



NETAJI SUBHAS OPEN UNIVERSITY

The premier State Open University in India

Accredited by NAAC with grade 'A'

HANDBOOK

Master of Business Administration

(RECOGNISED BY UGC and APPROVED BY AICTE)

ACADEMIC SESSION
January 2024



Netaji Subhas Open University
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NETAJI SUBHAS OPEN UNIVERSITY

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NETAJI SUBHAS OPEN UNIVERSITY

From the Desk of Vice Chancellor

Dear Learners,

It is a matter of immense pleasure for me to be a part of the Netaji Subhas Open University (NSOU) family as its Vice Chancellor. This university, since its inception in 1997, is trying sincerely to reach the target group by introducing more and more academic programmes and making the entire gamut of delivery mechanism more learner friendly and contemporary.

The university follows an inclusive approach so-that learner from all strata can get opportunity of access, continue their studies, and accomplish the respective goals.

In terms of credentials, the university has a long history of achievements. The most remarkable of them being the assessment and accreditation of NSOU (being the first State Open University in India) by the peer Assessment Team of the National Assessment and Accreditation Council (NAAC) with grade A (2021).

It is my great pleasure to inform all the prospective learners that NSOU has got the approval of 2yrs MBA course from AICTE and, also, from University Grant Commission (UGC), the Higher Education Learning regulatory body. This professional course is going to be started from January 2024 to keep in mind to fulfil the aspirations of all classes of learners of the society. This has taken care of the contemporary syllabus and mode of teaching to prepare the learners at the competent level of other prevailing courses exists in this field. The course materials for this course have been developed in such way that all categories of students could upgrade their knowledge to fight with other courses exist in this field. The MBA course is coming under the school of professional studies having highly qualified faculties with vast experience both in industry and academics. They are also from professional background. Further, the campuses of the university are ICT enabled and it provides an e-learning and e-connect environment, along with smart class room facilities. The university is situated in a serene environment.

The 2-year MBA programme consists of four semesters each of six months having specialization in Finance, Marketing and Human Resource Management. The course has also provision for dual specialization. All corners of this course taken care off for the development of full confidence to the learners and to be capable for accepting remarkable challenges to this latest professional field.

Therefore, I hope the prospective learners will join this MBA course and attend classes/PCP, Workshops, and other programmes sincerely and take full advantage for overall development. I wish, on behalf of the university, that we will help you in pursuing your objectives of life under the varied social, cultural, and economic environment and make the university proud of your attainments.

Professor Indrajit Lahiri
Authorised Vice-Chancellor,
NSOU

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1. The Concept of Open University

The Open University represents an alternative approach to higher learning. It stands apart from a highly formal, institutionalized and centrally administered system of education. Its philosophy is built around the principles of the university, flexibility and innovativeness. Its ideas and institutions, its methods and procedures are all shaped accordingly. Conceptually, it can be viewed as a system drawing upon the best elements in formal and non-formal education.

The 'openness' consists of a variety of features. First, it offers easy access to the learners. The entry requirement is not too exacting. A genuine interest in picking up knowledge is all that it expects. Consequently, it would try to embrace as many learners as possible.

Secondly, its territorial reach is visibly wide. It aims at bringing education to the doorstep of the learner wherever he or she may be. Various methods of communication and contact are used for this purpose. The classroom of the University, thus, is as wide as the entire land it seeks to serve.

Thirdly, the Open University is learner-oriented. It devices its courses and methods of teaching to suit the needs of the learners. Their options and inclinations are given due priorities. A variety of courses—short-term or long-term, liberal or professional can be pursued under the University.

Fourthly, it believes in fair distribution of quality education, teaching aid, counselling and study materials. Whatever resources the University has made evenly available to all learners wherever or whoever he or she might be. It eliminates variations and discrimination.

Fifthly, its administration is decentralized. In promoting Distance Education, the University creates a wide network of Study Centres. Students need only to come to the nearest available centre for collecting all information, completing all formalities, discussing their academic issues and appearing for evaluation of their work at intervals as chosen.

Sixthly, student assessment under Open University is based on continuous assessment and credit system. It does not require students to get bogged down in one final examination. One can study at one's own pace.

In short, the Open University seeks to open up the treasure house of knowledge to the maximum number of users. Thereby, it would enhance their skills for productivity and further learning. Socially too, the University promises steady empowerment of those who suffered backwardness for want of these skills. Considering the current trends all over the world, the Open University is going not only to complement the conventional system of higher education but may soon occupy the centre stage also in developing countries where the resources do not measure up to the vastness of the clientele.

2. Netaji Subhas Open University: Vision and Mission

Vision:

Netaji Subhas Open University, the State University of West Bengal, will contribute to the building up of quality human resource base of the State and collaborate with other Open Universities at the national and state levels towards the improvement of the quality of distance education and to promote and develop appropriate technology to create the distance education scenario of an international standard in our country keeping in view of the demands of the knowledge seekers for education appropriate to the twenty first century.

Mission:

To spread higher education at all parts of the State and to cooperate with Universities to provide access to higher education and to different skills enhancing educational programmes Netaji Subhas Open University shall :

- provide quality education in a flexible mode to serve the aim of establishing an equitable knowledge society within the state, provide higher education through distance learning through the language of the State, i.e. Bengali.
- make education affordable to the disadvantaged
- provide facility for lifelong education to intending learners
- strive for upgradation of technology without compromising the basic values of the society
- contribute to the development of the State and the Nation and to motivate learners to strive for humanistic, scientific and democratic education.

3. Core Values

"Reaching the Unreached"

- Inculcating Social Values
- Preservation and Promotion of Human Resource
- Employability through Skill Development
- Expanding Learning opportunity through Technology
- Pursuit Excellence in Open Education

4. Services of the University

- It provides Academic Inputs such as development of curriculum and instructional materials, selection of eligible candidates for admission and placement in Study Center, providing guidelines for selection of academic staff for curricular transaction.
- Offers additional Specialization Courses and Add-on Courses.
- Monitors and Evaluation of the Programme for Quality Control and Improvement
- Provides ICT enabled student support.
- Does Innovation and Research for systemic change.

5. Programme : Master of Business Administration (MBA)

5.1 Programme Overview:

Name of the Programme	Programme Code	Eligibility	Duration	Programme Fee per semester
Master of Business Administration	MBA	Any graduate under 10+2+3 or Degree in Medicine/ Law/Engineering / Pharmacy/Architecture	Min: 2 Years Max: 5 Years	Rs.25,000/- per semester payable at the beginning of each semester

N.B. : Any other fee as and when notified by the University

5.2 Programme Objective:

This programme aims to transform prospective students to become future leaders, who would be well-equipped to steer present-day organizations through the uncertainties presented by the highly volatile and ambiguous socio-economic environment and to carve out a niche in management education through ODL system.

5.3 Expected Learning Outcome:

- After successful completion of the MBA, students can apply the tools and techniques taught in this course in day-to-day business challenges.
- Working professionals pursuing the MBA course would find the course highly beneficial for their career progression.
- Freshers would become more employable as this course is designed keeping in mind the highly sought after skills in the job market.
- This course fosters and nurture entrepreneurial mindset and successful candidates would find this course amply useful for their entrepreneurial venture.

5.4 Recognition:

- Approved by the UGC-DEB.
- Approved by the All India Council of Technical Education (AICTE).
- Approved intake: 100 (Reservation as per Govt. Rules)

5.5 Eligibility Criteria:

Any graduate under 10+2+3 or Degree in Law/ Engineering/ Pharmacy/ Architecture.

5.6 Academic Session:

Academic Session for the two-year postgraduate degree programme in Master of Business Administration (MBA) commences during the month of January in every year.

5.7 Programme Duration:

The minimum duration of the MBA programme is 2 years and the maximum is 5 years.

5.8 Medium of Instruction:

The medium of instruction for the programme is in English language only. The Self Learning Materials (SLMs) will be provided in English language only.

5.9 Programme Delivery system:

The programme implementation (delivery) of the two-year MBA programme shall consist of the following instructional medium:

- Self-learning Materials (Print and Digital)
- Face to Face Counselling
- Online Classes
- NSOU App
- Web TV
- Web Radio
- SWAYAM



5.10 Programme Structure:

Full marks-2800/112 credit (Course- 28; 4credit/ 100marks each; Project- equivalent to 1 course;)

Semester 1	Semester 2
CP-101: Principles and Processes of Management CP-102: Micro Economics CP-103: Business Environment CP-104: Statistics for Managers CP-105: Accounting for Managers CP-106: Computer Applications in Management & Management Information System CP-107: Organizational Behaviour	CP-201: Strategic Management CP-202: Macro Economics CP-203: Managerial Skill Development CP-204: Operations Research CP-205: Research Methodology CP-206: Business Legislation CP-207: Operations Management
Semester 3	Semester 4
CP-301: Marketing Management CP-302: Human Resource Management CP-303: Financial Management CP-304: Project & Viva-Voce (70+30) Elective 1 Elective 2 Elective 3	Elective 4 Elective 5 Elective 6 Elective 7 Elective 8 Elective 9 Elective 10
Total 10 courses to be selected from any two elective groups (Finance/ Marketing/ HR) to obtain Dual Specialization with candidate to minimum five courses to be chosen from one Group. After successful completion of one year (2 semesters), Advanced Diploma in Management (ADiM) may be awarded who want to exit the programme.	

Specialization/ Dual Specialization (Choice of elective Courses): The university offers specialization in three groups/areas viz. i) Financial Management (FM), ii) Marketing Management (MM) and iii) Human Resource Management (HRM). Each elective area will consist of six courses. A student must select ten courses from these three groups to complete the MBA degree programme. It is mandatory for a student to have specialization in at least one elective area. Five courses from a particular area will denote the specialization in that elective area. One student may opt 5 courses from one elective area and other five courses from remaining two elective areas. If a student opts for 5 courses from each elective group, he/ she will have dual specialization.

Elective Groups

Financial Management (FM)

1. Security analysis, Portfolio Management and Derivatives- Risk Management (EPFM-01)
2. Working Capital Management (EPFM-02)
3. Management of Financial Services (EPFM-03)
4. Management Control system (EPFM-04)
5. International Financial Management (EPFM-05)
6. Taxation in Business (EPFM-06)

Marketing management (MM)

1. Sales, Distribution and Advertising Management (EPMM-01)
2. Consumer Behaviour and Customers Relationship Management (EPMM-02)
3. International Marketing (EPMM-03)
4. Product Management (EPMM-04)
5. Marketing Research (EPMM - 05)
6. Marketing of Services (EPMM-06)

Human Resource Management (HRM)

1. HRM- Policy and strategy (EPhRM-01)
2. Industrial Psychology and organizational Dynamics (EPhRM-02)
3. Human Resources – Planning and Utilizations (EPhRM-03)
4. Cross Cultural and Global HRM (EPhRM-04)
5. Management & Industrial Relations (EPhRM-05)
6. Human Resource Accounting and Compensation Management (EPhRM 06)

5.11 Admission Procedure:

A notification regarding admission to the MBA programme will be notified through widely circulated newspapers and, also, will be available on the University website during December /January every year.

After a careful review of all the eligible candidates among the applicants, a Merit list would be prepared based on the academic records and performance in Selection Test [viz. Written Test (WT) / Group Discussion (GD) and / or Personal Interview (PI)]. Academic performance and WT / GD and / or PI will carry the following weightage while preparing the final Merit List:

Examinations Passed	Weightage
Higher Secondary or 10+2	20%
Graduation (10+2+3)	30%
Performance in WT / GD and / or PI	50%

Candidates having prior work experience shall get preference for admission to the programme. List of the selected candidates for admission to the MBA programme will be displayed on the website of the University.

5.12 Programme Fee:

The total course fee for the MBA programme is Rs. 1,00,000 (Rupees One Lakh) only. The total course fee can be paid at one time or it can be paid in four equal installments of Rs. 25,000 (Rupees Twenty-five thousand) only before commencement of each semester. Any other fee, as and when noticed by the University.

5.13 Exit Certification:

A student can get her/his MBA degree in his chosen specialization once s/he completes all the specified 28 courses. However, if a student wishes to exit the programme after completion of the specified courses of 1st and 2nd semester (56 credits), an exit option is provided at her/his specific request only, resulting in award of Advance Diploma in Management (ADiM).

5.14 Study Material:

Self-instructional materials will be distributed to the students after clearance of payment. Library service will be available to the students at the University Central Library to the extent possible. The University at its discretion may decide for the dispatch of the study materials directly to the residential addresses of the students through courier services on receiving such requests from the students provided that the cost for such activities is to be borne by the candidates themselves.

5.15 Method of Instruction:

Instruction will be imparted through Personal Contact Programme (PCP) held at regular intervals. They are generally held on weekends i.e., Saturday and Sunday. PCP will be held at only designated study centres at Kolkata and / or Kalyani RC. Outstation students attending PCPs will have to make their own arrangements for boarding and lodging.

5.16 Identity Card:

The admitted students shall receive an identity card being duly authenticated by the competent authority of the University. Identity card should be produced by the students during PCPs, examination, and library work for the purpose of verification on demand.

5.17 Examinations system:

Semester system examination. Weight age for Home Assignment and Term-end Examination will be 20% and 80% respectively (as per university rules). Duration of Term-End Examination- 3hours for 100 marks paper. Pass mark in each paper- 40%. Final gradation will be as per other PG courses of the University.

Examination may be held on working day including Saturday and Sunday at designated examination centers and / or Kalyani RC, Nadia as per notification issued by the Controller of the Examination Department.

6. SWAYAM Courses and Credit Transfer:

The University may allow the students of the MBA programme to pursue listed courses on the SWAYAM portal which are aligned to course content of this MBA programme with a maximum of 40% of the total credit in any semester. However, a student can pursue only those course(s) on SWAYAM that is /are approved by the University. The approved SWAYAM courses during any semester will be uploaded on the University website. The students can avail the transfer of credit facility upon showing successful course completion certificate being issued by the competent authority using their Academic Bank of Credit ID.

6.1 Career Guidance Cell:

The University does not offer any employment assurance after successful completion of the programme. However, keeping in mind the professional nature of the MBA programme, a Career Guidance Cell has been set up. Eminent personalities from the industry and academia are members of this cell.

7. Evaluation Method:

In Open and Distance Learning (ODL) mode of education in case of theoretical papers the learners would be subject to continuous evaluation in the form of Assignments. In compiling results 20% will come from the Assignment evaluation (A) and 80% from the performance in the Term-End Examination (B) and 100% for Viva-Voce and /or Dissertation.

- A) Assignment/Internal Assessment: Assignments have a very important role to play in the teaching-learning process in distance education. There may be long spatial distance between a learner and distance education institution which is bridged by sending assignments to the learners and requiring them to reply the questions therein. The learners answer the assignment questions and send back which are then evaluated by the evaluators/academic counsellors /distance teachers. The assignment responses reflect what the learners have understood and learnt. The assignment will be conducted on digital platform through MCQs. The assignments serve the purpose of two-way communication between the learner and evaluator/ academic counsellors/distance teacher despite physical distances between the two. Learners will be required to submit assignment papers for each subject and the credit obtained on evaluation of those assignment papers will be entered into his/her individual record of performance. This will constitute 20% of the total credit points in the subjects. All the credit points secured by the learners will be progressively entered into record.

Every learner is required to submit the assignment papers before each Final Examination which is due at the end of each academic year. But in no case a learner shall be allowed to fill in the Application Form to sit for the examination if he/she has not submitted assignment paper within the due date as announced by the Examination Department of the University from time to time. You may also access all relevant information and assignments from the University Website at www.wbnsou.ac.in. University website is the only authentic source of information.

- B) 80% of the total credit points of the subjects would be reserved for Term-End Examination scheduled to be held at the end of each year.
- C) Dissertation/Viva-Voce: For detailed information regarding Dissertation/ Viva-Voce the respective Department/ School of Studies may be contacted .

GRADATION : As per norms of Post Graduate Degree programme of the University

Minimum qualifying marks in each course/subject is 40% of the total marks in that subject (Term-End Examination Marks + Total Assignment Marks).

7.1 Guidelines for Term-end Examinations:

- I. Examination System: These will be semester basis examination, at present the End Examination (SEE) are being held on completion of one semester or six months. The SEE results are shown in the Progress Report. However, the final result published after clearing of all the courses / papers will be given in the Mark Sheet.
- II. Review System: The University has no formal review system for PG programmes. As such, it takes all possible precautions at every step of examination /evaluation /publication of results, so that no learner may feel affected.
- III. Change of Examination schedule: As such the scheduled date of Examinations will not be changed (even to accommodate any other/public examinations). However, in any unavoidable circumstances the date of Examination may be changed and in such cases the decision of the University will be final.
- IV. Examination Centre: Examination may be conducted at Regional Centre of NSOU or at any Government Affiliated Institution. However, decision of the University in this regard is final.
- V. Examination Day: University can fix up the examination date either on weekends or on working days. However, decision of the University in this regard is final.
- VI. Cleared / Pass: A learner who has cleared a paper in an examination shall not be permitted to reappear in that paper in subsequent examinations. A learner who has successfully completed a course he/she has registered for, shall not be permitted to reappear in that course.
- VII. Irregular appearance: If a learner appears in examination without valid Admit Card issued by Controller's Office or without Roll No. his/her appearance in examination will be treated as irregular and his/ her answer script will not be evaluated.
- VIII. Availability of Answer Script: Written assessed answer script for all university Examinations shall not be preserved by the University beyond three months from the respective dates or publication of results. For any other information related to examinations, the NSOU Website and/or the Examination Department of the University may be visited or contacted.

8. Financial Assistance:

Educational Loan facility is available through “Student Credit Card” scheme of the Government of West Bengal.

9. Library

The University has a library facility at its Kalyani Regional Centre (RC). NSOU Library has been set up to provide quality information service and a convenient environment for information access to its patrons, with a view of supporting the learning, teaching, and research activities of the Netaji Subhas Open University. The fundamental role of the university library is to serve the academia. It should not be operated as a mere storehouse of books attached to a reading room, but as a dynamic instrument of education. NSOU library is no exception. The Library Department, NSOU is developing in the direction of catering service according to the needs of Academic, Administrative and Supportive staff and learners.

Library hour : 11 AM to 3.30 PM from Monday to Friday. At the time of PCPs at the Kalyani campus the library remains open on Saturdays and Sundays from 11AM to 3 PM.

10. Detailed Syllabus of the MBA Programme

CP 101: Principles and Processes of Management

Course objective: The curriculum will provide an introduction of the principles of theories including the behavioral orientation and systems approach. It provides the in-depth knowledge of practice management including the planning, communication and controlling process.

Course outcome :

- 1) Tell the basic knowledge of different types of management principles.
- 2) Illustrate the traditional management theories.
- 3) Illustrates the processes of behavioral orientations in organization and management.
- 4) Illustrate the Carnegie Model in detail.
- 5) Identify the open and closed systems.
- 6) Apply the skill for managerial planning and decision making.
- 7) Apply the skill for organizing in a formal and informal organization.
- 8) Demonstrate the ability to communicate in a business organization.
- 9) Able to control performance in an organization.

Module-1: Principles of Management

Unit-1: Introduction to management- terminologies; routes of management principles; definition; coordination.

Unit-2: Traditional management theory- classical and scientific management theory; major assumptions; critique of traditional view.

Unit-3: Behavioral orientation in organization and management: human relations approach- group dynamics; informal organization; human relations and organization theory.

Unit-4: Behavioral orientation and management: The Carnegie Model- preliminaries of the Carnegie model; critique of the Carnegie model.

Unit-5: Systems approach- open system concept; organization as an open system; other recent theories.

Module-2: Practice of Management

Unit-6: Managerial planning and decision making- definition; significance and limitation; principles of planning; element of planning; types of plan; process of planning; planning failures; managerial decision making; MBO.

Unit-7: Organizing- definition; significance; formal and informal organization; process in organization design; determinants of organization structure; principles of organization; departmentation; functional vs. divisional departmentation; shape of organization: span of management; pattern of authority: line and staff; distribution of authority: delegation of authority; staffing.

Unit-8: Communication with people- definition; significance; process; dimensions; communication network; outcomes; factors inhibiting communication; ways to improve communication in organization.

Unit-9: Controlling performance- definition; significance; steps in control process; designing a control system; requirements; control techniques; behavioral dimensions of control system.

Suggested Readings:

1. Koontiz, O'Donnel & Weihrich – Management
2. Kontz & Weihrich-Essentials of Management
3. Hicks & Gullet-Management
4. Robbins-Management : Concept & Practice

CP102: Micro Economics

Course objective: The curriculum introduces economics including the distinction between micro and macroeconomics. It provides in-depth knowledge of demand and supply laws and competitive market equilibrium.

Course outcome:

- 1) Identify the micro and macroeconomics with law of demand and law of supply with the determination of price and quantity in competitive market equilibrium
- 2) Illustrate the production and cost in a competitive market of various types.

Module 1

General Introduction to the Subject of Economics, Micro-Macro distinction,

The Law of Demand, from individual demand to market demand, Factors that shift the demand curve. The Law of Supply, from individual supply to market supply, Factors that shift the supply

curve. Elasticities of demand and supply.

Determination of price and quantity in Competitive Market Equilibrium. Effects of changes in demand side and supply side factors on price and quantity, Effects of government intervention (price control, minimum wage, indirect taxes and subsidies) on price and quantity.

Consumer's Surplus, Producer's Surplus and the optimality of the Competitive Market (maximization of the sum of the two surpluses, price equaling marginal cost).

Module 2

Production and Cost, Production Function and Returns to Scale, Total Average and Marginal Costs in short run and long run.

Equilibrium of the firm in perfect competition- short run and long run. Equilibrium under monopolistic competition (with Monopoly as a special case), Oligopoly (definition only), Non-optimality of imperfect competition.

Suggested Readings:

1. Modern Principles of Microeconomics, Alex Cowen, Tyler & Tabarrok
2. Microeconomics: Principles, Problems, & Policies (McGraw-Hill Series in Economics)
3. Modern Principles: Microeconomics
4. Principles of Microeconomics

CP-103: Business Environment

Course objective: The curriculum will provide an introduction of the social and cultural environment of a business organization. It provides the in-depth knowledge of cultural variation and differences in an organization with its managerial implications.

Course outcome:

- 1) Tell the basic knowledge of social, political and cultural environment of an organization.
- 2) Illustrate the nature of industrial sociology.
- 3) Illustrates the working processes of social organization and work organization.
- 4) Illustrate about the occupations in Indian society.
- 5) Identify the variables of human and their cultures in an organization.
- 6) Apply the skill of a manager to cope up with the cultural differences in an organization.

Unit-1: Socio Political Cultural Environment

Unit-2: Nature of Industrial Sociology.

Unit-3: Social Organisation, Work Organisation.

Unit-4: Occupations in Indian Society.

Unit-5: Human and Cultural variables in organizations.

Unit-6: Cultural differences and managerial implications.

Suggested Readings:

1. K. Aswathappa : Essentials of Business Environment, Himalaya Publishing House.
2. V.P. Michael : Business Policy and Environment, S. Chand & Co.
3. Chertunilam Franis : Business Environment, Himalaya Publishing House.
4. B. Banerjee : Economic Environment and Human Resource Management, Calcutta University.
5. Misra S. K & V. K. Puni : Economic Environment of Business, Himalaya Publishing House.
6. Jain Avun Kumar : Managing Global Competitions, Competence Publishing Co.

CP 104: Statistics for Managers

Course objective: The curriculum introduces the statistics for managers. It provides in-depth knowledge of frequency distribution, central tendency; correlation and regression. It also includes probability theories and hypothesis testing.

Course outcome:

- 1) Ability to provide statistical presentation of data and able to analyze a data by central tendency, correlation and regression.
- 2) Illustrate a data using probability distributions and hypothesis testing.

Module-1:

Collection and presentation of data; Frequency Distribution; Measures of Central Tendency, Dispersion, Skewness & Kurtosis, Correlation & Regression, Time-series Analysis, Index Number Analysis.

Module-2:

Probability Theory and Probability Distributions-Binomial, Poisson, Normal and Exponential; Testing of Hypothesis.

Suggested Readings:

1. Chandha, N.K. Statistics for Behavioral and Social Scientists, Reliance Publishing House, Delhi.
2. Gupta, S.P. and Gupta M. P. Business Statistics, new Delhi, Sultan Chand
3. Kazmier, L. J. And Pohn, N. F. Basics Statics for Business and Economics. New York, McGraw Hill.
4. Levin Richard L. And Robin David S. Statistics for management. New Jersey, Prentice Hall Inc.
5. Narag, A., S. Linear programming, and Decision Making. New Delhi, Sultan Chand.
6. Sharma, J. K. Fundamentals of Operations Research. Mac Millan Publishers.
7. Terry, Sineich, Business Statistics by Examples, London, Collier Mac Millan Publishers.

CP 105: Accounting for Managers

Course objective: The curriculum introduces the financial accounting concept including the in-depth knowledge of preparation of financial statements and their analysis. In addition, it provides knowledge of cost accounting and budgeting.

Course outcome:

- 1) Ability to prepare financial statement and analysis of the same.
- 2) Understand cost accounting and budgeting methods.

Module-1

Financial Accounting-Concept, Importance and Scope, Generally Accepted Accounting Principles, preparation of Financial Statements with special reference to analysis of a Balance Sheet and Management of Business Income, Inventory Valuation and Depreciation, Financial Statement Analysis, Funds Flow, The Statement of Cash Flows.

Module-2

Management Accounting-Concept, Need, Importance and Scope; Cost Accounting- Records and Processes, Cost Ledger and Control Accounts, Reconciliation and Integration between Financial and Cost Accounts, Overhead Cost and Control, Job and Process Costing, Budget and Budgetary Control, Performance Budgeting, Zero-Base Budgeting, Relevant Costing and Costing for Decision-Making, Standard Costing and Variance Analysis Marginal costing and Absorption Costing.

Suggested Readings

1. Anthony R.N. and Reece J.S. Accounting Principles., Homewood, Illiners. Richard D. Irwin.
2. Bhattacharya, S.K. and Dearden, J. Accounting for Management, Management and Cases. New Delhi. Vikas.
3. Heitger, L.E. and Matulich Srge. Financial Accounting. New York. Mc-Graw Hill.
4. Hingorani . N. L. and ramanathan, A.R. Management Accounting, New Delhi. Sultan Chand.
5. Horngren. Charles etc. Principles of Financial and Management Accounting, Englewood Cliffs. New Jersey. Prentice Hall Inc.
6. Needles. Belverd. Etc. Financial and Managerial Accounting. Boston. Houghton Mifflin Company.
7. Vij. Madhu. Financial and Management Accounting. New Delhi, Anmol Publications.

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

CP-106: Computer Applications in Management and Management Information System

Course objective: The curriculum provides in-depth knowledge of computer application in management. In addition to it, it provides the basic concept of MIS.

Course outcome:

- 1) Understand different computer applications for managers.
- 2) Understand different MIS including DBMS and ERP etc.

Module I (Computer Applications in Management)

Introduction: Concept of Data and Information; Information System, Classification, Transaction Processing System(TPS), Enterprise Collaboration System(ECS), Management Information System(MIS), Decision Support System(DSS), Expert System (ES), Executive Information System (EIS).

MIS: Definition, Concept, Characteristics, Designing MIS, Advantages of MIS, Role in organization, Limitation of MIS, The Organizational Structure: Managers, Activities, Level of people and their information needs.

Developing MIS Systems, SDLC (System Development Life Cycle), Feasibility Analysis, System Analysis & Design (DFD & ER Diagrams). Implementing Business Systems, Testing and Documentation.

Report generation, General Principles, Types of Reporting.

DSS: Characteristics, Components, Programmed Design Rules.

Functional Areas: Accounting Information System, Financial Information System, Marketing Information System, Personnel Information System, Inventory Information System.

Module II (Management Information System)

DBMS: Introduction, DBA, Architecture, DDL, DML, Relational Approach, - Relation, Tuples, Attributes, Concepts of Normalization.

ERP: Enterprise Resource Planning, Features, Selection Criteria, Issues and Challenges, Supply Chain Management (SCM), Customer Relationship Management (CRM).

Business Ethics, Cyber Crime & Privacy Issues

Communication & Networking: Basic concepts of networking: LAN, WAN,MAN, Topology, Protocol, Layers, Internetworking, Intranet, E-commerce and internet, wireless networks, Application in organizations, Email, www, search engines

Suggested Readings

- 1) Greenlaw R & Hepps, Fundamentals of internet & www, TMGH.
- 2) Bipin C Desai, Introduction to database system, Galgotia
- 3) K.C.Loudon & J.P.Loudon Management Information system, Org & Tech, Prentice Hall
- 4) W.S.Jawadekar, MIS, TMGH
- 5) Ward Hansen & Kirthi Kalyanan, Internet Marketing and e-Commerce

CP-107: Organizational Behaviour

Course objective: The curriculum provides the concept of organizational behavior including the organizational structure and individual behaviors. It provides the in-depth knowledge of group behavior organizational change and motivating the subordinates.

Course outcome:

- 1) Understand on the concept of organizational behavior, organizational structure and individual behavior in the organization.
- 2) Understanding the concept of group behavior, organizational development and method of leading and motivating.

Module-1

Unit-1: Meaning and Concept of Organizational Behaviour

Unit-2: Organization System, Organization Structure

Unit-3: Individual Behaviour in the Organization-Values, Attitude, Personality, Emotion & Perceptions.

Module-2

Unit-4: Group Behaviour in the Organization-Group Behaviour, Group Decision Making

Unit-5: Organizational Development-Organizational Change

Unit-6: Leading and Motivation

Suggested Readings:

1. Organizational Behavior: Understanding and Managing Life at Work by Gary Johns and Alan M. Saks.
2. Organizational Behavior by Stephen P. Robbins and Timothy A. Judge.
3. An Introduction to Organizational Behaviour by Daniel King and Scott Lawley.
4. Organizational Behavior: A Critical Introduction by Dennis Nickson, David Buchan, and Anna Rosin.
5. Organizational Behavior: Improving Performance and Commitment in the Workplace by Jason A. Colquitt, Jeffery A. LePine, and Michael J. Wesson.

CP-201: Strategic Management

Course objective: The curriculum provides an in-depth knowledge of business policies, their knowledge and skills for strategic management. It also gives an overview of strategic management with the analysis of external and internal environment of the business.

Course outcome:

- 1) Identify the business policies and skills and the basic knowledge of the strategic management
- 2) Illustrate the external and internal environment of the business and evaluation of different strategies including marketing strategy, financial strategy etc.

Module-1

Unit-1: Introduction of business policy and strategic management- objectives in terms of knowledge, in terms of skills, in terms of attitude.

Unit-2: Conceptual foundations- strategy; mission; purpose; objective; goals; policies; procedures and rules; plans and programs; forecasts; budgets; tactics; types of planning systems; MBO.

Unit-3: Strategic intent: vision, mission and purpose, business definition and objectives- Reasons to develop mission statement; characteristics of objectives; CSFs; social responsibility of business.

Unit-4: Environmental appraisal- micro environment; macro environment.

Unit-5: Organizational appraisal- organizational resources; organizational competence and capability.

Unit-6: Strategic alternatives- SWOT analysis.

Unit-7: Dimensions of grand strategy- growth strategy; stability strategy; retrenchment strategy; combination strategy; dimensions of grand strategy; diversification and integration strategy; mergers, acquisition and take overs; joint venture strategy; turnaround, divestment and liquidation strategies.

Unit-8: Strategic analysis and choice- GAP analysis; BCG portfolio matrix; GE multifactor portfolio matrix; Hofer's product market evolution matrix; shell Directional Policy Matrix (DPM); strategic position and action evaluation (SPA);

Module-2

Unit-9: Strategic implementation- McKinsey's 7-s framework; product departmentalization; process departmentalization; geographical divisionalisation; strategic business units (SBUs); project organization; matrix organization structure.

Unit-10: Introduction and marketing strategy- functional plans and policies; mechanism of policy making; marketing plans and policies; product policies; pricing.

Unit-11: Operational strategy- product-service mix; facilities location planning; facility layout planning.

Unit-12: Financial strategy- fund raising; financial ratio analysis; ROI; activity ratios; liquidity ratios; profitability ratios; leverage ratios; coverage ratios; equity investor's ratios.

Unit-13: Human resource strategy- human resource planning; selection, recruitment and staffing; compensation; employee welfare; industrial relations; training and development.

Unit-14: Behavioral strategy- leadership; types of leadership styles; corporate culture; values, business ethics and strategy.

Unit-15: Introduction and evaluation criteria- qualitative factors; quantitative factors.

Unit-16: Strategic control- premise control; implementation control; strategic surveillance; strategic alert control; operational control.

Suggested reading:

1. Robert S. Kaplan and David P. Norton. The Strategy Focussed Organisation Harvard Business School Press.
2. Kazmi (jt author), Business Policy. Tata Mc Graw Hill.
3. Nitin Balwani, Strategic Management and Business Policy, Excel Books.
4. AIMA, Strategies for Competitiveness, Excel Books.
5. Dr. P.K. Gupta, Corporate Strategic Management, Everest Publishing.

CP-202: Macro Economics

Course objective: The curriculum provides an in-depth knowledge of the economic condition of the nation. It also gives an overview of the macro economical models and policies.

Course outcome:

- 1) Identifies the national income and its measurements including the Simple Keynesian Model.
- 2) Illustrate the AD-AS analysis and balance of payment.

Module 1

Introduction to Macroeconomics, Circular Flows of an economy.

National Income and Its Measurement: GDP, GNP (nominal and real), GDP Deflator, CPI, WPI. The Three Methods of Measurement. The identities $Y = C+I$, $Y = C+I + G$, $Y = C +I + G + NX$.

The Simple Keynesian Model: Consumption, Saving and Investment Functions. The Investment Multiplier, Government Expenditure and Tax Multipliers, Foreign Trade Multiplier.

Consumption, investment and the rate of interest.

The instruments of monetary policy

Module 2

AD-AS analysis. Why AD is inversely relate to P, The AS curve in short run and long run, Fiscal and Monetary Policy, Demand Pull inflation and Cost Push inflation in terms of shifts in AD and AS.

The Balance of Payments. Current Account and Capital Account transactions as sources of

demand and supply of a country's currency. Determination of the exchange rate in a flexible exchange system. Government intervention to fix the exchange rate.

Growth. The facts of growth of the world economy and of India.

Suggested reading:

1. Hubbard, G and O'Brien, P: Microeconomics, Pearson
2. Sen, A : Microeconomics , Oxford University Press, New Delhi
3. Mankiw, G : Economics- Principles and Applications, Cengage Learning (Indian edition)
4. Sikdar, S : Principles of Macroeconomics, Oxford University Press, New Delhi

CP- 203: Managerial Skill Development

Course objective: The curriculum will provide an introduction of the nature of business communication and built the concept of different types of communications and their barriers.

Course outcome:

- 1) Tell the basic knowledge of different types of business communications.
- 2) Illustrate the communication skills.
- 3) Illustrates the processes of communications.
- 4) Identify the barriers of communication.
- 5) Apply the skill for business writing maintaining the do's and don'ts of the writing procedure.
- 6) Apply the skill for writing commercial letters.
- 7) Demonstrate the business report writing.
- 8) Able to do oral communications including the public speaking.

Unit-1: Importance and nature of business communication- introduction; importance; significance; nature; classification; network- internal, external; types of formal communication- horizontal, diagonal; business productivity- importance, role; communication challenges in today's scenario.

Unit-2: Effective communication skill- principles; feedback; listening: a key of understanding- types; process; barriers.

Unit-3: Process of communication- origination; different phases; noise; drawbacks.

Unit-4: Barriers and gateway in communication- types of barriers; classification-external, organizational, personal; gateways in communication.

Unit-5: Do's and Don'ts of business writing- plan, multistep process; importance; how to make it more effective.

Unit-6: Commercial letters- functions and importance; style; essentials; forms and arrangement; writing process; kinds of commercial letters.

Unit-7: Writing business reports- what is business report? Purposes; classification; writing process; organizing; composing; completing business reports.

Unit-8: Oral communication- presentation or reports, public speaking, negotiations- oral presentation process; steps to successful public speaking exercise; when and what to negotiate.

Suggested reading:

1. Bowman, Jeol P. And Branchaw, Bernadine P. Business Communication from Process to Product. Daryden Press, Chicago.
2. Hatch. Richar. Communicating in Business. Science Research Associates. Chicago.
3. Murphy. Herta A. And Peck. Charrles E. Effective Business Communication. Tata McGraw Hill. New Delhi.
4. Pearce, C. Glenn etc. Business Communications: Principles and Applications. John Wiley. New Work.
5. Treece, Maira. Successful Business Communications. Allyn and Bacon Boston
6. Andrews, F. M. And S. B. Withey Social Indicators of Well Being. Plenum Press, N.Y.

CP-204: Operations Research

Course objective: The curriculum provides an in-depth knowledge of the operations research including the linear programming and transportation problem. It also gives the overview of the PERT, CPM and Inventory Control deterministic Models.

Course outcome:

- 1) Apply the knowledge of linear programming and transportation problem.
- 2) Have the basic knowledge of PERT, CPM and Inventory Control deterministic Models.

Module-1:

Unit-1: Overview of Operations Research: The history of Operations Research, Nature and significance of operations Research, Operations Research: Some definitions, Models, and Modelling in Operations Research, General Methods for solving Operations Research models, Advantages of Model, Application and scope of Operations Research, Basic Operations Research models.

Unit-2: Linear Programming: Introduction, Structure of Linear Programming Model, Advantages of Linear Programming, Graphical Solution Methods, Simplex Method, Duality in Linear Programming, Sensitivity Analysis.

Unit-3: Transportation Problem: Introduction, mathematical model of transportation problem, the method of finding initial solution., Optimisation by Modified Distribution Method (MODI).

Module-2:

Unit-4: Assignment problem: Introduction, mathematical statement of the problem, solution methods of assignment problem.

Unit-5: Project Management: PERT AND CPM: Introduction, Basic difference between PERT and CPM, Steps in PERT/CPM Techniques, PERT/CPM, Network components and Precedence Relationships.

Unit-6: Inventory Control deterministic Models: Introduction, the meaning of Inventory Control, Functional Role of Inventory, Inventory Model Buildings, Deterministic Inventory models without shortages, Deterministic Inventory models with shortages, Multi-item Inventory Models with constraints, EOQ Models with Quantity Discounts, Dynamic Demand Inventory Models, Inventory Control Probabilistic Models.

Suggested Readings :

1. Hamdi A. Taha Operations Research Prentice Hall of India Pvt. Limited
2. Kapoor V.K. Operations Research- Sultan Chand & Sons
3. Kanti Swarup, Man Mohan Gupta - Operations Research - Sultan Chand & Sons
4. P. K. Gupta, Man Mohan Problems in Operations Research (S Chand)
5. J K Sharma Operations Research Theory and Applications Macmillan Publishers India Ltd

CP-205: Research Methodology

Course objective: The curriculum provides an in-depth knowledge of the research methodology including the research design and method of data collection. It also gives the overview of the sample design and the statistical techniques of data analysis.

Course outcome:

- 1) Apply the knowledge of research methodology including the method of data collection
- 2) Apply the basic knowledge of sampling method and statistical techniques using SPSS.

Module-1

Nature and Scope of Research Methodology; Problem Formulation and Statement of Research Objectives; Value and Cost of Information-Bayesian Decision Theory; Organization Structure of Research; Research Process; Research Designs-Exploratory, Descriptive and Experimental Research Designs; Method of Data Collection-Observational and Survey Methods; Questionnaire Designs; Attitude Measurement Techniques: Motivational Research Techniques; Administration of Surveys;

Module-2

Sample Design; Selecting Appropriate Statistical Technique; Field Administration of Surveys; Selecting an Appropriate Statistical Technique; Field Administration of Surveys; Selecting an Appropriate Statistical Technique; Field Work and Tabulation of Data; Analysis of Data, Estimation, Testing & Inference-Use of SPSS and other Statistical Software Packages; Advanced Techniques for Data Analysis-ANOVA.

Suggested Readings.:

1. Bennet, Roger: Management Research ILO.
 2. Fowler, Floyd, J. Jr., Survey Methods, Sage Publication.
 3. Fox, J. A. And P.E. Tracy, Randomized Response: A Method of Sensitive Survey. Sage Publication.
 4. Gupta, Sa. P. Statistical Methods. Sultan Chand, New Delhi.
 5. Golden Biddle, Koren and D. Locke, Composing Qualitative Research, Sage Publication.
- Salkind, Neil J., Exploring Research, Prentice Hall, NJ.

CP-206: Business legislation

Course objective: The curriculum will provide knowledge about The Indian Contract Act, 1872 The Sale of Goods Act, 1930; Negotiable Instrument Act, 1881 and Companies Act, 2013.

Course outcome:

- 1) Apply the knowledge of The Indian Contract Act, 1872.
- 2) Apply the knowledge of The Sale of Goods Act, 1930.
- 3) Apply the knowledge of Negotiable Instrument Act, 1881.
- 4) Apply the knowledge of Companies Act, 2013.

Module-1:

Unit-1: The Indian Contract Act, 1872 : Essentials of Valid Contract. Void Agreements. Performance of Contracts. Breach of Contract and its Remedies. Quasi-Contracts. Contingent contracts, Contracts of Bailment, Indemnity & Guarantee, Agency.

Unit-2: The Sale of Goods Act, 1930 : Formation of Contract. Rights of an unpaid seller.

Unit-3: Negotiable Instrument Act, 1881: Nature and Types. Negotiation and Assignment. Holder-in-Due Course, Dishonour of a Negotiable Instrument. Arbitration; Endorsement & its kind.

Module-2:

Unit-4: Companies Act, 2013: Formation of Company, Memorandum, Articles, Prospectus and Allotment of Securities, Share Capital and Debentures, Acceptance of Deposits by Companies, Registration of Charges, Management and Administration, Declaration and Payment of Dividend, Audit and Auditors, Meetings of Board and its Powers, Winding up. Definition of related key terms.

Suggested Readings:

1. Avtar Singh, Company, Law, Lucknow, Eastern.
2. Khergamwala, J.S. The Negotiable Instrument Acts. Bombay, N.M. Tripathi.
3. Ramaiya, A, Guide to the Companies Act. Nagpur, Wadhwa.

4. Shah, S. M. Lectures on Company Law. Bombay, N.M.Trippathi.
5. Tuteja, S.K. Business Law for Managers. New Delhi, Sultan Chand.

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

CP-207: Operations Management

Course objective: The curriculum provides an in-depth knowledge of the Nature and Scope of Production and Operations Management. It also gives the overview of the layout planning, production planning and TQM.

Course outcome:

- 1) Illustrate the nature and scope of production and operation management.
- 2) Identify the types of layouts.
- 3) Apply the knowledge of layout planning.
- 4) Apply the basic knowledge of mass and batch production.
- 5) Able to do process planning and scheduling.
- 6) Apply the basic knowledge of material, purchase, and store management.
- 7) Apply the knowledge of TQM.

Unit-1: Nature and Scope of Production and Operations Management

Unit-2: Types of Manufacturing Systems and Layouts.

Unit-3: Workshop Layout Planning and analysis.

Unit-4: Production Planning and control.

- a) Mass Production,
- b) Batch/Job order Production.

Unit-5: Process Planning, Scheduling, Work Study, Method Study, Work Management

Unit-6: Materials Management, Purchase Management, Stores Management.

Unit-7: Quality Control, Total Quality Management, ISO 9000, Benchmarking, JIT, Environment Standard

Suggested Readings:

- 1) Robert S. Kaplan and David P. Norton. The Strategy Focussed Organisation Harvard Business School Press.
- 2) Kazmi (jt author), Business Policy. Tata Mc Graw Hill.
- 3) Nitin Balwani, Strategic Management and Business Policy, Excel Books.
- 4) AIMA, Strategies for Competitiveness, Excel Books.

CP-301: Marketing Management

Course objective: The curriculum provides an in-depth knowledge of the Nature and Scope of marketing including MIS and Marketing research. It also gives the overview of the market segmentation, product mix, promotion mix and globalization of the market.

Course outcome:

- 1) Illustrate the nature and scope of marketing management.
- 2) Understanding of the MIS and market research.
- 3) Apply the knowledge of market segmentation.
- 4) Apply the basic knowledge of targeting and positioning of the production.
- 5) Apply the knowledge of product mix.
- 6) Apply the basic knowledge of promotion mix of marketing.
- 7) Apply the knowledge of channel management.
- 8) Able to identify the new arenas of the marketing management.

Module-1

Unit-1: Nature and Scope of Marketing

Unit-2: Marketing Information System and Marketing Research.

Unit-3: Consumer and Industrial Marketing. Market Segmentation.

Unit-4: Targeting and Positioning.

Module-2

Unit-5: Product Mix, b) PLC, c) NPD, d) Branding Packaging Decisions, e) Pricing Methods.

Unit-6: Promotion Decisions. Promotion Mix, b) Advertising, c) Sales Promotion, d) Publicity/ Public Relations, Personal Selling.

Unit-7: Channel Management. A) Selection, b) Co-operation & Conflict Management.

Unit-8: New Issues in Marketing. A) Globalization, b) Consumerism, c) Green Marketing, c) Legal Issues.

Suggested Readings:

- 1) Enis, B.M. Marketing Classics : A selection of Influence Articles. New York. McGraw Hill.
- 2) Kotler, Philip and Armstrong. G. Principles of marketing, New Delhi, Prentice Hall of India.
- 3) Kotler, Philip, Marketing Management : Analysis, Planning, Implementation and Control, New Delhi, Prentice Hall of India.
- 4) Ramaswamy, V.S. and Namakumari, S. Marketing Management : Planning, Control, New Delhi, MacMillan.
- 5) Stanton William, J. Fundamentals of Marketing, New York, McGraw Hill.
- 6) Neelamegham, S. Marketing in India : Cases and Readings, New Delhi, Viakas.

CP-302: Human Resource Management

Course objective: The curriculum provides an in-depth knowledge of the human resource planning and recruitment. It also gives the overview of job analysis and performance appraisal.

Course outcome:

- 1) Illustrate the human resource planning methods.
- 2) Apply the knowledge of job analysis and job design method.
- 3) Apply the knowledge of recruitment and selection method of employees.
- 4) Apply the basic knowledge of induction and placement methods of employees.
- 5) Able to identify the requirement of training and development necessity of the employees.
- 6) Understand the methods of performance appraisal.
- 7) Apply the knowledge of job evaluation and wage determination methods.
- 8) Understanding about the employee welfare.
- 9) Understand the relation of trade union and owner of the organization.

Module-1

Unit-1: Human Resource Planning.

Unit-2: Job Analysis and Design.

Unit-3: Recruitment and Selection.

Unit-4: Induction and placement

Unit-5: Training & Development.

Module-2

Unit-6: Performance Appraisal and Potential Evaluation.

Unit-7: Job Evaluation and Wage Determination.

Unit-8: Employee Welfare.

Unit-9: Industrial Relations and Trade Union and Employee Empowerment.

Suggested Readings:

1. Aswathappa, K. Human Resource and Personnel Management, Tata McGraw Hill, New Delhi.
2. De Cenzo, D.A. & Robbins S.P. Business Management. New York. John Wiley.
3. Guy, V. & Mattock. J. The New International Manager, London, Kogan Page.
4. Holloway, J. Ed., Performance Measurement and Evaluation. New Delhi, Sage.
5. Monappa, A & Saiyadain M. Personnel Management, New Delhi, Tata Mc Graw Hill.
6. Stone, Lioyed and Leslie W. Rue., Human Resource and Personnel Management Richard D. Irwin, Illinois.

CP-303: Financial Management

Course objective: The curriculum provides an in-depth knowledge of corporate finance including firm value, required rate of return, sources of finance, capital structure, capital budgeting etc.

Course outcome:

- 1) Illustrate the role of the finance manager.
- 2) Understanding of the time value of money.
- 3) Ability to understand how a firm may finance a project and its sources.
- 4) Ability to understand the different aspects of cost of capital.
- 5) Gaining the basic knowledge of C-V-P relationship
- 6) Understanding the concept of leverage and financing decisions.
- 7) Gaining the knowledge of capital structure.
- 8) Understanding the importance of capital budgeting decisions.
- 9) Understanding the importance of working capital and its management.
- 10) Ability to understand dividend policy.
- 11) Understanding of different corporate financial models.

Unit-1: The functions of finance manager- investment, financing, dividend decisions; financial decision making; maximization of the profits of the firm; maximization of the shareholder wealth; financial management, risk return and value of the firm.

Unit-2: Value and return- fundamentals; future value; present value; annuities; perpetuities; uneven cash flow stream.

Unit-3: Sources of finance and financial markets- external finance; long term finance; short term finance; long term versus short term borrowing; internal finance; VC and long-term financing; role of stock exchange.

Unit-4: The cost of capital- definition; implicit and explicit cost of capital; measurement methods; weighted cost of capital; marginal cost of capital; floatation costs and WACC.

Unit-5: C-V-P relationship- definition; mathematical relationship between cost, volume, and profit; P/V ratio: MoS; curvilinear C-V-P analysis.

Unit-6: Financing decision leverage analysis- concept of leverages; operating leverage; financial leverage.

Unit-7: Capital structure- concept of value of the firm; capital structure and cost of capital.

Unit-8: Capital budgeting decisions- nature of investment decisions; methods of investment appraisal; accounting rate of return (ARR); payback period; net present value; profitability index; internal rate of return (IRR); superiority of NPV over ARR and PP.

Unit-9: Management of working capital- nature and scope; working capital cycle.

Unit-10: Dividend policy- Walter's model; Gordon's model; M-M model.

Unit-11: Corporate financial models- definition; optimization model; simulation model; model development.

Suggested Readings:

- 1) Archer Stephen H. Etc. Financial Management. New York, John Wiley.
- 2) Bhalla. V.K. Financial Management and Policy, New Delhi. Anmol.
- 3) Brealey, Richard A. And Myers Stewart C. Principles of Corporate Finance. New Delhi. McGraw Hill.
- 4) Hampton, John, Financial Decision Making, Englewood Cliffs, New Jersey, Prentice Hall of India.
- 5) Winger, Bernard and Mohan, Nancy. Principles of Financial management, New York, Macumillan Publishing Company.
- 6) M Y Khan and P K Jain, Financial Management Text, Problems And Cases Tata McGraw-Hill Publishing Company Limited New Delhi.
- 7) Chandra Prasanna, Financial Management, Tata Mc Graw Hill, New Delhi.
- 8) Pandey I.M, Financial Management, Vikas Publishing House, New Delhi.

ELECTIVE AREAS (SPECIALISATION)

FINANCIAL MANAGEMENT (FM)

EPFM-01: SECURITY ANALYSIS, PORTFOLIO MANAGEMENT AND DERIVATIVES RISK MANAGEMENT

Course objective: Module of this course is designed to give basic understanding on security analysis in the context of investment-decision making. Module II is structured to develop basic understanding on portfolio analysis, risk-return trade-off, asset pricing models like CAPM, APT etc.

Course outcome:

- 1) After completion of the first module one can understand the basics of the Fundamental and Technical analyses. Meaning of efficient market in the context of rational investment decision-making will be better understood.
- 2) Students will be equipped with the concept of portfolio and portfolio risk-return trade-off. Further, how to construct a financial portfolio and the security valuation models like CAPM, APT etc. will be gauged by the students.
- 3) Also after completion of module II students get knowledge about basics of derivative products and application towards risk reduction.

Module-I: Security analysis, Investment decision-making and Market Efficiency.

Unit-1: Security Analysis- An overview.

Unit-2: Investment- Meaning, Scope and Processes –Meaning; Nature and Scope of Investment; Investment Processes; Differences among Investment, Speculation and Gambling.

Unit-3: Highlights of Investment Environment, Markets and Alternatives –Concept of Financial Instruments; Concept and evolution of Financial Institutions/ Intermediaries; Stock Exchanges in India and their Roles; Alternative Investment Opportunities; End of Chapter Exercise.

Unit-4: Analysis of Security for Investment Decision- Introduction; Fundamental Analysis.

Unit-5: Technical Analysis- Meaning; Assumptions for Technical Analysis; Fundamental Vs Technical Analysis; Origin of Technical Analysis; Techniques of Technical Analysis; Limitations of Technical Analysis.

Unit-6: Efficient Market Theory- Introduction; Concept of Market Efficiency; Efficient Market Hypothesis (EMH); Empirical tests on EMH; Concept of Mutual Funds and its performance; Random Walk Model Vs Fundamental & Technical Analysis.

Module-II Modern Portfolio Theory, Risk-Return Trade-off, Asset Pricing Models and derivatives risk management.

Unit-1: Portfolio Management– Introduction; Meaning; Traditional Vs MPT; Diversification and its impact on Portfolio Risk; Risk-Return trade-off; Optimal Portfolio selection.

Unit-2: Risk & Return – Concept of risk in investment-decision making; Systematic & Unsystematic risks; Concept of risk & return in the context of individual security as well as portfolio.

Unit-3: Portfolio Selection – Modern Portfolio Theory (MPT); Principles; Assumptions of MPT; A two security portfolio analysis; Portfolio risk measurement and associated Co-variance matrix; Correlations of Returns on Securities; MPT's limitations; Sharpe's Index; Assumptions and the Model; Exercise.

Unit-4: Capital Asset Pricing Model (CAPM)- Introduction; Assumptions; Use of CAPM; Risk Premium; Limitations of CAPM; Exercise.

Unit-5: Arbitrage Pricing Theory (APT) – Introduction; Assumptions; Limitations; Exercise.

Unit 6: Portfolio Investment Process – Introduction; Major issues in portfolio selection process; Basic principles of portfolio selection; portfolio management in investment companies; problems associated with portfolio selection; conclusion; exercise.

Unit-7: Portfolio Timing and Portfolio Performance Evaluation and Revision- Timing and Purchase of securities in a portfolio; Portfolio performance evaluation; Portfolio revision; Exercise.

Unit-8: Derivatives and Risk Management (Basics): Definitions (Options, Forward Contract, Future Contract, SWAPS), Related Terms for Options (Expiration date, Strike Price, At-the-Money, In-the-Money, Out-of-the-Money, American Options, European Options), Call Option, Put Option, Strips, Straps, Straddle, Option (both call and put) Valuation through Binomial Option pricing model (Single Step), Distinguish between Forward and Future Contract, Example of Hedging (i.e. risk reduction) through forward contract and future contracts.

Suggested Readings:

- 1) Security Analysis & Portfolio Management by Pandian.
- 2) Investment Analysis & Portfolio Management by Prasanna Chandra.
- 3) Security Analysis & Portfolio Management by Nagarajan & Jayabal.
- 4) Security Analysis & Portfolio Management by S. Kevin
- 5) Financial Derivatives by S.S.S. Kumar
- 6) Derivatives and Risk Management by Jayanth Rama Varma
- 7) John C. Hull Sankarshan Basu Options, Futures and Other Derivatives, Pearson

EPFM-02: Working Capital Management

Course objective: Module I of this course is designed to give basic understanding of Working Capital and its management. Module II is designed to develop basic understanding on financing of Working Capital and Banking System's role thereof.

Course outcome:

- 1) After completion of first module the students will be versed with the concept of working capital and its management related issues.
- 2) After completion of module II students will be aware of the different financing options available for WC.

Module I: Working Capital and its management.

Unit 1: Working Capital- Introduction; Meaning; Types of WC; Positive & Negative WC; Conservative and aggressive WC; Significance of WC; Factors determining WC requirement; Hedging; Components of WC; Estimation of WC; Operating Cycle concept; Exercise.

Unit 2: Management of Cash- Introduction; meaning of cash; motives for holding cash; objectives and basic problems of cash management; efficient collection; float; cash management models; corporate liquidity; profitability and liquidity; investment in marketable securities; liquidity improvements; liquidity measures; cash management tools; electronic fund transfer; exercise.

Unit 3: Receivables Management- Introduction; meaning; objectives; cost of maintaining receivables; factors affecting size of debtors; receivables management policies; credit to customers; collection policy and procedures; credit risk assessment; types of credit; credit control department and its functions; discriminant analysis; advantages of receivables; effectiveness of credit control system; payment pattern approach; risk class approach; heuristic approach; marginal analysis; illustrations; exercise.

Unit 4: Inventory Management – Introduction; meaning; types; significance; objectives; inventory control and its objectives; inventory size; benefits of inventory control; costs associated with inventory; motives for holding inventory; inventory management techniques; exercise.

Module II: Working Capital financing and Money Market.

Unit 5: Short-term Financing – Introduction; Trade credit; Accrued Expenses; Factoring; T-Bills; CPs; Public Deposits; BoE; Bank Loan; Bank overdraft; Provisions; Exercise.

Unit 6: Programming Working Capital Management- Integrating Working Capital and Capital Investment Processes- Introduction; LP formulations; Goal Programming technique; Multiple Objective Programming technique; WC as an investment; Integrating Capital Investment and WC Progress; Capital Investment Model; WC Model; PV Model; Exercise.

Unit 7: Monetary System and Money Market in India – Introduction; meaning; sources; reserve money and its sources; Money Market definition and its features; Money Market Instruments; Reasons for the growth of Money Market; Exercise.

Unit 8: Banking System in India: Working Capital Control and Banking Policy in India – Introduction; Indian Banking System; Policy and trends; Monetary and Credit policies; regulations; RBI guidelines; exercise.

Unit 9: Instruments of the International Money Market and Managing Short-term International

Transactions – Introduction; Role; Instruments; Returns on Money Market Instruments; International WC management; Currency risk; exercise.

Suggested Readings:

1. Hrishikesh Bhattacharya, Working Capital Management: Strategies and Techniques, PHI.
2. S. N. Mahashwari, Financial Management, Sultan Chand & Sons., New Delhi.
3. Bhabatosh Banerjee, Financial Policy and Management Accounting, (7th edition), PHI, New Delhi.
4. V. K. Bhalla, Working Capital Management – Text and Cases, Anmol Publications Pvt. Ltd., New Delhi, Seventh revised edition.

EPFM – 03: MANAGEMENT OF FINANCIAL SERVICES

Course objective: This course is designed keeping in view the objectives of making students familiar to the concept of financial systems, financial markets, regulations of financial markets, managing risks in the financial markets and long-term and short-term financing options available to individuals as well as corporations.

Course outcome:

Upon successful completion of this course a student should become familiar with components of financial system and its management. He/She will also be familiar with the regulatory frameworks that exist in Indian financial markets, the role played by the banking and insurance sector in mobilizing the savings, sources of long-term vs short-term finance and the effect of taxation on financial transactions.

Unit 1: Financial System & Markets – Overview; Objectives; Components; Advantages; Structure; Features of Important instruments operating in Indian financial system; Questions.

Unit 2: Financial Services – Concept; nature and Scope; Regulatory frameworks; Risks; Questions.

Unit 3: Stock Exchange Operations – Introduction; Overview; Basics of stock indices; settlement and settlement cycles; clearing houses; trading methods; arbitrations; questions.

Unit 4: Merchant Banking Services – Introduction; important regulatory frameworks; obligations and responsibilities of Merchant Bankers; Underwriters; Bankers and Brokers to an Issue; Registrar to an issue and share transfer agents; debenture trustees and portfolio managers; questions.

Unit 5: Issue Management, Mobilizing Fixed Deposits / Intercorporate Loans and International Finance – Introduction; eligibility for issue of shares and pricing of issue; Promoters' contribution and lock-in requirement; Issue advertisement; issue of debt instruments; Book Building; Bidding and Procedure for Bidding; GSO; IPO; Issue of Capital by designated financial institutions; OTEI issues; obligations; preferential issues; Pricing; Inter-Corporate Loans and Deposits; Questions.

Unit 6: Banking and Insurance – Introduction to banking and insurance; need for capital;

Computation of CAR; Clearing System; Commercial banks and services; development banks; insurance; different types of insurance; questions.

Unit 7: Mutual Funds- Introduction; key players; classification; advantage and drawbacks; performance evaluation; selection of funds; exit signals from mutual funds; questions.

Unit 8: Hire Purchase and Leasing – Distinction; meaning; features; advantages; disadvantages; effects of tax; effects in financial statements; types of Lease; evaluation of lease / purchase; questions.

Unit 9: Debt Securitization – Concept; features; methods; parties to a securitization transaction; process of securitization; questions.

Unit 10: Housing Finance – Introduction; regulations; loan structure and interest rate; questions.

Unit 11: Credit Rating – Concept; Agencies in India; process; Uses; Limitations; CAMEL model in credit rating; questions.

Unit 12: Credit Cards – Origin; basics; operation cycle; regulations; limitations; benefits of credit cards; cash withdrawal facilities; questions.

Unit 13: Venture Capital – Origin; basics; roles; VC investments; stages in VC investment; emphasis on investment; modes of financing; returns; Pay Day; assistance; after-care; Exit; VC in India; questions.

Unit 14: Factoring and Forfeiting Services - Basics; benefits; drawbacks; Factoring vs. Forfeiting; questions.

Unit 15: Bill Discounting – Introduction; basics; discounting of trade bills; scheme; questions.

Unit 16: Financial Services and Tax Environment – Banking and other Financial Services; Scope; Coverage of Services; questions.

Suggested Readings:

1. Financial Services – M. Y. Khan, TMH, New Delhi.
2. Indian Financial System – Bharati V. Pathak, Pearson Education, New Delhi.
3. Portfolio Management – S. Kevin, PHI, New Delhi.
4. Management of Financial Services - V. K. Bhalla, Anmol Publications Pvt. Ltd., New Delhi.

EPFM – 04: MANAGEMENT CONTROL SYSTEMS

Course objective: This course has been designed with the aim of acquainting students with different aspects of management control techniques.

Course outcome: After successful completion of this course students will become aware of different management control mechanisms.

Unit 1: Management Control – An Overview – Introduction; Concepts; Nature of Management Control Systems; Feed-back and Feed-Forward Systems; Distinction between Strategy and

Control; Different Control Mechanisms; Choice of Controls; Management Control and Organization's Goals; Effects of Control on Behaviour; Role of the Controller; Questions.

Unit 2: Budgeting – Introduction; Programming and Budgeting; Budget and its control; Classification; factor; Budget period; process of budget preparation; behavioural aspects of budgeting; Flexible budgeting; Zero Base Budgeting; Performance Budgeting; Questions.

Unit 3: Analyzing and Reporting – Introduction; Variance analysis; causes of variance; classification of cost variances and revenue variances; market size and share variances; limitations; performance reporting; objectives of a good reporting system; Internal Control System; Questions.

Unit 4: Financial Results Control Systems – Introduction; causes; responsibility centres and accounting; principal types of responsibility centres; designing of responsibility centres and organizational structure; revenue centres; profit centres; investment centres; concept of controllability; controlling the distorting effects of un-controllable factors; questions.

Unit 5: Inter-Divisional Transfer Pricing- Introduction; Purposes; Methods; General rule of TP; resolving TP conflicts; Additional problems with international TP; questions.

Unit 6: Divisional Performance Measurement – Introduction; divisionalisation; Multiple Criteria of performance measurement; Managerial vs. economic performance; divisional analysis; alternative divisional profit measures; ROI; residual income; problems with ROI; problems with residual income; ROI vs. RI; EVA; approaches to transfer pricing in divisional performance measurement context; benefits of performance measurement; designing performance evaluation system; questions.

Unit 7: Behavioural Aspects of Management Control – Introduction; Goal Congruency; Motivation; Participative Management; Budgeting Bias; Performance Evaluation Style; Learning Curves; Behavioural Aspects of LC; Questions.

Unit 8: Management Control in Specialized Organizations- Introduction; Service Organizations; Multinational Corporations; Non-Profit Organizations; Professional Organizations; Questions.

Suggested Readings:

1. Planning and Control Systems: A Framework for Analysis – R. N. Anthony, Division of Research, Harvard Business School, Boston.
2. "On the Idea of Management Control System: Integrating Accounting and Management Control" – E. A. Lowe, Journal of Management Studies, pp 1-12.
3. The Game of Budget Control – G. H. Hofstede, Tavistock, London.
4. Management Control Systems – R. N. Anthony & V. Govindarajan, TMH, New Delhi.

EPFM – 05: INTERNATIONAL FINANCIAL MANAGEMENT

Course Objectives: The aim of this course is to acquaint students with various facets of International Finance. More specifically, to adept students with the concepts of multi-national firms and financial management, balance of payments, FOREX market, FOREX risk management and international financial markets.

Course Outcome: After successful completion of this course students will gain basic understanding of how MNCs function and raise capital in international capital markets. They will, also, understand foreign exchange markets and the risk associated with it. Students will also be aware of different international financial institutions and their roles.

Blooms taxonomy:

Unit 1: International Dimensions of Financial Management- Emergence of MNCs; Nature; Objectives; Domestic vs. International Financial Management; Exercise.

Unit 2: International Financial System- Bretton Wood Conference and its impact; exchange rate system at present; IMF; EMS; EMU; Euro and its prospect; Exercise.

Unit 3: Balance of Payments- Meaning and Concept; Principles; Categories of BoP; Official Reserve Account; Deficit & Surplus in the balance of payments; Importance of BoP statistics; Exercise.

Unit 4: Foreign Exchange Market- Organization; Functions; Participants; Quotations in the FOREX market; Sectors; The purchasing power parity approach; exchange rate forecasting; exercise.

Unit 5: Foreign Exchange Risk Management- Basics of FOREX risk; types of exposure; management of Translation Exposure; Comparison of Translation methods; Meaning of transaction exposure; management of transaction exposure; Comparative analysis of translation, transaction, and economic exposure; difference between transaction and economic exposure; measurement of economic exposure; management of economic exposure; exercise.

Unit 6: International Financial Markets- IFCs; Raising of Capital; Euro Market; ECB; FCCB; Repos; NIF; CPs; Multilateral Development Banks; Exercise.

Unit 7:

- (I) **International Portfolio Investment-** Concepts; Benefits.
- (II) **Foreign Direct Investment (FDI)-** Costs; Benefits.
- (III) **Multinational Cost of Capital and Capital Structure-** Cost of Capital; MNCs' Capital Structure Decisions.
- (IV) **International Capital Budgeting –** Complexities; Problems; Project vis-à-vis Parent Cash Flows.
- (V) **International Working Capital Management-** International WC; Multinational Cash Management; Accelerating Cash Inflows; Managing blocked funds; Transfer Pricing

concepts; Leading and Lagging; Netting; Investment Excess Cash; International Inventory Management; International Receivables Management; Exercise.

Suggested Readings:

1. International Financial Management- P. G. Apte, TMH.
2. International Financial Management – Text and Cases – V. K. Bhalla, Anmol Publications.
3. Multinational Finance – A. Buckley, PHI.
4. International Finance – The Markets & Financial Management of Multinational Business – M. D. Levi, McGraw Hill.
5. Multinational Financial Management – A. C. Shapiro, PHI.

EPFM – 06: TAXATION IN BUSINESS

Course Objectives: The first module of this course is designed to make the students familiar with the concept of tax and tax computations from income. The second module is designed to make the students aware of business restructuring and tax planning for corporations.

Course Outcomes:

1. After the students are finished with module I they will have a better understanding on the concepts of income tax and incidence of income tax on different heads of income.
2. Once the students are finished with the second module, they will have a thorough understanding on business restructuring, corporate tax planning procedures and basics of Goods and Services Tax (GST)

Blooms taxonomy:

Module I: Tax concepts and Income Tax Computations.

Unit 1: Basic Concepts of Income tax – Objective; introduction; law of income tax in India; Concepts of income tax; Companies’ fundamental concepts; company tax rate; summary; exercise.

Unit 2: Residential Status of Companies – Objective; Introduction; residential status concepts; Indian and Foreign income; exercise.

Unit 3: Income under different heads, Exemptions, Deductions and Tax Rebate – Introductions; Salaries; Income from house property; Capital Gains; income from other sources; Income tax exemptions; deductions under chapter VI-A; Tax Rebate; Computation of total income; exercise.

Unit 4: Profits and Gains of Business and Profession – Introduction; definitions; types of income; deductions / allowances; Non-deductible items; deduction only on payment basis; Tax Audit; Restrictions; presumptive tax scheme; methods of accounting; valuations of inventory etc.; computation of taxable income; exercise.

Unit 5: Set-off and Carry Forward of Losses – Introduction; Set-off losses; treatment of loss; exercise.

Module II: MAT, Business restructuring and Tax planning.

Unit 6: Minimum Alternate Tax (MAT) – Introduction; Concept; report; unabsorbed depreciation / brought forward loss; applicability of Sec. 115JB; exercise.

Unit 7: Business Restructuring – Introduction; Amalgamation; Distinction between amalgamation and takeover; mergers (apart from amalgamations); capital gains and amalgamations; carry-forward and set-off of accumulated loss; other sections connected with amalgamations; effective date of amalgamations; demerger; implications; slump sale; exercise.

Unit 8: Tax Planning for Companies – Introduction; Areas of tax planning; exercise.

Unit 9: Double Taxation Avoidance Agreements Structure – Introduction; Tax treaty vs. tax law; pattern of DTAA; models of DTAA; Types; effects of DTAA; ‘permanent establishment’ and ‘business connection’; double taxation relief; provisions in India; exercise.

Unit 10: Basics of Goods and Service Tax (GST): 1. Introduction 2. History in India 3. Definitions: a) Goods and Service Tax (GST) b) Supply c) Goods d) Service 4. Advantages and disadvantages 5. Needs of GST in India 6. Types/Kinds of GST a) CGST b) SGST c) UGST d) IGST 7. Input Tax Credit 8. GST Structure 9. Registration 10. Compliance and Penalties

Suggested Readings:

1. Bharat’s Professional Approach in Direct Taxes Law and Practice – Girish Ahuja and Dr. Ravi Gupta, Bharat Law House Pvt. Ltd., New Delhi.
2. Taxman’s Direct Taxes Law & Practice – Dr. Vinod K. Singhania and Dr. Kapil Singhania, Taxman Publications (P) Ltd., New Delhi.
3. Corporate Taxations – H. P. Ranina, Snow White Publications Pvt. Ltd., Mumbai.
4. Commentary on Double Taxation Avoidance Agreement – S. Rajaratnam and B. V. Venkataramaiha, Snow White Publications Pvt. Ltd., Mumbai.
5. V. C. Datey, GST Readyreconer

MARKETING MANAGEMENT (MM)

EPMM-01: SALES AND DISTRIBUTION MANAGEMENT

Course objective: The curriculum provides an in-depth knowledge of sales management. It also gives the overview of distribution management and franchising.

Course outcome:

- 1) Understanding the concept of sales management and organizing sales department including E-marketing.
- 2) Ability to understand the procedure of franchising, distribution channels and marketing channels.

Module-I: Theories of Selling & Management

Unit-1: Concept of sales management- nature and scope; principles; theories- AIDAS theory; 'right set of circumstances' theory; 'buying formula' theory; 'behavioral equation' theory.

Unit-2: Salesmanship and personal selling- Dyadic interaction; steps in personal selling.

Unit-3: Organizing the sale department- sales organization structure; Relationship of Sales Department with other departments; Size of Sales Force.

Unit-4: Managing the sales force- Motivation of Sales Force; Compensation and Recruitment of Sales Force.

Unit-5: Controlling the sales force- Quotas and Territory Management; Sales Force Control System.

Unit-6: Social Marketing- essentials; stages of social movement; nature and tasks; marketing mix; adoption process; distribution channel.

Unit-7: E-Marketing- impact on selling; legal issues.

Module-2 Distribution Management & Franchising

Unit-8: Franchising - Concepts of Franchising; Types of Franchising; Modes of Operation; Steps in setting up a Franchisee Organization.

Unit-9: Physical Distribution-Importance of warehousing and transportation; Distribution Planning Principles; Designing a Distribution System.

Unit-10: Marketing Channels-Strategies of Distribution; Role of Channel Members; Types of Retailing-Channel Relationship; Potential of Home Shopping.

Case Studies with Indian References will be used for all modules

Suggested Readings:

- 1) Richard R. Still, Edward. W. Cundiff and A.P. Grovoni; Sales Management, Prentice Hall of India, N. Delhi.
- 2) E. L. Ansary (it author); Distribution Management, Prentice Hall of India, N, Delhi.
- 3) Anderson, R. Professional Sales Management Cliffs, New Jersey, Prentice Hall Inc.
- 4) Buskik R. H. And Stanon, W J Management of Sales Force. Homewood Illionois, Richard D. Irwin.
- 5) Dalymple, D. J. Sales Management, Concepts & Cases, New York, John Wiley.
- 6) Stanon, William J etc. Management of a Sales Force Chicago, Irwin.

EPMM-02: ADVERTISING & SALES PROMOTION MANAGEMENT

Course objective: The curriculum provides an in-depth knowledge of advertising. It also gives the overview of sales promotion and marketing mix.

Course outcome:

- 1) Understanding the role of advertising in marketing process and building the advertising program.
- 2) Ability to develop advertising campaign and promotional mix.

Module-1

Unit-1: Advertising's Role in the Marketing Process- meaning and importance; Legal Ethical and Social Aspects of Advertising.

Unit-2: Process of Communication- Wilbur Schramm's Model, Two step flow of communication; Theory of Cognitive Dissonance and Clues for Advertising strategies.

Unit-3: Objective Setting and Market Positioning- DOGMAR Approach; determination of Target Audience.

Unit-4: Building of Advertising Program- Message, Headlines, Copy, Logo, Illustration, Appeal, Layout; Campaign Planning; Media Planning; Budgeting Valuation-Rationale of Testing Opinion Aptitude Tests, Recognition, Recall, Experimental Designs.

Unit-5: Advertising Organizations- Selection Compensation and Appraisal of an Agency; Electronic Media.

Module-2

Unit-6: Advertising Campaign- Advertising V/s Consumer Behaviour; Sales Promotion-Role of Creative Strategies; Advertising-Retail National, Cooperative, Political International, Public service Advertising.

Unit-7: Sales Promotion and Marketing Mix- Nature and Types of Sales Promotion Consumer Behavior and Sales Promotion; Deal Prone Consumer; Economic Theories of Promotion; Sales Promotion's Impact of Sales; Evaluation of Sales Promotion Experiments; Choice and Purchase Timing Models; Manufacturer Promotion Planning Process; Retailer Promotion Planning Process; Strategic Issues in Designing Promotional Strategies; Substantive Findings and Issues on Coupons, Trade Dealings, and Retail Promotions.

Suggested Readings:

- 1) Ailloni and Charas, Dan. Promotion: A Guide to Effective Promotional Planning, Strategies and Executions. New York, John Wiley.
- 2) Assae, Henry. Consumer Behaviour and Marketing Action. Bosten, Kant.
- 3) Blattberg, Robert C and Scott, a Neslin. Sales Promotion: Concept Methods and Strategies. Englewood Cliffs, New Jersey, Prentice Hall Inc..

- 4) Schaltz, Don E and William, A Robinson. Sales Promotion Management. Chicago, Crain Books.
- 5) Strang, Roger A. The Promotional Planning Process. New York Praeger.
- 6) Totten, John C and Block, Martin P. Analysing Sales Promotion: Text and Cases. Chicago, Commerce Communication.
- 7) Ulanoff, Stanley M. Handbook of Sales Promotion. New York, McGraw Hill.

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

EPMM-03: CONSUMER BEHAVIOR AND CUSTOMER RELATIONSHIP MANAGEMENT

Course objective: The curriculum provides an in-depth knowledge of consumer behavior in a market place. It also gives the overview of relationship management with the consumer.

Course outcome:

- 1) Understanding the psychology of a consumer in a market place.
- 2) Ability to develop relationship with the consumer.

Module 1

Unit-1: Preliminaries- Changing Profile of the Society and its Relevance of Consumer Marketing, Consumer Marketing, Consumer Marketing & Non-Consumer Marketing Organizational / Industrial Marketing, Interdisciplinary Nature of Consumer Market Analysis, Characterizing Consumer Market-The Buyer of the Consumer-The Seller-The Product-Institutional/Organizational Character-Market Network.

Unit-2: Consumer Behavior Analysis/Buyer in the Consumer Market- Interdisciplinary Nature of Consumer Behavior Analysis-Economic Paradigm of Consumer Behavior Analysis-Economists Models-Limitation of Economists Models in Market Management Analysis, Psychographic Analysis of Consumer, Behavior and Behavior Audit-Motivation-Learning-Perception-Attitude-Personality.

Unit-3: Socio-graphic Analysis of Consumer Behavior- Culture, Sub-culture, Social Class, Reference Group, Face of Face Group, Family, Individual / Person himself.

Unit-4: Incorporating External and Internal Factors: Consumer Behavior Models- Howard & Sheth-Nicosia-Blackwel and Engel-Others. Characterizing Behavior Models as-Input Output System-Inter-Active System-Feed Back Mechanism; Consumer Decision Process-Pre-decision and Action-Post-decision and Action Analysis.

Unit-5: Specific- Analysis of Dynamics of Purchase and Consumption of Customer Durable-Analysis of Dynamics of Purchase, Consumption and Post-consumption, Behavior of Consumer

Perishables-Issued of Inventories of Consumables; Post-Purchase Behavior of Consumers., Impact of Short Term and Long Term Memory on Consumer Behavior., Consumer Behavior specifically to E-marketing., Industrial Buying Behavior, Consumer Behavior in Rural Marketing., Environmental Awareness and Impact on Consumer behavior.

Module-2

Unit-6: Customer relationship management- Identifying & Describing Publics, Scope & role of Public Relations, Persuasion & Theory of Communication, Corporate Image & Public Relations, Public Relations & Marketing, Public Relations & Media, Ethics and Laws in Public Relations, Problem Solving Strategies in Public Relations, Evaluating Public Relations.

Suggested Readings:

- 1) Leon G. Schiffman & Leslie Lazer Kankuk: Consumer Behaviour PHI-New Delhi
- 2) Loudon & Betta, Consumer Behaviour, McGraw Hill International.
- 3) Glenn Walters and Blaise J. Bergiel: Consumer Behaviour, South Western Publishing Company.
- 4) Peter D. Benett and Harole H. Kassarijan : Consumer Behaviour, PHI, New Delhi.
- 5) Assael, H. Consumer Behaviour Marketing Action. Ohio, South Western.
- 6) Hawkins, D I. Etc. Consumer Behaviour Implications for Marketing Strategy. Texas Business.

EPMM-04: INTERNATIONAL MARKETING

Course objective: The curriculum provides an in-depth knowledge of international marketing. It also gives the overview of international trade and globalization.

Course outcome:

- 1) Ability to develop the international market.
- 2) Understanding about the globalization of the business.

Module-1:

Unit-1: International Marketing- International Marketing-Definition Concept and Setting; International Marketing vis-a-vis Domestic Marketing.

Unit-2: The environment and International marketing- economic, socio-cultural, political, legal and technological environment.

Unit-3: Market segmentation and entry strategies- segmentation and selection; differentiated marketing; Market Coverage Strategies; Market Entry Strategies.

Unit-4: International marketing decisions- International Product Decisions; International Pricing, International Distribution; Promotion in the International Market.

Unit-5: International Business and MNCs- Introduction-(MNC/TNC-International Firm)- Definition & Features; MNCs in Historical Perspectives-Genesis of MNC-MNCs in the late 20th Century; Emerging Features of MNCs in the 21st Century; Network of MNC Operations and the Organizational Structure of the MNCs; Why the MNCs go abroad? - Theory of Capital Transfer.

Unit-6: International business as on today- The MNCs in the area of Globalization of Capital; Structural Adjustment Program in Post Bretton Woods Regime; Convertible Currency & Foreign Direct Investment in the era of liberalization.

Module-2

Unit-7: Transitional Corporation in International Market- Internalization of National Market, Operators in an International Market; Transnational Corporations; an Operator, International Components in an International Market.

Unit-8: International market operations-Types of Operations of International Units in an International Market; Difference Forms of Trans National Corporation-Transnational Manufacturing Corporations; Transnational Trading Corporations; Transnational Service Corporations.

Unit-9: Theories and Protections in International Trade- Rational of International Trade; Autarky & Trade; Adam Smith's Theory of Absolute Advantage; David Ricardo's Theory of Comparative Advantage; Hecksher-Ohlin Formulations.

Unit-10: International trade: benefits and barriers- Gains from Trade; Free Trade vs. Restricted Trade; Forms of Protection- Kinds of Tariff & Effects of Tariff; Arrangements for Tariff-Quotas, dumping & State Trading; Exchange Control,

Unit-11: Globalization- GATT & WTO; EXIM policy; world bank and IMF; Regional trade blocks.

Suggested Readings:

- 1) Warran J. Keegan: Global Marketing Management, PHI
- 2) Francis Cherunilam: International Business, Wheeler Pub.
- 3) Bo Sodersten: International Economics
- 4) Bhattacharya, B. Export marketing. Strategies for Success. New Delhi, Global Business Press.
- 5) Terpstra. Vem and Sarathy, R. International Business. New York, JohnWiley.
- 6) Onkvisit, Sak and Shaw, J J. International Marketing: Analysis Strategy. New Delhi, Prentice Hall of India.

EPMM-5: MARKETING RESEARCH

Course objective: The curriculum provides an in-depth knowledge of qualitative marketing research process. It also gives the overview of quantitative statistical forecasting methods.

Course outcome:

- 1) Ability to understand the qualitative marketing research process.
- 2) Understanding about the quantitative regression analysis and forecasting methods.

Module-1:

Unit-1: Marketing research- classification; organizing marketing research function; hiring outside agency; types of external suppliers; role in MIS and DSS; ethical issue.

Unit-2: Marketing research process- is an aid- not a replacement for decision making; evaluating marketing plans.

Unit-3: Different approaches- developing an approach; theoretical framework; specification of information needed.

Unit-4: Research design- classification; choosing type of research.

Unit-5: Qualitative research- sample plan; questionnaire; interviewing.

Unit-6: Scales of measurement- nominal, ordinal, interval and ratio scales; attitude scales; paired comparison; limitations.

Unit-7: Market analysis tools- factor analysis; cluster analysis; discriminant analysis; conjoint analysis.

Module-2:

Unit-8: Quantitative judgment method- experimental techniques; experimental research designs.

Unit-9: Regression analysis- forecasting.

Unit-10: Statistical forecasting- based on weighted average of historical observations; weighted moving average; adaptive process for weighing past observations; forecasting using trend; forecasting stochastic trends; autocorrelation; smoothing techniques; Holt's Linear exponential smoothing technique; Holt-Winters' forecasting technique.

Unit-11: Box-Jenkins Models & others forecasting technique- Box-Jenkins Models, Special Techniques in Forecasting-Lumpy Demand-Cumulative Sum Techniques-All Time Requirements-Fast-Dropping Forecasts.

Suggested Readings:

- 1) Makridakis : Market Forecasting
- 2) Markridakis & Wheelwright : Interactive forecasting.
- 3) Pyndick Rubenfield : Econometric Forecasting & Model Building.

EPMM-06: MARKETING OF SERVICES

Course objective: The curriculum provides an in-depth knowledge of service marketing including the customer behavior. It also gives the overview of IT enabled services and bank marketing.

Course outcome:

- 1) Ability to understand the consumer behavior in services.
- 2) Understanding about the IT enabled services and bank marketing including the marketing of mutual fund.

Module-1:

Unit-1: Service marketing- growth of service sector; perishability; service marketing triangle; types of services; service marketing mix.

Unit-2: Consumer behavior in services- advertising, branding and packaging in service; buyer's psychological variables; buyer's personal factors; purchase decision process.

Unit-3: Customer expectation of service- customer perception; service quality.

Unit-4: Relationship marketing- benefits; relationship strategies; retention strategies; choosing the customer.

Unit-5: Service failure and recovery- strategies; service guarantees.

Module-2

Unit-6: Information technology and communication service- market segments.

Unit-7: IT enabled services- business processing organizations (BPO)

Unit-8: Financial services.

Unit-9: Bank marketing- gramin bank

Unit-10: Insurance sector.

Unit-11: Portfolio management services marketing- types of PMS; delegated investment service; how the PMS operates.

Unit-12: Marketing of mutual funds- implications.

HUMAN RESOURCE MANAGEMENT (HRM)

EPHRM-01: HRM POLICY & STRATEGY

Course objective: The curriculum provides an in-depth knowledge of HRM and HRD. It also gives the overview of history and evolution of HRM also including the relation with TQM and learning organizations with future scopes.

Course outcome:

- 1) Illustrate the nature and scope of HRM and HRD.

- 2) Understanding of the framing of HRM policies and strategies.
- 3) Ability to understand the models of HRM and human resource information system.
- 4) Understanding of the learning organization.
- 5) Gaining the basic knowledge of the relationship between HRM and TQM.
- 6) Understanding the concept of emerging areas of HRM.

Unit-1: Introduction to human resource Management and human resource development- history; development process; HRD as a separate personnel discipline; HRM and HRD; HRM vs. personnel management; objectives; significance; role of HRD manager; HRD matrix.

Unit-2: Human resource policies and strategies- definition; strategic HRM; framing strategy; functional and grand strategies.

Unit-3: A business process approach to HRM- evolution of HRM business process model; HRMS need analysis; human resource information system.

Unit-4: Learning organizations- definition; implementation strategies; fifth discipline systems thinking; why it works.

Unit-5: Quality management principles and HR- corporate culture; definition; models; ISO; cost of quality; quality management tools.

Unit-6: Emerging focus and priorities of human resource function- new roles of HR; innovation and creativity; BPO, HRO; knowledge management.

Suggested Readings:

1. Human Resource Management by Gary Dessler.
2. Strategic Human Resource Management by Jeffrey A. Mello.
3. Human Resource Management: Gaining a Competitive Advantage by Raymond A. Noe, John R. Hollenbeck, Barry Gerhart, and Patrick M. Wright.
4. Armstrong's Handbook of Human Resource Management Practice by Michael Armstrong.
5. Human Resource Management: Theory and Practice by John Bratton and Jeffrey Gold.
6. The New HR Leader's First 100 Days: How To Start Strong, Hit The Ground Running & ACHIEVE SUCCESS FASTER As A New Human Resources Manager, Director or VP by Alan Collins.
7. The HR Scorecard: Linking People, Strategy, and Performance by Brian E. Becker, Mark A. Huselid, and Dave Ulrich.
8. Strategic Human Resource Management: A Guide to Action by Michael Armstrong and Angela Baron.
9. The Oxford Handbook of Human Resource Management edited by John Purcell, Shaun Tyson.
10. Human Resource Management: A Contemporary Approach by Julie Beardwell and Tim Claydon.

EPHRM-02: INDUSTRIAL PSYCHOLOGY AND ORGANIZATION DYNAMICS

Course objective: The curriculum provides an in-depth knowledge of psychology as a behavioral science's use in HR. It also gives the overview of organizational settings and its dynamics.

Course outcome:

- 1) Understanding the relation of psychology with HR.
- 2) Ability to understand the organizational setting and its dynamics.

Module-1

Unit-1: Psychology, as behavioral Science: Its Four-way Functions. History of Industrial Psychology. The Classic Hawthorne studies. Psychological Climates at Workplace.

Unit-2: Men and Machine: Work and conditions of Work. Psychological Fatigue and Psychological Fatigue. Human Factors in accidents. Ergonomics. Stress at work. Human-factor engineering.

Unit-3: Special Employee Group: Handicapped. Suddenly Unemployed. Obsolescent. Women employee. Career development opportunity for interested Quota-employee. Employee-counselling program for alienated employee.

Unit-4: Searching of Prospective HR: General practices of (personnel) selection. Human abilities and measurement. Personality and Interest Factor. Personnel training for improving capability (resourceful employee).

Unit-5: Work Attitude issue: Job-satisfaction and work-motivation. Maladjusted employee. Frustration-tolerance.

Module-2

Unit-6: Organizational Setting: Basic Components, Goal-based classifications, Diversities, and Systems.

Unit-7: Organizational Components: People and Organization; Structure and Dimensions, Task and element functions; Role and Responsibilities(of the functionaries) Hygiene Factors of Motivation. Psychological Contract.

Unit-8: Organizational Action-Dynamics: Cognitive processes used for generating organizational behavior. Decision-making Stress, Conflict and Frustration, affecting Cognitive functions and Personality Configuration.

Unit-9: Formal and Informal groups: Nature, formation and interdependence, Group dynamics for cohesion and Coercion; and Formation of small for Team building.

Unit-10: Over viewing theories of Motivation and Leadership: Dynamics for developing Self-responsible human resources. The suggested role, responsibility we ward policy and empowerment.

Suggested Readings:

1. Industrial and Organizational Psychology: Research and Practice by Paul E. Spector.
2. Industrial-Organizational Psychology: Understanding the Workplace by Paul Levy.
3. Introduction to Industrial/Organizational Psychology by Ronald E. Riggio and Paul E. Spector.
4. Personnel Psychology and Human Resources Management: A Reader for Students and Practitioners edited by Arne Evers and Neil Anderson.
5. Organizational Behavior: A Diagnostic Approach by Ian Brooks and Dr. Cecily Cooper.
6. Organizational Dynamics: Diagnosis and Intervention by Abraham B. Shani and James G. Hunt.
7. Organizational Behavior: Improving Performance and Commitment in the Workplace by Jason A. Colquitt, Jeffery A. LePine, and Michael J. Wesson.
8. Organizational Culture and Leadership by Edgar H. Schein.
9. Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework by Kim S. Cameron and Robert E. Quinn.
10. The Fifth Discipline: The Art & Practice of The Learning Organization by Peter M. Senge.

EPHRM-03: HRM-PLANNING & UTILIZATION

Course objective: The curriculum provides an in-depth knowledge of HRM planning, recruitment and selection methods, job analysis, performance appraisal and skills matrix. It also gives the overview of training needs, career planning, team work etc.

Course outcome:

- 1) Understanding the work of an HR manager in terms of recruitment and selection, job analysis and appraisal system.
- 2) Ability to understand the requirement of training for career enhancement and job satisfaction.

Module-1

Unit-1: HRM planning, objective, and methods- techniques of planning; manning table.

Unit-2: Recruitment and selection- recruitment process; selection process.

Unit-3: Job analysis (job description, job specification) and job evaluation- job rotation; job enrichment; job enlargement.

Unit-4: Performance measurement- performance appraisal; EFQM model; types; methods; 360-degree appraisal.

Unit-5: Skills matrix- organizing skills; leading skills; controlling skills.

Module-2

Unit-6: Training needs identification- factors for success; methods of training; evaluation for training; essentials; training effectiveness.

Unit-7: HRD management and development programs- characteristics of management development; components of MDP.

Unit-8: Career planning- career stages; succession planning.

Unit-9: Enhancing job satisfaction- definition; sources of job satisfaction; measuring job satisfaction; benefits.

Unit-10: Motivation- approaches; benefits; morale.

Unit-11: Improvement teams and team work- role of consultant; employee involvement method.

Unit-12: Empowerment- types; importance; elements; Employee motivation surveys.

Suggested Readings:

1. Human Resource Planning: Solutions to Key Business Issues Selected Articles by William J. Rothwell and Sanford M. Moltz.
2. Effective Human Resource Management: A Global Analysis by Edward E. Lawler III.
3. Human Resource Management: A Contemporary Approach by Ian Beardwell and Len Holden.
4. Strategic Human Resource Planning by Monica Belcourt, Kenneth M. York, and Scott Snell.
5. Human Resource Planning: Challenges for Industrial/Organizational Psychology by Debra J. Cohen and Elissa L. Perry.
6. Strategic Workforce Planning: Developing Optimized Talent Strategies for Future Growth by Ross Sparkman and Scott D. Ferrin.
7. Human Resource Management: Theory and Practice by John Bratton and Jeffrey Gold.
8. The New HR Leader's First 100 Days: How To Start Strong, Hit The Ground Running & ACHIEVE SUCCESS FASTER As A New Human Resources Manager, Director or VP by Alan Collins.
9. Strategic Human Resource Management: Concepts and Cases by Jeff Mello.
10. Human Resource Planning: A Pragmatic Approach by William J. Rothwell and H. C. Kazanas.

EPHRM-4: CROSS CULTURAL & GLOBAL HRM

Course objective: The curriculum provides an in-depth knowledge of cross-cultural global organizations. It also gives the overview of the leadership in cross cultural organizations.

Course outcome:

- 1) Understanding the work of an HR manager in a cross-cultural global organization.
- 2) Ability to understand the HRM/HRD in a global organization.

Module-1

Human and cultural valuables in global organizations, Cross cultural differences and managerial implications, Culture shock and effect on job performance, Cross cultural research methodologies, Hofstede's and subsequent studies, Adaptation and cross cultural management, Evolution of global organizations, Type of global organizations-Multinational, international, transitional

Module-2

Cross cultural leadership and decision-making, Cross-cultural communication, and negotiations, HRM/HRD in global organizations, Selection criteria for international assignments, Compensation and appraisal in global perspective, Traditional manager vs. Global manager, Managing global managers and teams, The cross-cultural organization of the future-the Multicultural Model.

Suggested Readings:

1. Cross-Cultural Management: Essential Concepts by David C. Thomas and Mark F. Peterson.
2. International Human Resource Management by Peter J. Dowling, Marion Festing, and Allen D. Engle, Sr.
3. Cross-Cultural Management: Culture and Management Across the World by Katsuhiko Shimizu and Daniel R. Denison.
4. Global HR Competencies: Mastering Competitive Value from the Outside-In by Dave Ulrich, Jon Younger, Wayne Brockbank, and Mike Ulrich.
5. The Culture Map: Breaking Through the Invisible Boundaries of Global Business by Erin Meyer.
6. International Management: Culture, Strategy, and Behavior by Fred Luthans and Jonathan P. Doh.
7. Global HR Manager: A Guide to Building an Effective International HR Team by Chris Meager.
8. The Handbook of Global Human Resource Management: Case Studies and Experiences edited by Neal M. Ashkanasy, Mark F. Peterson, and Florence Stone.
9. Global Human Resource Management Casebook by Paula Caligiuri and David Lepak.
10. International Human Resource Management: Policies and Practices for Multinational Enterprises by Dennis R. Briscoe, Randall S. Schuler, and Lisbeth Claus.

EPHRM-05: MANAGEMENT OF INDUSTRIAL RELATIONS

Course objective: The curriculum provides an in-depth knowledge of industrial relationship of an organization with trade unions and employees. It also gives the overview of grievance management and discipline.

Course outcome:

- 3) Understanding the industrial relation of the organization with its stakeholders.
- 4) Ability to understand the procedure of grievance handling and maintaining discipline of the organization.

Module-1

Industrial Relations perspectives, Industrial relations and the emerging Socio-Economic scenario, Industrial relations and the state, Legal framework on Industrial Relations, Emergence and objectives of labor laws and their socio-economic environment, Role and future of Trade Unions, Trade Union and the Employee, Trade Union and Management.

Module-2

Discipline and Grievance Management, Counselling principles and methods, Negotiation, productive bargaining and collective settlements, Participative Management and co-ownership, Industrial relations and globalization, Industrial relations and technological change, emerging trends in industrial relations due to restructuring and re-engineering, Labor flexibility, Changing role of state and industrial relations.

Suggested Readings:

1. Industrial Relations: Theory and Practice by Michael Salamon.
2. Employment Relations: Theory and Practice by David Farnham.
3. Industrial Relations: A Contemporary Perspective by Michael R. Carrell, Christina Heavrin, and J. Dennis Zinkin.
4. Industrial Relations in Canada by Fiona McQuarrie.
5. Managing Employment Relations by John Gennard and Graham Judge.
6. Strategic Human Resource Management: A Guide to Action by Michael Armstrong.
7. Industrial Relations: A Textbook by Arun Monappa and Mirza S. Saiyadain.
8. The Future of Industrial Relations: Global Change and Challenges edited by Peter Ackers and Adrian Wilkinson.
9. Employee Relations: Understanding the Employment Relationship by Pauline Dibley and Hamish Mathieson.
10. Industrial Relations: Origins and Patterns of National Diversity by Bruce E. Kaufman.

EPHRM-06: Human Resource Accounting and Compensation Management

Course objective: The curriculum provides an in-depth knowledge of HRIS and accounting and audit. It also gives the overview of wage salary administration methods and employee compensation.

Course outcome:

- 1) Illustrate the nature and scope of HRIS.
- 2) Understanding of the frame work of HR accounting and audit.
- 3) Ability to understand the wage details in India.
- 4) Understanding of the wage and salary administration.
- 5) Gaining the basic knowledge of the employee compensation.
- 6) Understanding the concept of economic theories of employee benefit.

Unit-1: Human resource information systems (HRIS) - definition; objectives; HRIS stages of development; HRD and HRIS; steps to implement HRIS; HRIS modules; HRIS products.

Unit-2: Human resource accounting and audit- various methods of valuation of HR; advantages; prerequisites; role of HR audit; HR research; HRD and national planning.

Unit-3: Statistical data on wage details in India- employment contract.

Unit-4: Wages and salary administration- wage policy; wage determination; limitation of job evaluation; problems in time study; different types of bonus/ incentives.

Unit-5: Employee compensation management- significance; compensation domain; model of compensation decision; executive compensation; different theories; broadband pay plan; factors affecting increments; compensation bench marking; salient features of the employee compensation trend; reward system in India; ESOPS.

Unit-6: Economic theory of choice and employee benefit- theory of trade-offs; theory of the valuation; theory of labor markets; theory of equity; productivity linked employee benefits; factors to improve productivity; productivity measurement ratio.

Suggested Readings:

1. Human Resource Accounting: Advances in Concepts, Methods, and Applications by Eric Flamholtz and Yvonne Randle.
2. Human Resource Accounting: A Historical Perspective and Future Implications by Joseph J. Grasso and M. Theodore Tuttle.
3. Human Resource Accounting: Advances in Human Resources Management and Organizational Development by Jon Curwin and Roger Slater.
4. Strategic Compensation: A Human Resource Management Approach by Joseph J. Martocchio.
5. Compensation by Milkovich, Newman, and Gerhart.
6. Total Rewards: A Practical Guide to Compensation and Benefits by World at Work: Published by the World at Work Society.
7. Compensation Management in a Knowledge-Based World by Richard I. Henderson and Thomas P. Cottrell.
8. Compensation Management: Rewarding Performance by Richard I. Henderson.
9. The New HR Leader's First 100 Days: How To Start Strong, Hit The Ground Running & ACHIEVE SUCCESS FASTER As A New Human Resources Manager, Director or VP"by Alan Collins.

ANNEXURE I
AFFIDAVIT BY THE STUDENT
(TO BE SUBMITTED ALONG WITH APPLICATION FORM)

I,..... full name of the student
with admission/registration/enrolment/application number) S/o D/o Mr./Mrs./Ms.

.....admitted to name of
the Study Centre with Code) of **Netaji Subhas Open University**, have duly been informed about the
UGC Regulations on “Curbing the Menace of Ragging in Higher Educational Institutions, 2009,”
(hereinafter called the “Regulations”) I have carefully read and fully understood the provisions contained
in the said Regulations.

2. I have, in particular, perused clause 3 of the Regulations and am aware as to what constitutes ragging.
3. I have also, in particular, perused clause 7 and clause 9.1 of the Regulations and am fully aware of the
penal and administrative action that is liable to be taken against me in case I am found guilty of or
abetting ragging, actively or passively, or being part of a conspiracy to promote ragging.
4. I hereby solemnly aver and undertake that
 - a) I will not indulge in any behaviour or act that may be constituted as ragging under clause 3 of the
Regulations.
 - b) I will not participate in or abet or propagate through any act of commission or omission that may
be constituted as ragging under clause 3 of the Regulations.
5. I hereby affirm that, if found guilty of ragging, I am liable for punishment according to clause 9.1 of
the Regulations, without prejudice to any other criminal action that may be taken against me under
any penal law or any law for the time being in force.
6. I hereby declare that I have not been expelled or debarred from admission in any institution in the
country on account of being found guilty of, abetting or being part of a conspiracy to promote,
ragging and further affirm that, in case the declaration is found to be untrue, I am aware that my
admission is liable to be cancelled.

Declared thisday of.....month ofyear.

.....
Signature of the Student

Name :

Address :

Tel./Mobile No. :

VERIFICATION

Verified that the contents of this affidavit are true to the best of my knowledge and no part of the
affidavit is false and nothing has been concealed or misstated therein.

Verified at (place) this the.....(day) of
(month),.....(year).

.....
Signature of the Student

ANNEXURE II
AFFIDAVIT BY THE PARENT/GUARDIAN
(TO BE SUBMITTED ALONGWITH APPLICATION FORM)

I, Mr./Mrs./Ms..... (full name of parent/guardian/father/mother/guardian of,
(full name of student with admission/registration/enrolment/application number), having been admitted to..... (name of the Study Centre with Code) of Netaji Subhas Open University, have duly been informed about the UGC Regulations on "Curbing the Menace of Ragging in Higher Educational Institutions, 2009," (hereinafter called the "Regulations") I have carefully read and fully understood the provisions contained in the said Regulations.

2. I have, in particular, perused clause 3 of the Regulations and am aware as to what constitutes ragging.
3. I have also, in particular, perused clause 7 and clause 9.1 of the Regulations and am fully aware of the penal and administrative action that is liable to be taken against my ward in case he/she is found guilty of or abetting ragging, actively or passively, or being part of a conspiracy to promote ragging.
4. I hereby solemnly aver and undertake that
 - a) My ward will not indulge in any behaviour or act that may be constituted as ragging under clause 3 of the Regulations.
 - b) My ward will not participate in or abet or propagate through any act of commission or
5. I hereby affirm that, if found guilty of ragging, my ward is liable for punishment according to clause 9.1 of the Regulations, without prejudice to any other criminal action that may be taken against my ward under any penal law or any law for the time being in force.
6. I hereby declare that my ward has not been expelled or debarred from admission in any institution in the country on account of being found guilty of, abetting or being part of a conspiracy to promote, ragging and further affirm that, in case the declaration is found to be untrue, the admission of my ward is liable to be cancelled.

Declared this..... day of..... month of..... year.

.....
Signature of the Parent/ Guardian

Name :

Address :

Telephone/Mobile No. :

VERIFICATION

Verified that the contents of this affidavit are true to the best of my knowledge and no part of the affidavit is false and nothing has been concealed or misstated therein.

Verified at.....(place) this the..... (day) of(month),(year).

.....
Signature of the Parent/ Guardian

