of Transportation: Containerization, Transportation Network and Tariffs; Third Party Logistics; Inventory Management: Role of Inventory Management in Logistics, Elements of Inventory Costs, Decision Areas of Inventory Management, Techniques of Inventory Control, Economic Order Quantity Under Conditions of Certainty and Uncertainty.

#### UNIT-III

Modern Concept of Warehousing: Role and Types of Warehouses, Warehouse Functions, Planning Warehousing Operations, Site Selection, Warehouse Layout, Operational Mechanism and Automation in Warehousing; Information and Order Processing: Role of Information System in Logistics Management; Order Processing: Nature and Concept, Functions of Order Processing; Elements of Ordering cost.

#### UNIT-IV

Packaging: Role of Packaging in Logistics, New Emerging Packaging Alternatives, Packaging operations, Factors affecting packaging decisions; Material Handling: Objectives of Material Handling, Material Handling considerations; Equipments for Material Handling, Factors affecting Material Handling decisions. Distribution Control and Performance Evaluation: Integration of Logistics with Distribution System, IT-enabled Distribution and Logistics Management, Distribution Control and Performance Measurement.

#### Suggested Readings:

1. Bowersox and Others: *Physical Distribution Management*, Tata McGraw Hill, New Delhi.
2. Stern, Louis W. Adel, I.E.L. – Ansary, Annee T. Coughlan: *Marketing Channels*, Prentice Hall, New Delhi.
3. Ballu, Ronald H, *Business Logistics Management*, Englewood Cliffs, New York, Prentice Hall Inc.
4. Martin, Christopher and Gordon Wills: *Marketing Logistics and Distribution Management*
5. Khanna, K.K. *Physical Distribution Management*, Himalaya Publishing House, New Delhi.
6. Lambert, D. et. al., *Strategic Logistics Management*, Tata McGraw Hill, New Delhi.
7. Chopra, S and Meindl, P, *Supply Chain Management- Strategy, Planning and Operation*, Pearson Education.
8. Simchi-Levi, D et al., *Designing and Managing the Supply Chain*, The McGraw Hill Companies
9. Sharma, S, *Supply Chain Management-Concepts, Practices and Implementation*, Oxford University Press.

#### Note:

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2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks.

**Objective:** *The objective of this course is to impart in depth knowledge to the students regarding the theory and practices of brand management.*

#### UNIT-I

Branding terminology, basic branding concepts- brand awareness, brand personality, brand image, brand identity, brand loyalty, brand equity, major branding decisions: selecting a brand name, brand extension decision, family versus individual brand names, multiple branding, private versus national branding, importance of branding

#### UNIT II

Branding challenges and opportunities, concept of brand equity, sources and benefits of brand equity, customer based Brand equity, designing marketing programme to built brand equity, measurement of brand equity, Strategic brand management process, concept of Brand positioning and repositioning, Identifying and establishing brand positioning and values.

#### UNIT III

Planning and implementing brand marketing programmes, designing marketing programs, measuring and interpreting brand performance, Legal aspects of Branding, Copyright, Trademarks and IPR, designing and implementing branding strategies; Brand building and communication, E- Branding, handling brand name changes

#### UNIT IV

New products and brand extension, evaluating brand extension opportunities, reinforcing brands, revitalising brands, managing brands over geographic boundaries and market segments, rationale for going international, global marketing programs- advantage and disadvantage, standardisation versus customisation, global brand strategy. Branding in rural marketing, branding in specific sectors: retail, industrial, service brands

#### **Suggested Readings:**

1. Kavin lane Keller, *Strategic Brand Management*, Pearson Education.
2. David A Aaker, *Managing Brand Equity*, New York, Free Press.
3. Don Cowley, *Understanding brands*, Kogan page
4. J.N. Kapferer, *Strategic Brand Management*, Free Press.

#### **Note:**

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2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks.



**GENERIC ELECTIVE PAPERS  
(HUMAN RESOURCE MANAGEMENT)**

**MCH-331**

**HUMAN RESOURCE PLANNING**

**Time Allowed: 3 Hours**

**M.M:70**

**Objective:** *The objective of this paper is to develop a conceptual as well as a practical understanding of the students regarding human resource planning in organizations.*

**UNIT-I**

Human Resource Planning: Concept, Objectives, Benefits, Problems; Strategic Human Resource Planning; Job Analysis

**UNIT-II**

Human Resource Planning Process and Action Plans: Human Resource Demand Forecasting: Assessment and Techniques; Human Resource Supply Forecasting: Assessment and Techniques; Action plans for Recruitment and Selection, Separation, Retention, Training and Redeployment

**UNIT-III**

Productivity Management and Human Resource Planning: Work Study, Method Study, Work Measurement, Job Design, Work Scheduling

**UNIT-IV**

Human Resource Planning in Changing Context: Human Resource Information System; Human Resource Accounting and Audit; Structure of Labour Force and Demographic Changes: Problems and Challenges.

**Suggested Readings**

1. Sekhri, A., *Human Resource Planning & Audit*, Himalya Publishing House
2. Bhattacharyya D.K., *Human Resource Planning*, Excel Books India.
1. Dessler, G., *Human Resource Management*, Prentice Hall of India
2. Rao, V.S.P., *Human Resource Management*, Excel Books
3. Ashwathappa, K., *Text & Cases in Human Resources Management*, Tata McGraw Hill
4. D'Enzo, David A. and Robbins, S. P., *Human Resource Management*, John Wiley
5. Gomez-Mejia, Luis R., D. B. Balkin, and. Cardy, R. L *Managing Human Resources*, Prentice Hall
6. Rothwell, W. J., & Kazanas, H. C., *Planning and Managing Human Resources*, Jaico Publishing House
7. Stevenson, W., *Operations Management*, McGraw Hill

**Internet Modules:**

1. <http://nptel.ac.in/courses>

**Note:**

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2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks.

**Time Allowed: 3 Hours****M.M:70**

**Objective:** *The course aims to provide an understanding, application and interpretation of the various labour laws and their implications for industrial relations and labour issues.*

**Course Contents:****UNIT-I**

Introduction, Emergence, Need and Objectives of Labour Laws; Principles of Modern Labour Laws; Classification of Labour Laws; ILO, Indian Constitution and Labour Legislations.

**UNIT-II**

Regulative Labour Laws: Trade Union Act; Industrial Dispute Act; Factory Act.

**UNIT-III**

Wage-Related Labour Laws: Payment of Wages Act; Minimum Wages Act; Payment of Bonus Act; Payment of Gratuity Act.

**UNIT-IV**

Social Security Labour Laws: Workmen's Compensation Act; Employees' State Insurance Act; Employees Provident Fund and Miscellaneous Provisions Act.

**Suggested Readings:**

1. Singh, B.D., *Labour Laws for Managers*, Excel Books
2. Malik, P L., *Handbook of Industrial Law*, Eastern Books.
3. Kapoor, N.D., *Mercantile Law*, Sultan Chand and Sons.
4. Taxmann's Labour Laws, Taxmann Publishing Pvt. Ltd.
5. Srivastava, S. C., *Industrial Relations and Labour Law*, Vikas Publishing House.
6. Latest Bare Act of each Act.

**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 examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks.

**Objective:** *Organizational efficiency and performance are intricately interlinked with industrial relations. This course attempts to appreciate the conceptual and practical aspects of industrial relations at the macro and micro levels.*

**Course Contents:**

**UNIT-I**

Industrial Relations: Concept, evolution, significance, perspectives and organisation; Anatomy of industrial relations; Industrial relations and the State; Trade Unions: Concept, significance, types, approaches and objectives, Problems of trade unions in India and recommendations of National Commission on labour for strengthening of trade unions.

**UNIT-II**

Collective Bargaining: concept, importance and process of bargaining; Participative Management: Forms of worker's participation in management; Tripartite and bipartite bodies; Standing order and Grievance procedure; Code of Discipline.

**UNIT-III**

Industrial Disputes: Conciliation and Board of conciliation; Arbitration: types and evaluation; Adjudication: Three tier System, Model principles for reference of dispute to adjudication.

**UNIT-IV**

Modern and international Scenario of Industrial relations: Industrial Relations and Technological Change; Industrial Relations and HRD; ILO and Industrial Relations; Legal Framework of Industrial Relations; Industrial Relations systems in India, UK, USA and Japan.

**Suggested Readings:**

1. Mamoria & Manoria, *Dynamics of Industrial Relations*; Himalaya Publishing House.
2. Niland, J R., *The Future of Industrial Relations*, Sage.
3. Davar; R.S., *Personnel Management and Industrial Relations*; Vikas Publishing House Pvt Ltd.
4. Manappa, A., *Industrial Relations*; Tata McGraw Hill Publishing Company Ltd.
5. Dwivedi; R.S., *Managing Human Resources and Industrial Relations*. Galgotia Publishing Company.
6. Srivatava; S.C., *Industrial Relations and Labour Laws*, Vikas Publishing House Pvt Ltd.
7. Venkata Ratnam, C.S., *Industrial Relations*; Oxford University Press.
8. Sen, R. *Industrial Relations in India*; Macmillan India Ltd.

**Internet Modules:**

1. <http://nptel.ac.in/courses>

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2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks.

**Objective:** *The purpose of this course is to enhance the leadership skills of students and to develop insight into interpersonal dynamics through sensitivity training and experience based methods of learning.*

**Course Contents:**

**UNIT-I**

Leadership Dynamics: Concept, Leadership and Management, Leadership and Power, Successful Leadership versus Effective Leadership.

**UNIT-II**

Leadership Approaches: Trait Approach, Skills Approach, Behavioral Approach, Situational Approach, Contingency Approach, Path Goal Approach.

**UNIT-III**

Leadership Styles: Autocratic, Democratic, Participative, Supportive, Free- rein; Comparative Analysis of Leadership Styles, Building Effective Leadership Styles, Leadership Styles of Famous Personalities in general perspective and in managerial perspective.

**UNIT-IV**

Contemporary Issues in Leadership: Charismatic Leadership, Women Leadership, Multicultural Leadership, Team Leadership, Ethics in Leadership, Servant Leadership, Transactional and Transformational leadership.

**Suggesting Readings:**

1. Northouse, G. P., *Leadership: Theory and Practice*, Sage Publications.
2. Yukl, G., *Leadership in Organizations*, Pearson.
3. Hersey, P., Blanchard, K.H. and Johnson, D.E., *Management of Organisational Behaviour*, PHI.
4. Daft, L. R., *The Leadership Experience*, Cengage Learning.
5. Haldar, U. K., *Leadership and Team Building*, Oxford University Press.
6. Tripathi, D. K., *Team Building and Leadership*, Himalaya Publishing House.

**Internet Modules:**

1. <http://nptel.ac.in/courses>

**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 examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks.

**Time Allowed: 3 Hours****M.M:70**

**Objective:** *The course is designed to promote understanding of issues related to the compensation or rewarding human resources in the corporate sector, public services and other forms of organizations and to impart skills in designing, analyzing and restructuring reward management systems, policies and strategies.*

**Course Contents:****UNIT-I**

Compensation Management- Concept, objectives, nature, types, compensation responsibilities, compensation philosophies & approaches.

**UNIT-II**

Bases for pay- traditional bases, incentive pay and person-focused pay; Pay for Performance, Competency Based Pay, Team rewards; Designing Compensation System- internal alignment (job analysis and job evaluation), external competitiveness and individual contribution.

**UNIT-III**

Employee Benefits- legally required benefits, discretionary benefits and key issues in employee benefits; Compensating Executives, Laws relating to Compensation.

**UNIT-IV**

Contemporary Strategic Compensation Challenges- compensation practices of multinational corporations and working of different institutions related to reward system like wage boards, pay commissions.

**Suggested Readings:**

1. Martocchio, Joseph J, *Strategic Compensation: A Human Resource Management Approach*, Pearson Education.
2. Milkovich and Newman, *Compensation*, Tata McGraw-Hill
3. Armstrong, Michel and Murlis, Helen, *Reward Management: A Handbook of Salary Administration*, Kogan Page.
4. Bhattacharya, M.S.& Sengupta, N., *Compensation Mangement*, Excel Books

**Internet Modules:**

1. <http://nptel.ac.in/courses>

**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 examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks.

**Objective:** To develop a set of conceptual frameworks that will help students to better analyze negotiations in general and master the business negotiation skills.

**Course Contents:**

**UNIT-I**

Negotiation Fundamentals: the Nature of Negotiations and conflicts; Distributive and Integrative Negotiation; Negotiation Strategy and Planning: Unilateral vs. Bilateral Strategies, Planning Process, Negotiation Sub Processes: Perception, Cognition, Emotions, and Communication.

**UNIT-II**

Negotiation Power: Influence Process, Negotiation Contexts: Relationships in Negotiation; Forms of relationships; Key elements in managing relationships, Agents, Constituents and Audiences: Coalitions, Standards for coalition decision making, Multiple Parties and Teams

**UNIT-III**

Individual Differences I: Personality and Negotiations, Individual Differences II: Gender and Negotiations, Negotiation across Cultures: International and Cross Cultural Negotiations, Culture and negotiation, Managerial and research perspective on cross cultural negotiation.

**UNIT-IV**

Resolving Differences: Managing Negotiation Impasses; Nature of impasses, Resolving impasses; Negotiation Mismatches: Managing the shadow negotiation and social contract, Ury's Breakthrough Approach; Managing difficult negotiation: Third Party Approaches; Ethics in Negotiation.

**Suggested Readings:**

1. Lewicki Roy J. , Saunders David M. & Barry Bruce, *Negotiations*, Tata McGraw Hill.
2. Brett,J.M., *Negotiating Globally*, Francisco, Josseys-Bass.

**Internet Modules:**

1. <http://nptel.ac.in/courses>

**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 examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks.

# FOURTH SEMESTER

## COMPULSORY PAPERS

MC: 401

CORPORATE GOVERNANCE AND BUSINESS ETHICS

Time Allowed: 3 Hours

Max. Marks: 70

**Objective:** The objective of this course is to sensitize the students about the various ethical and corporate governance issues in business management in the current environment.

### UNIT-I

Evolution of corporate governance; developments in India; regulatory framework of corporate governance in India; SEBI guidelines on corporate governance; reforms in the Companies Act.

### UNIT-II

Corporate management vs. governance; internal constituents of the corporate governance; key managerial personnel (KMP); chairman- qualities of a chairman, powers, responsibilities and duties of a chairman; chief executive officer (CEO), role and responsibilities of the CEO.

### UNIT-III

Introduction to Business Ethics: The concept, nature and growing significance of Ethics in Business, Ethical Principles in Business, Ethics in Management, Theories of Business Ethics, Ethical Issues in Business, Business Ethics in 21<sup>st</sup> Century.

### UNIT-IV

Ethics in various functional areas of Business: Ethics in Finance, Ethics in HRM, Ethics in Marketing, Ethics in Production and Operation Management.

#### Suggested Readings:

1. Mallin, Christine A., *Corporate Governance (Indian Edition)*, Oxford University Press, Delhi.
2. Blowfield, Michael, and Alan Murray, *Corporate Responsibility*, Oxford University Press.
3. Francesco Perrini, Stefano, and Antonio Tencati, *Developing Corporate Social Responsibility-A European Perspective*, Edward Elgar.
4. Sharma, J.P., *Corporate Governance, Business Ethics & CSR*, Ane Books Pvt Ltd, New Delhi.
5. Manuel G. Velasquez, *Business Ethics*, Pearson Prentice Hall.  
Ravindranath B. & Narayana B., *Business Ethics*, Vrinda Publications Pvt. Ltd

#### 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 examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.



**MC:402**

**BUSINESS LEGISLATION**

**Time Allowed: 3 Hours**

**M.M: 70**

**Objective:** *The aim of the paper is to acquaint the students with the Business law and Company law in their future role as managers.*

**Course Contents:**

**UNIT-1**

The Indian Contract Act, 1872: Meaning of a Contract, Classification of Contracts, Essentials of a Valid Contract; Performance of a Contract; Discharge of a Contract; Breach of Contract; Quasi Contracts; Contract of Indemnity and Guarantee, Bailment and Pledge, Contract of Agency.

**UNIT-2**

The Sales of Goods Act, 1930: Meaning and essentials of a valid contract of sale, Distinction between sale and agreement to sell, Meaning of goods and their classification, Conditions and warranties, Doctrine of Caveat Emptor, Rights of an unpaid seller, Rights of buyer; Negotiable Instruments Act, 1881: Meaning and characteristics of negotiable instrument, Types of negotiable instruments and their characteristics, Holder and Holder-in-due-course, Discharge and Dishonor of negotiable instruments, Negotiation and Assignment.

**UNIT-3**

The Companies Act, 2013; Meaning and Characteristics of a Company; Objects and Applications of Companies Act, 2013; Landmark provisions of new Companies Act, 2013; Classification of companies, Concept of One Person Company; Formation of a company, Memorandum and Articles of association, Prospectus, Allotment of shares and share capital, Membership in companies.

**UNIT-4**

Meetings of Companies: General principles of meetings, Types of meetings; Prevention of Oppression and Mismanagement; Winding up of a Company; Consumer Protection Act: Define consumer rights, provisions regarding complaints in consumer courts, Unfair Trade Practices and Restrictive Trade Practices, Consumer Protection Council, Consumer forum.

**Suggested Readings:**

1. Gulshan, S.S. and Kapoor, G.K., *Business Law including Company Law*, New Age International Publication.
2. Macintyre, E., *Business law*, Pearson Education.
3. Tulsian, *Business law*, Tata McGraw Hill.
4. Majumdar A.K. and Kapoor G.K., *Company Law and Practices*, Taxmann Publication.
5. Kothari, V., *Understanding Companies Act, 2013*, Taxmann Publication.
6. Pathak, A., *Contract Law in India*, Oxford University Press.
7. Gogna, P.P.S., *A Textbook of Company Law*, S. Chand Publishing.
8. Nolakha, R.L., *Company Law and Practice*, Vikas Publishing House Private Limited.

Internet Modules:

1. <http://nptel.ac.in/courses>

**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 examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

## GENERIC ELECTIVE PAPERS (ACCOUNTING AND FINANCE)

MC: 411

### MANAGEMENT OF BANKS AND FINANCIAL INSTITUTIONS

**Time Allowed: 3Hours**

**M.M:70**

**Objective:** *The objective of this course is to analyze the major concepts, theories and principles of banking and financial institutions in logical and critical manner.*

#### Course Contents:

##### UNIT 1

Indian Financial System: Introduction, Evolution and growth of banking system in India, Bank Market structure in India, Banking sector reforms (The Narsimham Committee and The RaghuRam Rajan Committee), Recent Innovations and development in Indian Banking.

##### UNIT II

Management of Commercial Banks in India: Functions of Bank, Sources of Bank Funds, Credit Management-Cardinal principles of sound bank lending, Formulating loan policy, Factors influencing loan policy; Investment Management-Nature and significance of investment management in commercial banks, Fundamental principles of security investment by commercial bank.

##### UNIT III

Capital Adequacy in Indian Banks: Functions of capital funds in commercial banks, Capital adequacy –Basel III norms on capital adequacy in Indian commercial banks; Concept of ALM : Objectives, Functions, Process, Measurement and Management of Risks, Concept of NPAs.

##### UNIT IV

Management of Financial Institutions: Financial Institutions, their role in economic development, challenges and opportunities; NABARD, IFCI, SIDBI, NHB– Introduction and their operational policies; Role of RBI; Insurance Industry in India, Mutual Funds, Micro Finance Institutions (MFIs); Current issues and future challenges in Management of Banks and financial Institutions.

#### Suggested Readings:

1. Srivastava, R.M. & Nigam, D., *Management of Indian Financial Institutions*, Himalaya Publishing House.
2. Khan, M. Y. *Indian Financial System*, Tata McGraw Hill.
3. Suresh, P. & Paul, J., *Management of Banking and Financial Services*, Pearson
4. Singh, S.P.N., *Management of Banking and Financial Institutions*, Centrum Press
5. *Principles & Practices of Banking by Indian Institute of Banking and Finance*, Macmillan Publications

#### 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 examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

**Time Allowed: 3 Hours**

**M.M:70**

**Objective:** *The main objective of this course is to help students to learn the various concepts of financial markets and services and their role in the overall financial system.*

**Course Contents:**

**UNIT-I**

Financial markets- Structure and Participants; Capital market ; Money market; Primary and Secondary Market Operations; Listing of securities; functions of stock exchanges; Role of SEBI; Introduction to derivative and commodity markets.

**UNIT-II**

Financial Services: Meaning, Nature and Types; Factoring: Meaning, Characteristics and Types of Factoring arrangements, Factoring in India, Factoring vs. Forfeiting; Credit Rating: Meaning and Types, Benefits of Credit rating to investors and companies; Objectives and Functions of Credit Rating Agencies.

**UNIT-III**

Credit Cards: Concept and Significance; Types of credit Cards, Credit Card business in India.  
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.

**UNIT-IV**

Securitisation: Concept, Mode, Mechanism and Beneficiaries of Securitisation, Securitisation in India; Venture Capital: Meaning and Modes of Financing; Role and Functions of Merchant Bankers. Leasing: Concept, Classification, Accounting, Legal and Tax Aspects of Leasing

**Suggested Readings:**

1. Clifford, G., *Financial Markets, Institutions and Financial Services*, PHI.
2. Khan, M. Y., *Management of Financial Services*, McGraw-Hill.
3. Gordan, E and K. Natrajan, *Emerging Scenario of Financial Services*. Himalaya Publishing House
4. Meidan, Arthur Brennet, M., *Option Pricing: Theory & Applications*, Lexington Books.
5. Kim, Suk and Kim, Seung, *Global Corporate Finance. Text and Cases*, Miami Florida, Kotb
6. Khan, M., Y., *Financial Institutions and Markets*,
7. Bhole, L.M., *Financial Institutions and Markets*, McGraw Hill

**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 examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

**Objective:** *The objective of the course is to acquaint the participant with the implications of tax structure and corporate tax planning in operational as well as strategic terms.*

**Course Contents:**

**UNIT-I**

Basic Concepts of Income Tax; Computation of Income under Different Heads of Income, Clubbing of income, Set off and Carry forward of Losses, Deductions and Exemptions.

**UNIT-II**

Meaning and Scope of Tax Planning, Difference between Tax planning Tax Evasion and Tax Avoidance, Residential status and Tax incidence of a Company; Computation of Corporate Tax Liability.

**UNIT-III**

Tax Planning with reference to Location of Undertaking, Tax Planning regarding Dividends Policy, Tax Planning relating to specific managerial decisions, Tax planning for employees

**UNIT-IV**

Major defects in the structure of indirect taxes prior to GST: rationale for GST; features of GST law in India, structure of GST (SGST, CGST, UTGST and IGST) ; rates of GST, models of GST, GST Council

**Suggested Reading:**

1. Singhanian, V K. and Singhanian, Monica, *Students' Guide to Income Tax*, Taxmann.
2. Singhanian, V K. & Singhanian, Kapil, *Direct Taxes Law and practice*, Taxmann.
3. Singhanian, V K. and Singhanian, Monica, *Corporate tax Planning and Business Tax Procedures*, Taxmann.
4. Ahuja, G & Gupta, Ravi, *Simplified Approach to Corporate Tax Planning and Management*, Bharat Law House private limited
5. Srinivas, E A., *Handbook of Corporate Tax Planning*, Tata McGraw, Hill.
6. Iyengar, A C. Sampat, *Law of Income Tax*, Bharat House.

**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 examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

**Objective:** *The objective of this course is to impart knowledge to students regarding the theory and practice of portfolio management.*

**Course Contents:**

**UNIT-I**

Introduction to Portfolio Management: Meaning, need, and objective of portfolio management, the process of portfolio management, determination of risk & return of a portfolio, risk analysis tools

**UNIT-II**

Theories of portfolio selection and management- Markowitz portfolio theory: optimal portfolio, meaning and construction of efficient frontier, investors' utility; CAPM: capital asset pricing model, risk-free and risky lending and borrowing, market portfolio; capital market theory: CML, SML and Sharpe Single Index Model; Arbitrage Pricing Theory (APT).

**UNIT-III**

Bond portfolio management strategies – bond characteristics, fundamentals of bond valuation, bond & equity portfolio management strategies: passive portfolio strategies & active portfolio strategies.

**UNIT-IV**

Portfolio evaluation and revision – portfolio performance evaluation, risk adjusted performance measures; meaning, need and constraints of portfolio revision; formula plans: constant-dollar-value plan, constant ratio plan, variable ratio plan, process and intricacies of trading system in Indian stock market.

**Suggested Readings:**

1. Reilly, Frank K. And Brown, Keith C., *Investment Analysis and Portfolio Management*, South-Western Cengage Learning India Pvt. Ltd.
2. Fischer, Donald E. and Jordan, Ronald J., *Security Analysis and Portfolio Management*, Prentice Hall of India.
3. Sharpe, William F. et al, *Investment*. New Delhi, Prentice Hall of India.
4. Fuller, Russell J. and Farrell, James L., *Modern Investment and Security Analysis*, New York, McGraw Hill.
5. Alexander, Gordon J. and Bailey, Jeffery V., *Investment Analysis and Portfolio Management*, Dryden Press, Thomson Learning.
6. Machiraju, H. R., *Indian Financial System*, Vikas Publishing House.

**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 examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

**Time Allowed: 3 Hours****M.M:70**

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

**Course Contents:****UNIT-I**

Financial Derivatives – Meaning, types, uses and factors driving the growth of derivatives. Forward Contracts v/s Future Contracts. Types of Traders: Futures Markets and the use of Futures for Hedging.

**UNIT-II**

Future Payoffs: long futures and short futures. Pricing stock futures: with dividend and without dividend. Application of futures: Hedging, speculation and arbitrage. Currency Futures: Meaning, uses and contract details. Interest Rate Futures: Meaning, uses and contract details.

**UNIT-III**

Stock Options: meaning, types and uses. General factors affecting stock option price. Black-Scholes Option Model and Binomial model. Option based investment strategies-bullish, bearish, straddle, strangle and butterfly, Swaps: meaning & uses, currency swap & interest rate swap

**UNIT-IV**

Introduction to Commodity Derivates: meaning, uses, Cereals, metals and energy products. History and Contemporary issues of Indian derivative market

**Suggested Readings:**

1. Brennet, M., *Option Pricing: Theory & Applications*. Toronto, Lexington Books.
2. Cox, John C and Rubinstein, *Mark Options Markets*. Englewood Cliffs, Prentice Hall Inc.
3. Huang, Stanley S C and Randall, Maury R., *Investment Analysis and Management*, Allyn and Bacon.
4. Hull. John C. Options, *Futures and Other Derivative Securities*, PHI.
5. Sharpe. William F. et al., *Investment*, Prentice Hall of India.

**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 examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

**Objective:** *The objective of this course is to analyze the major concepts, theories of public finance in logical and critical manner.*

**Course Contents:**

**UNIT-I**

Nature and Scope of Public Finance. Principle of maximum social advantage. Public revenue- General considerations: Division of tax burden and incidence of taxes, Classification and choice of taxes and effect of taxation. Indian taxation system and its key issues.

**UNIT-II**

Public Debt and some issues in debt management; Public expenditure- General considerations and effect of public expenditure; Public budget- budget classification, Performance and Programme budgeting system (PPBS) and Zero base budgeting ; Balance budget and fiscal policy. Comments on recent central Government budget

**UNIT-III**

Introduction to Indian Public Financial System – Historical background, Financial Federalism under Constitution; Indian Federal finance- Recommendations of latest finance commission of India; Public debt in India-Central and states Government debt.

**UNIT-IV**

Government of India Finances: expenditure trends expenditure policy, control of public expenditure in India, Suggestions for reforming the budget, trends in receipts. Railway finances, public sector in India and its Financial Autonomy and Accountability of Public sector, states finances and local finances. Investment policy of public sector in India: Financial, economic and social appraisal. Financial control; Legislative and Executive Accounting and Auditing System in India, Role of Comptroller and Auditor General (CAG), Contemporary Issues in Government Finances.

**Suggested Readings:**

1. Musgrave, R.A., and P. B. Musgrave, *Public Finance in Theory and Practice*, Tata McGraw Hill.
2. Harvey S. Rosen, Ted Gayer, *Public Finance*, McGraw Hill
3. Tayagi, B.P., *Public Finance*, S. Chand & Co.
4. Lekhi, R.K., *Public Finance*, Kalyani Publishers.
5. Mithani, D.M., *Public Finance and International Trade*, Himalaya Publications.

**Note:**

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2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

## GENERIC ELECTIVE PAPERS (MARKETING MANAGEMENT)

MCM- 421

RETAIL MANAGEMENT

Time Allowed: 3 Hours

M.M:70

**Objective:** *The objective of this course is to familiarize the students with the basic concepts of retailing and understanding retail business so as to make them ready for future roles as managers*

### UNIT-I

Introduction to Retail- Evolution of Retail, Organised Vs Unorganised retailing, Retail Mix, theories of retail development, Types of Retailers; Careers in Retailing; Understanding Consumers.

### UNIT-II

Retail Locations- Planned and Unplanned, Retail Site Location- Site Characteristics, Trade Area Characteristics, Location and Site Evaluation; Store Layout and Design; Space Management; Visual Merchandising; Atmospherics.

### UNIT-III

Managing Merchandise - Merchandise Planning, Process, Forecasting Sales, Developing Assortment Plans, National Brands and Private Labels; Retail Pricing- Setting Retail Prices, Price Adjustments, Pricing Strategies; Retail Communication Mix.

### UNIT-IV

Information and Supply Chain Management- Information Flows, Logistics, Distribution Centre. Contemporary issues in Retail- Significance of retail as an industry, Retail scenario at International and National Level, Technology in Retailing, Multi-channel Retailing, E-Retailing: Future of e-retailing, Challenges for traditional retail and e-retail, FDI in Retail.

### Suggested Readings:

1. Pradhan, S., Retailing Management: Text and Cases, Mc Graw Hill Education, New Delhi
2. Levy, Micheal, Weitz, Barton, A. and Pandit, Ajay, *Retailing Management*, Tata McGraw Hill, New Delhi
3. Berman, Barry and Evans, Joel, R., *Retail Management; A Strategic Approach*; PHI/Pearson Education; New Delhi
4. Newman, Andrew, J. & Cullen, Peter, *Retailing: Environment & Operations*, Vikas Publishing House; New Delhi.
5. Gilber, 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 examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks.



**Objective:** *The objective of this course is to analyze the major concepts of rural and agricultural marketing in coherent and critical manner.*

#### UNIT-I

Features, Significance, Scope and Limitations of rural markets in India; Environmental factors affecting rural markets; Changing focus of corporate towards rural markets; Demographic and psychographic profile of rural consumer; Classification of products and services in Rural marketing, rural demand and problems in rural marketing,

#### UNIT-II

Agriculture Marketing –Definition, Scope, Concept and Objectives; Differences in Agricultural and Consumer Marketing; Constraints in Agricultural marketing; Role of Agriculture in Economic Development of India; Role of Government in Agricultural Development; Agribusiness; Export potential for farm products -Supporting Services.

#### UNIT-III

Cooperative Marketing –Concept, History, Functions – Reasons for slow progress of cooperative sector, Advantages & Limitations of Organized retailing in Agri Inputs and Outputs, Trends in Agri Marketing. Supply Chain Management in Agri Business i.e. Cold Chains, Organized procurement & warehousing.

#### UNIT- IV

Marketing Mix for rural products; Role of financial institutions in rural marketing. Rural marketing strategies: Different models and case studies of corporate vis Tata Kisan Seva Kendra, Commodity market functioning etc. Innovative distribution Channels like ITC E-Choupal, Godrej Adhar, HUL Shakti.

#### Suggested Readings:

1. Acharya S. S. and Agarwal N. L., *Agricultural Marketing in India*, Oxford & IBH Publishing Co.
2. Dr. Subhash Bhawe, *Agribusiness Management in India –Text & Cases*.
3. Arora, R C., *Integrated Rural Development*, Scharnd.
4. Desao. Vassal. *Rural Development*, Himalaya.
5. Mishar, S. N., *Politics and Society in Rural India*, Inter India.
6. Porter, Michael, E. *Competitive Strategy*, Free Press.
7. T.P Gopaldaswamy, *Rural marketing- Environment, problems and strategies*
- 8.

#### 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 examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks.

*Objective: The objective of this course is to lay a foundation for an understanding of the complex dimensions of Industrial Marketing.*

#### UNIT-I

Industrial Marketing: concept, nature and scope of industrial marketing; Difference between industrial and consumer marketing; Economics of industrial demand; Understanding industrial markets and environment: Types of industrial customers, Classification of industrial products, Marketing implications for different customers and different product types, Purchase practices of industrial customers, Environmental analysis in industrial marketing.

#### UNIT-II

Organisational Buying and Buyer behavior: Buyer motives, Phases in industrial buying decision process, Types of buying situations, Interpersonal Dynamics of industrial buying behavior, Buyer-Seller relationship, Models of industrial buying behavior, Industrial Marketing Research process; Industrial market segmentation, target marketing and positioning.

#### UNIT-III

Product Strategy: Meaning and Concept of an industrial product, Determinants of product mix, Industrial Product Life Cycle and strategies, New product development process; Marketing strategies for product related services and pure services; Industrial pricing decisions: Factors influencing pricing decisions, Pricing strategies, Pricing methods.

#### UNIT-IV

Industrial distribution channels and marketing logistics: Distinctive nature of industrial distribution channels, Factors affecting the nature of industrial channels, Role of intermediaries, Types of industrial intermediaries, Channel design decisions, Role of logistics and customer services in industrial marketing, Major components/Major decision areas of logistics, Total cost approach; Industrial marketing communication: Role of personal selling and direct marketing in industrial marketing, Personal selling process, Importance of advertising, and sales promotion in industrial marketing, Sales force management, Strategic planning, Implementing and Controlling in industrial marketing.

#### Suggested Readings:

1. Reeder, Robert R. *Industrial Marketing: Analysis, Planning and Control*. Englewood Cliffs. New Jersey, Prentice Hall Inc.
2. Havalder, Krishna K., *Industrial Marketing*, TMH, New Delhi
3. Havalder, Krishna K: *Text and Cases*, TMH, New Delhi
4. Brennan, R, Canning, L & McDowell, R, *Business to Business Marketing*, Sage Publications Ltd.,
5. Hill, Richard, etc. *Industrial Marketing*, Homewood Illionis, Richard D. Irwin.
6. Webster, F E. *Industrial Marketing Strategy*, New York, John Wiley.
7. Ghosh, P.K, *Industrial Marketing*, Oxford University Press.
8. Mukerjee, *Industrial marketing*, Excel Books India

#### Note:

1. The list of cases and specific references including recent article will be announced in the class at the time of launching of the course.
2. The examiner is required to set nine questions in all. The first question will be compulsory consisting of seven short questions covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to the compulsory Question No. 1. All questions shall carry equal marks.

**Objective:** *The objective of the course is to familiarize the students to design social campaigns with a view to bring change in the behavior of the public in the fields of public health and environment.*

#### UNIT-I

Social Marketing: Concept, Scope, Comparison with Commercial Marketing, Approaches to influence public Behavior; Social Marketing Planning Process; Elements of Campaign.

#### UNIT-II

Social Marketing Environment: Campaign Focus and purpose, Mapping the Internal and External Environments; Establishing Target Audiences: Target Marketing.

#### UNIT-III

Setting Campaign Objectives and Goals: Behavior Objective, Knowledge Objective, Belief Objective; Social Marketing Strategies: Product in social marketing, Price of a social marketing product.

#### UNIT-IV

Promotional Strategies: Types of Media Channels, Choosing Media Vehicles, Timings and Factors Influencing media strategies; Plan Evaluation and Monitoring: Outcome measures, Process Measures; Establishing Budgets and finding Funding Sources.

**Suggested Readings:**

1. Philip, Kotler, Ned Roberto, Nancy Lee, *Social Marketing: Improving the quality of life*, Sage Publication,
2. Nancy, R., Lee, Philip, Kotler, *Social Marketing: Influencing Behavior for Good*, Sage, R., Kraig, Lefebvre, *Social Marketing and Social Change*, Wiley.
3. Hong, Cheng, Philip Kotler, Nancy R. Lee, *Social Marketing for Public Health: Global Trend and Success Stories*, Jones and Bartlett Publishers, LLC

**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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**Time Allowed: 3 Hours****M.M:70**

**Objective:** *The aim of this paper is to acquaint the students with the concepts, techniques and developing skills regarding application of effective digital and social media marketing.*

**UNIT I**

Introduction to digital marketing, advantages of digital medium over other media, Impact of internet on consumer buying behaviour. Domain names; Website hosting; Lead generation; Ethical and Legal Issues in the field of digital marketing.

**UNIT II**

Search Engine Optimisation (SEO): Introduction to SEO; understanding search engines; basics of keyword research; On-page and off-page Search Engine Optimisation.

**UNIT III**

Search Engine Marketing (SEM): Introduction to SEM; Google Adwords; keywords; bidding and budget; quality score; creating and optimising campaign. Google Analytics; Content marketing; Affiliate marketing; Email marketing; Mobile marketing

**UNIT IV**

*Social media marketing:* meaning; approach to social media; types of social media websites; blogging; social media engagement; social media ROI; using social media for branding and promotion. Marketing on Facebook, LinkedIn, Youtube, Instagram, Pinterest

**Suggested Readings:**

1. Parkin Godfrey, Digital Marketing: Strategies for Online Success, New Holland Publishers.
2. Charlesworth A., Internet Marketing: A Practical Approach, BH Publications.
3. Chaffey Dave, Internet Marketing: Strategy, Implementation and Practice, Pearson Education.
4. Trengove Alex, Malczyk Anna and Beneke Justin, Internet Marketing, Published by GetSmarter under the Creative Commons BY-NC 3.0.

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Time Allowed: 3 Hours

M.M:70

**Objective:** *The aim of this course is to acquaint the students with concepts, techniques and give experience in the application of concepts for developing effective Customer Relationship program.*

**Course Contents:**

#### UNIT-I

Prerequisites to CRM: Changing face of Indian market, Customer ownership and customer values, Customer life cycle (CLC) and Customer lifetime value (CLV), Customer relationship. Relationship Marketing- From traditional marketing approach to relationship marketing organisational pervasive approach, Service level agreements (SLA)

#### UNIT- II

Understanding CRM, Technology and CRM, Levels of CRM, Loyalty Management, Loyalty programmes, reasons of failure of loyalty programmes.

Service quality and service capacity planning: service capacity planning process; Customer driven quality and Quality Management System (QMS)

#### UNIT-III

Planning and implementation of CRM, CRM and Sales Force Automation (SFA): Objectives, Strategic advantage of SFA, Key factor for successful SFA.

eCRM: Benefits, Data handling, eCRM systems/applications in market, specifications of eCRM solutions, Scope and Significance of a CRM project, CRM implementation process.

#### UNIT-IV

Making CRM a success: Success factors for CRM, Business Process Reengineering (BPR) for CRM implementation, Data Quality Management (DQM). Securing Customer Data: Information security management system, Ethical issues in CRM, IT solutions of CRM and its Integration, Future of CRM.

#### References:

1. Makkar, U. & Makkar, H. K., Customer Relationship Management, McGraw Hill Education.
2. Dyche, Jill., *The CRM Handbook-A Business Guide to CRM*, Pearson Education Asia.
3. Anton, J., Petouhoff, N.L. & Kalia, S., Customer Relationship Management, Pearson.
4. Kumar, V. & Reinartz, W. - Customer Relationship Management: Concept, Strategy, and Tools, Springer, 2nd Ed.
6. Brown, A. Stanly, *Customer Relationship Management*, John Wiley.
7. Gosney, John W. and Thomas P. Boehm: *Customer Relationship Management Essentials*,
8. Prentice Hall.
9. Seth, Jagdish N., *Customer Relationship Management*, Tata McGraw Hill Publishing Co.

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## GENERIC ELECTIVE PAPERS (HUMAN RESOURCE MANAGEMENT)

MCH- 431

PERFORMANCE MANAGEMENT

Time Allowed: 3 Hours

M.M:70

**Objective:** *The objective of this course is to acquaint the students regarding the concept, importance, process and implementation of performance management system in an organizations.*

### Course Contents:

#### UNIT-I

Foundations of Performance Management: Concept, Objectives, Significance of Performance Management, Performance Management Process, Performance Management and Strategic Planning, Performance Management and Performance Appraisal.

#### UNIT-II

Implementation of Performance Management System: Defining Performance and Choosing Measuring Approach, Models for assessing performance: balanced Scorecard, EFQM Model; Outcome Metrics: Economic Value added (EVA) & other economic measures; Measuring Results and Behaviour, Common Problems in Employee Assessment, Gathering Performance Information, Implementing a Performance Management System.

#### UNIT-III

Performance Management and Employee Development: Personal Developmental Plans, 360 Degree Feedback Systems, Performance Management Skills, Contribution of Human Resource Management Practices to Employee Performance.

#### UNIT-IV

Reward Systems and Legal Issues: Traditional and Pay for Performance plans; Impact of leadership on organizational performance, Managing team performance, ethics in performance Management; Performance management practices in Indian organizations.

### Suggested Readings:

1. Aguinis, H., *Performance Management*, Prentice Hall
2. Bagchi, S. N., *Performance Management*, Cengage Learning
3. Bhattacharyya, D., *Performance Management System & Strategies*, Pearson Education
4. Bacal, R., *Performance Management*, McGrawHill
5. Dessler, G., *Human Resource Management*, Pearson Education
6. Armstrong, M., *Performance Management – Key strategies and Practical Guidelines*, Kogan Page

### Internet Modules:

1. <http://nptel.ac.in/courses>

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**Time Allowed: 3 Hours****M.M:70**

**Objective:** *The objective of this course is to acquaint the students with the significance and processes of Labour Welfare activities and Social Security measure adopted by the organizations.*

**Course Contents:****UNIT-I**

Labour Welfare Activities: Concept and Significance, Origin of Labour Welfare activities, Theories of Labour Welfare; Statutory Welfare Provision in Factory Act; Labour Welfare Funds; Labour Inspection System.

**UNIT-II**

Critical Estimate of Welfare Work by Employers, Local Bodies and Trade Unions; Welfare of Unorganized Labour; ILO and Labour Welfare.

**UNIT-III**

Some Special Welfare Activities: Grain Shop Facilities, Educational Facilities, Medical and Reorientation, Workers education scheme; Industrial safety; Industrial housing; Industrial health; Industrial hygiene.

**UNIT-IV**

Social Security: Concept and Importance; Employees' Compensation in India; Sickness Insurance in India; Unemployment Insurance in India; Old Age and Invalidity Security; Social Security Measures in the selected Countries (England, Japan & U.S.A.).

**Suggested Readings:**

1. Dale Yoder, *Personal Management and Industrial Relations*, Tata McGraw Hill.
2. Monappa, Arun, *Industrial Relations*, Tata McGraw Hill.
3. Sharma, A.M., *Aspects of Labour Welfare and Social Security*, Himalaya Publishing House
4. Sivarethnamohan, R., *Industrial Relation and Labour Welfare*, PHI Learning Private Ltd.

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1. <http://nptel.ac.in/courses>

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**Objective:** *The purpose of this course is to advance 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-I**

Group dynamics: types of groups, group properties, roles, norms, status and size, stages of group development and change; Group cohesiveness: factors contributing to group cohesiveness, Influence processes- power and politics in groups.

**UNIT-II**

Interpersonal communication: Uncertainty reduction theory, Social exchange theory, Cognitive dissonance theory; Interpersonal awareness and feedback process- Transactional Analysis; Interpersonal trust; Competition and cooperation.

**UNIT-III**

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

**UNIT-IV**

Inter-group relation and conflict: nature and types of conflicts, causes of conflicts and remedial measures of group conflicts, Role of Negotiation in group conflicts; distributive and integrative negotiation, third party negotiation; Fundamental interpersonal relations orientation (FIRO-B).

**Suggested Readings:**

1. Chandan, J S, Organizational Behaviour, Vikas Publication.
2. Kolb, D., *Organizational Behaviour: Practical Readings for Management*, Englewood Cliffs, Prentice Hall Inc.
3. Mainiero, L A & Tromley C L., *Developing Managerial Skills in OB*, Prentice Hall of India,
4. Moore, M D., *Inside Organizations: Understanding the Human Dimensions*, Sage.

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1. <http://nptel.ac.in/courses>

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**Time Allowed: 3 Hours****M.M:70**

**Objective:** To develop basic skills among students to independently handle a wide range of employee counseling and performance counseling.

**Course Contents:****UNIT-I**

Introduction to Counseling- Emergence, Growth, Definition, Need, Goal, Role and Characteristics of Counselor and Counseee, Difference between Counseling and Psychotherapy, and General Principles of Counseling.

**UNIT-II**

Approaches to Counseling- Psycho-analytical (Sigmund Freud Theory), Therapeutic (Alfred Adler Theory), Behaviouristic (B. F. Skinner Theory), Cognitive (Albert Ellis Model) and Humanistic Approaches (Carl Rogers Approach);

**UNIT-III**

Counseling Process- 5-D Model, the Phases of Counseling Process, Counseling Environment and Procedure, and the Core Conditions of Counseling; Counselor's Attitude and Skills of Counseling- Verbal and Non-verbal Communication Modalities, Listening Skills, Listening Barriers and Strategies to Overcome Listening Barriers;

**UNIT-IV**

Organizational Applications of Counseling Skills- Identifying Problems and Coping Strategies with regard to Occupational Stress and Performance Management; Special Problems in Counseling- Selection of Counseling Strategies and Interventions, Changing Behaviour through Counseling; Ethical and Legal Aspects of Counseling, and Current trends in Counseling.

**Suggested Readings:**

1. Cormer, L.S., and Hackney, H., *The Professional Counselor's Process Guide Helping*, Englewood Cliffs, Prentice Hall Inc.
2. Moursund, J., *The Process of Counseling and Therapy*, Englewood Cliffs, Prentice Hall Inc.
3. Munro, C A, *Counseling: A Skills Approach*, Methuen.
4. Reddy, Michael, *Counseling at Work*, British Psychological Society and Methuen.
5. Rao, S. Narayana, *Counselling and Guidance*, Tata McGraw Hill.
6. Gladding, S. T, *Counseling- A Comprehensive Profession*, Pearson.
7. Singh, Kavita, *Counselling Skills for Managers*, Prentice Hall of India.

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**MCH-435 ORGANISATIONAL CHANGE AND INTERVENTION STRATEGIES**

**Time Allowed: 3 Hours**

**M.M:70**

**Objective:** *The objective of this paper is to make the students learn about the organizational change and prepare them as change facilitators using the knowledge and techniques of behavioral science.*

**Course Contents:**

**UNIT-I**

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-II**

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-III**

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 Interventions

**UNIT-IV**

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

**Suggested Readings:**

1. French, W. H. and Bell, *Organization Development*, Prentice Hall of India.
2. French, W. H., *Organization Development Theory, Practice and Research*, Prentice Hall of India.
3. Singh, K., *Organization Change and Development*, Excel Books
4. Huse, F. E. and Cummings, T. G., *Organization Development and Change*, West.
5. De Nitish, *Alternative Designs of Human Organizations*, Sage.
6. Harvey, D.F. and Brown, D.R., *An Experiential Approach to Organization Development*, Prentice Hall Inc.

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1. <http://nptel.ac.in/courses>

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**Time Allowed: 3 Hours****M.M:70**

**Objective:** *The objective of this course is to develop a diagnostic and conceptual understanding of the cultural and related behavioral variables in the Human Resource Management of global organizations.*

**Course Contents:****UNIT-I**

Human and Cultural Variables in Global Organizations: Culture and values, Cross Cultural Differences and Managerial Implications

**UNIT-II**

Cultures in Organizations and Hofstede's Study – Cultural dimensions and their HR and managerial implications.

**UNIT-III**

Evolution of Global Organizations: Cross Cultural Leadership, Motivation and Decision Making, Cross Cultural Communication and Negotiation.

**UNIT-IV**

Human Resource Management in Global Organizations: Selection, Source criteria for International Assignment, Compensation and Appraisal System.

**Suggested Readings:**

1. Adler, N.J., *International Dimensions of Organizational Behaviour*, Kent Publications.
2. Bartlett, C. and Ghoshal, S., *Transnational Management: Text, Cases and Readings in Cross Border Management*, Irwin.
3. Dowling, P.J., *International Dimensions of Human Resource Management*, Wadsworth.
4. Hofstede, G., *Cultures Consequence: International Differences in Work Related Values*, Sage.
5. Marcis, D. & Puffer, S.M., *Management International: Cases, Exercises and Readings*, West Publishing.
6. Mead, R., *International Management: Cross Cultural Dimensions*, Blackwell.
7. Ronen, S., *Comparative and Multinational Management*, John Wiley.

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