FIRST SEMESTER PAPERS
CONCEPTUAL FOUNDATION OF MANAGEMENT

MC: 101

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

COURSE CONTENTS:

Meaning, nature and scope of management; Management Thoughts, Scientific process, human behaviour and social system ; Decisions theory school ; Quantitative and system school; Contingency theory of management; managerial skills.

Managerial Functions ; Planning - concepts significance, types Organizing – concept principles, theories, types of organizations, authority responsibility, power, delegation, decentralization, Staffing; Directing; Coordinating; control nature, process and techniques. Motivation: Process of motivation: Theories of motivation need hierarchy theory, theory X and theory Y, two factor theory, Alderfer’s ERG theory, McClelland’s learned need theory, Victor Vroom’s expectancy theory, stacy Adams equity theory.

Leadership: concepts; Leadership styles; Theories: trait theory, behavioral theory, Fiedler’s contingency theory, Harsey and Blanchard’s situational theory; Managerial grid; Likert’s four systems of leadership. Interpersonal and Organizational communication: concept of two-way communication process; Barriers to effective communication, types of organizational communication, improving communication, transactional analysis in communication. Controlling function of management and its applications.

SUGGESTED READINGS:


Note: The examiner shall set eight questions in all in the question-paper and students shall be required to attempt only five questions but question 1st consisting of seven sub-parts shall be compulsory.
BUSINESS ENVIRONMENT

MC: 102                                                                                       Max. Marks: 70

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

Environment Concept and Analyses: Internal and External environment, micro and macro environment, competitive structure of industries, techniques for environmental analyses and mechanism of corporate governance.

Business and society: Business ethics; social responsibility of business, business and culture; technological development and social change, factor affecting social orientation and social audit.

Types and concept of environment: economic, technological, political and government, Demographic, social and legal environment in business.

Financial environment; financial system, stock market operations and regulations, monetary policy: Function and impact on markets.

Industrial labour environment: Industrial relations: Industrial disputes; causes, preventive steps and employer employee relations; trade unions in India, worker participation in management.

Structure of the Economy: Changing structure of the economy from closed to open system, new economic policy: Boon or bane for India, new industrial policy and its evaluation, privatization and disinvestment in India, public sector and its significance. Small scale Industry: service sector and traditional small scale ventures.

Globalization: Opportunities and challenges for MNCs in India.

SUGGESTED READINGS:

4. Indian economy: Ruder Dutt and Sunderam, S. Chand

Note: The examiner shall set eight questions in all in the question-paper and students shall be required to attempt only five questions but question 1st consisting of seven sub-parts shall be compulsory.
ECONOMIC ANALYSIS

Objective: The objective of this course is to analyze the major concept and theories of Micro and Macro Economics in coherent, compact and critical manner.

COURSE CONTENTS:


SUGGESTED READINGS


Note: The examiner shall set eight questions in all in the question-paper and students shall be required to attempt only five questions but question 1st consisting of seven sub-parts shall be compulsory.
Objective: The objective of this course is to analyze the major concepts and theories of management accounting in coherent and critical manner.

COURSE CONTENTS:

Management Accounting-Nature, Functions, Objectives and Scope; Financial Accounting vs. Cost Accounting vs. Management Accounting; Role and Responsibilities of Management Accountant in a Business Organisation.

Cost Accounting: Meaning, cost concepts and classifications.

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.

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.

Responsibility Accounting: Concept and significance; Organisational structure and Decentralisation; cost and benefits of decentralization; Responsibility Centres: 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:


Note: The examiner shall set eight questions in all in the question-paper and students shall be required to attempt only five questions but question 1st consisting of seven sub-parts shall be compulsory.
BUSINESS STATISTICS

MC: 105

Max. Marks: 70

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:

Introduction to statistics, Descriptive statistics: Measures of Central tendency, Dispersion, Concept of Skewness and Kurtosis.

Probability: Concept of probability; Approaches to probability; Conditional probability; Additive and Multiplicative Laws; Baye’s Theorem; Probability Distributions: Binomial, Poisson and Normal: characteristics and applications; Mathematical expectation.

Sampling: Basic concepts; Sampling methods: Probability and non-probability, Sampling and non-sampling errors; Sampling Distributions: Mean and Proportion; Central Limit theorem; Statistical estimation: point and interval.

Inferential Statistics: Test of Hypotheses-formulation of hypothesis and errors in hypothesis testing; Parametric Tests: Z, t and F-test, ANOVA (one-way); Non-parametric tests: Chi-square, Mann-Whitney test, Krusal Wallis test, Wilcoxon signed rank test.

Correlation and Regression Analysis: Two variables case

Statistical Quality Control: Causes of variation in quality, Types of Control charts: Control chart for Variable - X and R-Chart and Control chart for attribute – percentage defectives, fraction defectives and no. of defects.

SUGGESTED READINGS:


Note: The examiner shall set eight questions in all in the question-paper and students shall be required to attempt only five questions but question 1st consisting of seven sub-parts shall be compulsory.
COMPUTER APPLICATIONS IN BUSINESS

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

COURSE CONTENTS:

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

Personal computers: PC and its main components, hardware configuration, CPU and clock speed, RAM and secondary storage devices, other peripherals used with PC; factors influencing PC performance; PC as a virtual office.

Modern Information Technology: Basic idea of Local Area Networks (LAN) and Wide Area Networks (WAN); E-mail; Internet technologies, access devices, concept of a World Wide Web and Internet browsing; Multimedia.

Introduction to Operating systems: Software needs, operating systems, application software’s, programming languages; DOS; Windows- window explorer, print manager, control panel, paintbrush, calculator, desk top, my computer, settings, find, run; UNLX.

(Practical Examination) Max. Marks: 30

The following areas are to be covered: Internet Technology–Applications DOS, Windows, MSWord, Excel, Power Point, Lotus, and Basic Commands.

SUGGESTED READINGS:

1. Date, C.J: An Introduction to Database Systems, Addison Wesley, Massachusetts.
2. Dienes, Sheila S: Microsoft office, Professional for Windows 95; Instant Reference; BPB publication, Delhi.

Note: The examiner shall set eight questions in all in the question-paper and students shall be required to attempt only five questions but question 1st consisting of seven sub-parts shall be compulsory.
Objective: The objective of this course is to analyze the major concepts of organizational behaviour in business in coherent and critical manner.

COURSE CONTENTS:

Organizational Behaviour: concepts, determinants, challenges and opportunities of OB. Contributing disciplines to the OB. Organisational culture and climate, impact of organizational structure on OB.

Understanding and managing individual behaviour; Personality; Perception; Values; Attitudes; Learning, Motivation and Leadership.

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; Organizational Development; Conflict Management and Stress Management.

SUGGESTED READINGS:


Note: The examiner shall set eight questions in all in the question-paper and students shall be required to attempt only five questions but question 1st consisting of seven sub-parts shall be compulsory.
Objective: The objective of this course is to analyze the major concepts of financial management in business in coherent and critical manner.

COURSE CONTENTS:

Financial Management: Objectives and scope; financial decision-making and types of financial decisions; role of a finance manager in a firm, Risk-Return framework for financial decision making.


Capital Structure: Concept; theories of capital structure, optimal capital structure; determinants of capital structure.

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.

Dividend Policy: Dividend and its forms, theories of dividend policy and their impact on the value of a firm; types of dividend policy, determinants of dividend policy.

Corporate Restructuring: Types of business combinations, motives of mergers and acquisitions, valuation of mergers and acquisitions; Analysis of some empirical Indian case studies.

SUGGESTED READINGS:


Note: The examiner shall set eight questions in all in the question-paper and students shall be required to attempt only five questions but question 1st consisting of seven sub-parts shall be compulsory.
Objective: The objective of this course is to analyze the major concepts of marketing management in business in coherent and critical manner.

COURSE CONTENTS:

Marketing: meaning, scope and importance of marketing; evolution of marketing concept; modern concept of marketing. Marketing environment; marketing information system.

Buyer behaviour: consumer behaviour; buying decision process and influences, organizational buying; purchasing/procurement process; organizational buying process.

Market segmentation, targeting and positioning: levels and bases of segmentation; evaluating and selecting the market segments; developing a differentiation positioning strategy. Dealing with competition: identifying and analyzing competition; competitive strategies for market leader, market challenger and market follower.

Product decisions: product concept and classification; major product decisions; new product development; product life cycle - strategies adopted at different stages; branding; packaging decisions. Pricing decisions: objectives of pricing; factors affecting pricing; procedure for setting price; pricing policies and strategies

Distribution decisions: marketing channels- importance and development; role of marketing channels; channel design and management decisions; retailing and wholesaling – Indian perspective

Promotion decisions: meaning and importance of promotion; promotional tools and their effectiveness, developing and implementing promotional campaign; promoting through internet; promotion scene in India

Ethics in marketing and consumerism; consumer protection in India; trends in marketing- service marketing, rural marketing, direct marketing, internet marketing, green marketing- issues and applications in India

SUGGESTED READINGS:

Note: The examiner shall set eight questions in all in the question-paper and students shall be required to attempt only five questions but question 1st consisting of seven sub-parts shall be compulsory.
Objective: The objective of this course is to analyze the major concepts of human resource management in business in coherent and critical manner.

COURSE CONTENTS:

Human Resource Management: concepts, objectives, functions, importance, nature, scope, approaches and role of HR manager; HRM in dynamic environment.

Job Analysis: concept, objectives, process, techniques, job description and job specification; Human Resource Planning; Job Design and Work Scheduling: concept, objectives, job characteristics and approaches to job design.

Recruitment: concept, objectives, sources of recruitment, methods of recruitment and factors affecting recruitment; Selection: concept, objectives, purpose, process and basic model for selection; Training and Development: concept, objectives, need, types and techniques; Induction and Socialization (a brief account).

Performance Appraisal: concept, objectives, process, types, methods and problems; Career Planning and Succession Planning: concepts, approaches and issues.

Job Evaluation: concept, objectives and techniques; Compensation Management: concept, objectives, components, types, wage and salary administration, incentives schemes, fringe benefits and labour welfare; Diversity at Work: managing diversity, causes of diversity, the paradox of diversity, diversity with special reference to handicapped, women and aging.

Employees Relations: shifting from industrial relation to employees relations, handling employees’ grievances, Human Resource information system (HRIS), Workers’ Participation and Employee Empowerment; Personnel Audit and Research; HRD in India and Contemporary Issues in HRM.

SUGGESTED READINGS:


Note: The examiner shall set eight questions in all in the question-paper and students shall be required to attempt only five questions but question 1st consisting of seven sub-parts shall be compulsory.
Objective: The objective of this course is to analyze the major concepts financial accounting and reporting in business in coherent and critical manner.

COURSE CONTENTS:

Introduction to Accounting: Meaning, nature and scope, Ethics in accounting, branches of accounting, generally accepted accounting principles (GAAP), Principles and practices recommended by the Institute of Chartered Accountants of India (ICAI).

Demand for financial information: parties demanding financial statement information, Conflicts among parties, factors affecting demand for financial statement information; Supply of financial statement information: Regulatory and market forces governing the supply, cost associated with disclosure.

The conceptual framework of financial Statements: purpose of the framework, scope and coverage, Qualitative characteristics of financial statements, Concept of capital and capital maintenance.

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.

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.

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:

Note: The examiner shall set eight questions in all in the question-paper and students shall be required to attempt only five questions but question 1st consisting of seven sub-parts shall be compulsory.
RESEARCH METHODOLOGY

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

COURSE CONTENTS:

Introduction to Business Research: Defining Business Research, Types of Business Research, Characteristics of Good Research, Ethics in Business Research.


Sampling Design: Sampling Concepts, Sampling Techniques, Sample Size Determination

Measurement: Measurement and Scaling concepts, Attitude Measurement, Questionnaire Design.


SUGGESTED READINGS:

1. Zikmund William G., Business Research Methods, Thomson
2. Cooper Donald R & Schindler Pamela S, Business Research Methods, McGraw Hill
3. Bajpai Naval, Business Research Methods, Pearson
4. Kothari C R, Research Methodology & Technique, New Age International Publisher
5. Parnneevselvam R, Research Methodology, Prentice Hall of India

Note: The examiner shall set eight questions in all in the question-paper and students shall be required to attempt only five questions but question 1st consisting of seven sub-parts shall be compulsory.
THIRD SEMESTER PAPERS
Objective: The objective of this course is to analyze the major concepts of Indian economy in coherent and critical manner.

COURSE CONTENTS:


State of the economy in 1990-91; need and features of Structural Adjustment Programme (SAP); Globalization and WTO in India; Appraisal of economic reforms.

Indian planning and economic reforms: Achievement and failures of India’s five year plans. Latest five year plan; Rationale of planning under New Economic Policy.


Agriculture: Trends in production; geographical spread of modern agriculture practices; Green revolution and its effects; Globalisation and Indian agriculture.


Contemporary Issues in Indian Economy: Issues in service sector; Issue of competitiveness of Indian manufacturing sector, SEZ as a policy of industrial development, Emergence of knowledge intensive industries in India, Infrastructure bottlenecks in Indian economy, Impact of Institutional factors on development of Indian economy.

SUGGESTED READINGS:

1. Datt, Ruddar and Sundaram, K.P.M. (2004); Indian Economy, S.Chand & Co. New Delhi.

Note: The examiner shall set eight questions in all in the question-paper and students shall be required to attempt only five questions but question 1st consisting of seven sub-parts shall be compulsory.
Objective: The objective of this course is to analyze the major concepts of e-commerce in business in coherent and critical manner.

COURSE CONTENTS:

Introduction to Electronic Commerce: Meaning, nature and scope; application of e-commerce; evolution of World Wide Web and its future.


Electronic Payment System: Types of payment systems –e-cash and currency servers, e-cheques, credit cards, smart cards; electronic purses and debit cards; Security Issues in E-Commerce: Risks of e-commerce –Types of threats, Protecting electronic commerce assets and intellectual property; Firewalls; Security tools; Digital identity and electronic signature; Encryption and concepts of public and private key infrastructure; Risk management approach to e-commerce security.


SUGGESTED READINGS:

3. Smith, P.R. and Dave Chaffey (2005), eMarketing eXcellence; The Heart of eBusiness (UK: Elsevier Ltd.)
5. E-Commerce: D. Joseph PHI.

Note: The examiner shall set eight questions in all in the question-paper and students shall be required to attempt only five questions but question 1st consisting of seven sub-parts shall be compulsory.
CONTEMPORARY ISSUES IN ACCOUNTING

MC: 311
Max. Marks: 70

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

COURSE CONTENTS:

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.

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.


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:

2. Steven M. Bragg, Interpretation and Application of Generally Accepted Accounting Principles 2011, John Wiley.
5. Teng, Financial Accounting, Asian Book Pvt. Limited

Note: The examiner shall set eight questions in all in the question-paper and students shall be required to attempt only five questions but question 1st consisting of seven sub-parts shall be compulsory.
Objective: The objective of this course is to analyze the major concepts of banking and insurance in coherent and critical manner.

COURSE CONTENTS:

Introduction to insurance; various types of insurance; principles of insurance; important insurance policies in life and non-life insurance; IRDA and its role in insurance sector in India; privatization of insurance industry in India; insurance business operations, Concept and implications of bancassurance.


Introduction to Banking – Meaning, functions, importance and growth of banking sector in India. Role of RBI in Credit and Monetary Planning; Capital Adequacy and Capital Planning. Securities for Bank Advances: Forms of securities and precautions taken by Banks in accepting these securities.


Recent developments in banking and insurance in India.

SUGGESTED READINGS:

5. Cox, David, Elements of Banking; John Murray, London.

Note: The examiner shall set eight questions in all in the question-paper and students shall be required to attempt only five questions but question 1st consisting of seven sub-parts shall be compulsory.
DIRECT TAX LAWS AND PRACTICES
MC: 313
Max. Marks: 70

Objective: The objective of this course is to analyze the major concepts of direct taxes in coherent and critical manner.

COURSE CONTENTS:

Basic concepts of income tax: Assessee, Agricultural Income, Casual Income, Previous Year, Assessment Year, Residential Status and incidence of tax for Individual, HUF and Company, Incomes Exempt from Tax. Tax planning, tax avoidance and tax evasion.

Income from salaries, income from house property and income from profits and gains of business and profession. Income from capital gains, income from other sources.

Set off and carry forward of losses, clubbing of income, deduction of tax at source, advanced payment of tax. Deductions from gross total income.

Assessment of individuals and HUF. Returns of Income - Compulsory filing of returns based upon economic criterions - Forms of Return - Assessment - Types of Assessments.


SUGGESTED READINGS:

1. Malhotra H.C., Income Law and Practice, Sahitya Bhawan Publication
2. Singhania V.K, Student Guide to Income Tax, Taxmann’s Publication
3. Lal B.B., Income Tax Law and Practice
4. Singhania V.K, Direct Taxes: Law and Practice, Taxmann’s Publication

Note: The examiner shall set eight questions in all in the question-paper and students shall be required to attempt only five questions but question 1st consisting of seven sub-parts shall be compulsory.
Objective: The objective of this course is to analyze the major concepts of security analysis and portfolio management in coherent and critical manner.

COURSE CONTENTS:

Meaning and objectives of security analysis and portfolio management; Process of portfolio management, Return and risk: concept and measurement for security and portfolio.

Investment alternatives; Security and non-security forms of investment. Valuation theories of fixed and variable income securities.


Portfolio Theories: Markowitz portfolio theory: Efficient Frontier, Optimal portfolio: selection & problems, investors utility; risk-free lending and borrowing, market portfolio; CAPM, capital market line, security market line; characteristic line Sharpe single index model and Arbitrage Pricing Theory.

Portfolio revision - meaning, need and constraints: formula plan; constant-dollar-value plan, constant ratio plan, variable ratio plan.

Recent Developments in the Indian Stock Market.

SUGGESTED READINGS:


Note: The examiner shall set eight questions in all in the question-paper and students shall be required to attempt only five questions but question 1st consisting of seven sub-parts shall be compulsory.
MARKETING RESEARCH

MC: 321

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

COURSE CONTENTS:

Introduction: Meaning, nature and importance of marketing research; Research reliability and validity; Problems in conducting marketing research; Marketing information system (MIS); Marketing Research Process; Problem identification; Determining information needs; Developing marketing research proposal.

Research Design: Meaning and importance; Types of research designs; Secondary data – sources, uses and limitations; Primary data collection methods; Online data sources; Questionnaire preparation; introduction to measurement scales.

Sample Design and Field Work: universe vs sample; Determining sampling frame; Probability and non -probability sampling methods; Sample size determination; Field work and data collection – sampling and non-sampling errors.

Data Analysis and Report Preparation: Data editing, coding tabulation and graphical presentation; Hypothesis testing, tests of significance (Parametric & non-parametric); Univariate and multivariate data analyses techniques and their applications in marketing research; Report preparation, presentation and follow -up.

Marketing Research Applications: Consumer research – behaviour and motivation research, attitude measurement; Product research; Advertising research; Marketing and sales forecasting; Sales analysis.

Marketing Research in India: Status, organization and developments; Ethical issues in marketing research.

SUGGESTED READINGS:


Note: The examiner shall set eight questions in all in the question-paper and students shall be required to attempt only five questions but question 1st consisting of seven sub-parts shall be compulsory.
CONSUMER BEHAVIOUR

MC: 322

Max. Marks: 70

Objective: The objective of this course is to analyze the major concepts of consumer behaviour in coherent and critical manner.

COURSE CONTENTS:

Consumer Behaviour: meaning, importance and nature of consumer behaviour; Types of consumers and their role; Consumer buying process and determinants; Changing profile of Indian consumers.

Individual Differences in Consumers: Needs and motivation; Perception; Attitude and attitude change; Learning and learning theories; Influence of personality and self concept.

External determinants of Consumer Behaviour: Family and its influence on consumer buying behaviour; Group and their influences; Diffusion of Innovation and Opinion Leadership; Social class.

Models of consumer behaviour; Business buying behaviour.

Cross-cultural dimensions of consumer behaviour; Culture and sub –culture; Consumer research – complexities and issues.

SUGGESTED READINGS:


Note: The examiner shall set eight questions in all in the question-paper and students shall be required to attempt only five questions but question 1st consisting of seven sub-parts shall be compulsory.
Objective: The objective of this course is to analyze the major concepts of advertising management in coherent and critical manner.

COURSE CONTENTS:

Advertising: Nature and importance; communication process, Advertising and the economy; Advertising and publicity; Advertising management process – an overview; Determining target audience; Advertising objectives and positioning decisions; Advertising budget decisions.

Message Decision: Determining advertising message; Developing advertising copy – Headline main copy, logo, illustration, appeal, layout, creativity in advertising.

Media Planning: Types of media and their merits and limitations; Advertising through the internet; Media selection; Media scheduling.

Organization of Advertising Operations: In-house vs. advertising agency arrangements; Managing advertising agency relations; Evaluation of advertisement and campaign effectiveness – Before-and–after advertising tests and techniques.

Advertising scenario in India; Social and regulatory aspects of advertising.

SUGGESTED READINGS:


Note: The examiner shall set eight questions in all in the question-paper and students shall be required to attempt only five questions but question 1st consisting of seven sub-parts shall be compulsory.
SALES MANAGEMENT

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

COURSE CONTENTS:

Introduction: Nature and importance of selling; Types of selling; Personal selling, salesmanship; Process of effective selling; Strategic Sales management.

Sales Planning: Setting personal selling objective; Market analysis and sales forecasting; Sales budget; Sales territory; Sales quota.

Sales Organization: Organization structure; relationship of sales department with other departments; Distribution networks relationship.

Sales Force Management: Recruitment and selection; training and development; motivating, supervising and compensating sales personnel; Controlling the sales effort; Evaluation of sales personnel; Sales and cost analysis.

Ethical and legal aspects of selling.

SUGGESTED READINGS:


Note: The examiner shall set eight questions in all in the question-paper and students shall be required to attempt only five questions but question 1st consisting of seven sub-parts shall be compulsory.
HUMAN RESOURCE DEVELOPMENT

MC: 331

Max. Marks: 70

Objective: The objective of this course is to analyze the major concepts of human resource development in coherent and critical manner.

COURSE CONTENTS:

Human Resource Development: concept, scope and evolution, strategic interventions, mechanisms, processes and outcomes, HRD instruments.

HRD and Management: attitude of top management, Motivational aspects of HRD, recent trends in HRD.

HRD Activities: HRD culture and climate, OCTAPACE, measurement of HRD climate, factors determinants and need, HRD for workers.

HRD in Organizations: Government organizations, educational institutions, armed forces, police and industry, private sectors and public sectors units; Emerging Issues in HRD.

SUGGESTED READINGS:


Note: The examiner shall set eight questions in all in the question-paper and students shall be required to attempt only five questions but question 1st consisting of seven sub-parts shall be compulsory.
Objective: The objective of this course is to analyze the major concepts of labour laws in coherent and critical manner.

COURSE CONTENTS:


SUGGESTED READINGS:


Note: The examiner shall set eight questions in all in the question-paper and students shall be required to attempt only five questions but question 1st consisting of seven sub-parts shall be compulsory.
Objective: The objective of this course is to analyze the major concepts of industrial relations in coherent and critical manner.

COURSE CONTENTS:

Industrial Relations: concepts, scope, historical development and perspectives; Industrial Relations and the State; IR and the Emerging Socio-Economic Scenario.

Trade Unionism: role of trade unions, trade union in India, national level federations, goals and objectives of unions and union leadership, weaknesses in trade unions, politics and government, Trade Union Act 1926: an overview, union recognition and de-unionization strategies.

Industrial Democracy: concepts and scopes of industrial democracy; Worker’s Participation: strategy, practices, rationale for participation, issues in participation, and strategies for making participation more effective.

Managing Industrial Relations: regulatory mechanisms, employee discipline, suspension, dismissal and retrenchment, employee grievance handling, collective bargaining, negotiation skills, industrial conflict resolution, statutory and non-statutory methods of industrial dispute resolution; Labour Welfare: rationale, need and requirements.

Industrial Relations and Technological Change; ILO and Industrial Relations.

SUGGESTED READINGS:

5. Srivastava S C. Industrial Relations and Labour Law, Vikas, New Delhi, 1.994.

Note: The examiner shall set eight questions in all in the question-paper and students shall be required to attempt only five questions but question 1st consisting of seven sub-parts shall be compulsory.
LEADERSHIP DYNAMICS

MC: 334   Max. Marks: 70

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

COURSE CONTENTS:

Leadership: Nature, determinants and significance; Leadership Approaches: Trait theory of leadership. Behavioral styles in leadership role; Likert’s management system; Managerial grid; Followers as determinants of effective leadership, life cycle theory. Situation as determinants of leadership, Fielder’s contingency theory; Vroom and Yetten model, Path-goal theory; Attribution theory; Charisma and transformational leadership.

Interpersonal dynamics, emotional expression in interpersonal relationship, personal change through interpersonal styles and communication, Johari window and Transactional analysis; t-groups theory and laboratory methods; Basic and advanced leadership skills.

SUGGESTED READINGS:

3. Pareek, Uday and Rao, Behavioral Process in an Organization, Oxford IBH.

Note: The examiner shall set eight questions in all in the question-paper and students shall be required to attempt only five questions but question 1st consisting of seven sub-parts shall be compulsory.
FOURTH SEMESTER PAPERS
Objective: The objective of this course is to analyze the major concepts of international business in business in coherent and critical manner.

COURSE CONTENTS:

International Business: Importance, nature and scope; Management of international business operations – complexities and issues; Reasons for international trade; theories of international trade; IT and international business, India’s involvement in International Business. Factors affecting International Business – Social and Cultural, Economic, Political and Legal; Globalisation - Features and Components, Advantages and Disadvantages.


Multinationals (MNCs) in International Business: Issue in investment, technology transfer, pricing and regulations; International collaborations and strategic alliances.

Theories of International trade, trade barriers, balance of payments, exchange rate determination, international Economic Institutions: WTO, IMF, World Bank. WTO and India. Regional Economic Integration; Theory of customs union; Emerging markets.

SUGGESTED READINGS:


Note: The examiner shall set eight questions in all in the question-paper and students shall be required to attempt only five questions but question 1st consisting of seven sub-parts shall be compulsory.
Objective: The objective of this course is to analyze the major concepts of public finance and policy in coherent and critical manner.

COURSE CONTENTS:


Revenue source: Tax and Non Tax; Deficit financing; Role of RBI in Government Finance, Public debt management.

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).


SUGGESTED READINGS:


Note: The examiner shall set eight questions in all in the question-paper and students shall be required to attempt only five questions but question 1st consisting of seven sub-parts shall be compulsory.
MANAGEMENT OF FINANCIAL SERVICES

MC: 412

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

COURSE CONTENTS:

Financial system: Meaning, importance and components. Financial Services: Meaning, nature, scope and types.

Book building: Concept and Mechanism of Book Building; Significance and Benefits of Book Building; secondary market-operation of Indian stock market.

Depository: Concept, Depository participants; Functions of depository system; Benefits of depository; Depository system in India.

Credit Rating: Meaning and Types; Benefits of Credit rating to investors and companies. Credit Rating Agencies; Objectives and Functions.


Factoring: Meaning, Characteristics and Types of Factoring arrangements, Factoring in India, Factoring vs. Forfaiting.

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

Securitisation: Concept, Mode, Mechanism and Beneficiaries of Securitisation; Securitisation in India.

Venture Capital: Meaning, Modes of Financing, Role and Functions of Merchant Bankers.

SUGGESTED READINGS:


Note: The examiner shall set eight questions in all in the question-paper and students shall be required to attempt only five questions but question 1st consisting of seven sub-parts shall be compulsory.
CORPORATE TAX PLANNING

MC: 413

Objective: The objective of this course is to analyze the major concepts of corporate tax planning in coherent and critical manner.

COURSE CONTENTS:

Computation of Tax Liability – An overview. Tax Planning; Meaning and Scope of Tax Planning; Comparison of Tax planning, Tax Avoidance and Tax Evasion.

Tax Planning regarding Location of Undertaking, Tax Planning regarding Dividends Policy, Inter Corporate Dividends and Transfers; Tax Considerations in Respect of Specific Managerial Decision like Make or Buy, Own or Lease, Close or Continue, Sale in Domestic Markets or exports; Replacements and Capital Budgeting Decisions, etc; Tax Planning in respect of Managerial Remuneration.

Recent provisions of corporate tax affecting managerial decisions.

SUGGESTED READINGS:


Note: The examiner shall set eight questions in all in the question-paper and students shall be required to attempt only five questions but question 1st consisting of seven sub-parts shall be compulsory.
INTERNATIONAL FINANCE

MC: 414

Max. Marks: 70

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

COURSE CONTENTS:

Finance function in multinational firm; Institutional structure of international financial markets; cost and availability of international financial flows; international financial instruments. International working capital management: Aspects of international cash management: investment criteria and borrowing decisions; centralized versus decentralized cash management; international receivables management; securitization of receivables.

International Investment factors and benefits; direct and portfolio investment: international CAPM; capital budgeting for foreign direct investment; assessing and managing political risk. International aspects of raising capital; determining financial structure of foreign subsidiaries of MNCs; financial choices for an MNC and its foreign affiliates; costs and risks of financing.

SUGGESTED READINGS:

2. A. Buckley, Multinational Finance, Prentice-Hall of India, New Delhi

Note: The examiner shall set eight questions in all in the question-paper and students shall be required to attempt only five questions but question 1st consisting of seven sub-parts shall be compulsory.
International Marketing

MC: 421

Max. Marks: 70

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

Course Contents:

International Marketing: Nature and scope; reasons and motivations of international marketing, basic modes of market entry, International marketing management process – an overview.

International Marketing Environment: Framework for analyzing international marketing environment; Geographic, demographic, economic, socio-cultural, political and legal environment and their impact on international marketing decisions.

International Market Segmentation, Selection and Positioning; International Product Policy: Planning and development of products for foreign markets; Product standardization vs. adaptation; branding, packaging and labeling decisions; product warranty and services.

Pricing in International Markets: Pricing objectives; International pricing policies, Strategies; Transfer pricing.

International Distribution: Distribution Channels and intermediaries for international markets; Selection, motivation and control of foreign middlemen; Global logistics issues and planning.

International Promotion: Complexities and issues in international promotion; Promotion tool for international markets; Developing the promotion campaign for foreign markets.

International Marketing Planning, Organization and Control; Contemporary developments and issues in international marketing.

Suggested Readings:


Note: The examiner shall set eight questions in all in the question-paper and students shall be required to attempt only five questions but question 1st consisting of seven sub-parts shall be compulsory.
Objective: The objective of this course is to analyze the major concepts of rural and agricultural marketing in coherent and critical manner.

COURSE CONTENTS:

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; Marketing Mix for rural products; Innovative distribution Channels like ITC E-choupal, Godrej Adhar, HUL Shakti.

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.


Supply Chain Management in Agri Business i.e. Cold Chains, Organized procurement & warehousing.

SUGGESTED READINGS:

2. Dr. Subhash Bhave, Agribusiness Management in India – Text & Cases.
5. Mishar, S. N., Politics and Society in Rural India, Inter India.

Note: The examiner shall set eight questions in all in the question-paper and students shall be required to attempt only five questions but question 1st consisting of seven sub-parts shall be compulsory.
INDUSTRIAL MARKETING

MC: 423  
Max. Marks: 70

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

COURSE CONTENTS:

Introduction: Nature and Scope of Industrial Marketing; Industrial Marketing vs Consumer Marketing; Nature of Demand in Industrial Markets; Technology and Industrial market place Organizational Customers: Industrial Buyer Behaviour; Industrial Market Segmentation, Targeting and Positioning; Industrial Purchasing System Industrial Products: Classifying Industrial Products; Industrial Product Decisions- Product Life-Cycle, New Product Development, Product related Services; Business services Industrial Pricing: Price Determinants; Pricing Policies; Pricing strategies; Leasing; Competitive bidding Distribution: Industrial Distributors; Formulating Channel Strategy; Logistics Management- Plant Location, Warehouse location, Inventory management Industrial Marketing Communication: Advertising, sales promotion and Personal Selling in Industrial Marketing Industrial Marketing Planning and Control

SUGGESTED READINGS:


Note: The examiner shall set eight questions in all in the question-paper and students shall be required to attempt only five questions but question 1st consisting of seven sub-parts shall be compulsory.
CUSTOMER RELATIONSHIP MANAGEMENT

MC: 424                      Max. Marks: 70

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

COURSE CONTENTS:

Customer Relationship Management (CRM): Emerging concepts, Nature, Scope and Importance of CRM. Customer Relationship Marketing: Relationship development process - Planning and implementation of CRM programme; Integrating customer data into CRM strategy; Data mining and data warehousing for CRM; Customer Retention strategies.

E- CRM: Role of IT & Internet in CRM; technological tools for CRM; evolution of relationship in e-marketing.

Measuring the effectiveness of Relationship Marketing; organizing for customer relationship management; relationship management in B2B commerce.

Application of CRM - Travel, Airline, Health Care, Retail, Telecommunications, Banking and Insurance industry.

Implications of globalization on CRM.

SUGGESTED READINGS:


Note: The examiner shall set eight questions in all in the question-paper and students shall be required to attempt only five questions but question 1st consisting of seven sub-parts shall be compulsory.
TRAINING AND DEVELOPMENT

MC: 431  Max. Marks: 70

Objective:  The objective of this course is to analyze the major concepts of training and development in coherent and critical manner.

COURSE CONTENTS:

Functions of training, relationship of training to organizational and individual goals, factors effecting successful training process, skills of trainer.

Training and Learning: the learning process, learning curve, principles of learning, training guidelines, experience versus training, kinds of training, system approach to training, programmed instruction, transfer of training.

Training Needs Assessment and Curriculum Development: identification and needs assessment, various approaches (the job and the individual), advantages and disadvantages of basic needs assessment techniques, assessing curriculum needs and standards, matching organizational training needs, developing training materials.

Training Methods: three stages of training (preparatory, implementation and follow-up stage), on the job and off-the job methods, experiential versus non–experiential methods.

Evaluation of Training and Development: reasons of evaluating training, criteria for evaluation, problems of evaluation, steps involved in evaluation, methods for training evaluation, analysis and costing of training, emerging pattern of training and development in India.

SUGGESTED READINGS:


Note:  The examiner shall set eight questions in all in the question-paper and students shall be required to attempt only five questions but question 1st consisting of seven sub-parts shall be compulsory.
LABOUR WELFARE AND SOCIAL SECURITY

MC: 432

Objective: The objective of this course is to analyze the major concepts of labour welfare and social security in coherent and critical manner.

COURSE CONTENTS:

Labour Welfare Activities: concept and significance, origin of labour welfare activities, welfare activities undertaken by Govt. of India; Provision in Factory Act, 1948; Labour Welfare Funds; critical estimate of welfare work by employers.

Social Service Agencies: local bodies and trade unions; labour inspection system; welfare of special categories of labour; ILO and labour welfare. Some Special Welfare Activities: canteens, creches, reorientation, medical, washing and bathing, Educational Facilities, W. E. Programme, Grain Shop Facilities.

Social Security: concept and importance; Social Insurance: concept and importance, various measures of social insurance, present position in India. Workmen’s Compensation in India; Sickness Insurance in India; Unemployment Insurance in India; Old Age and Invalidity Security; Child and Woman labour Security.

SUGGESTED READINGS:

Note: The examiner shall set eight questions in all in the question-paper and students shall be required to attempt only five questions but question 1st consisting of seven sub-parts shall be compulsory.
INTERPERSONAL BEHAVIOUR AND GROUP DYNAMICS

MC: 433

Objective: The objective of this course is to analyze the major concepts of interpersonal behavior and group dynamics in coherent and critical manner.

COURSE CONTENTS:
Group as a Medium of Learning; Development and Change; Group Cohesiveness; Influence Processes; Interpersonal Communication; Interpersonal Awareness and Feedback Process; Interpersonal Trust; Group Decision Making; Group Synergy; Team Building; Fundamental Interpersonal Relations Orientation (FIRO-B); Career Roles and Identity; Competition and Cooperation.

SUGGESTED READINGS:
4. Mainiero, L A & Tromley C L., Developing Managerial Skills in OB, Prentice Hall of India,

Note: The examiner shall set eight questions in all in the question-paper and students shall be required to attempt only five questions but question 1st consisting of seven sub-parts shall be compulsory.
GLOBAL HUMAN RESOURCE MANAGEMENT

MC: 434     Max. Marks: 70

Objective:   The objective of this course is to analyze the major concepts of global human resource management in coherent and critical manner.

COURSE CONTENTS:

Human and Cultural Variables in Global Organizations: Cross Cultural Differences and Managerial Implications, Cultures in Organisations and Hofstede's Study, Structural evolution of Global Organizations.

Cross Cultural Leadership, Motivation and Decision Making, Cross Cultural Communication and Negotiation.


SUGGESTED READINGS:


Note: The examiner shall set eight questions in all in the question-paper and students shall be required to attempt only five questions but question 1st consisting of seven sub-parts shall be compulsory.