



## Master of Business Administration (MBA)

**Duration of the Course:** 2 years (4 semesters), (Maximum: 4 years)

**Full marks:** 2800/ 112 credit

**Eligibility:** Any graduate under 10+2+3 **or** Degree in Law/ Engineering/ Pharmacy/ Architecture

**Admission session:** July/ Jan every year

**Admission:** Through Management Entrance Test (NSOU-MET) followed by Personal Interview (PI) of 100marks. The NSOU-ET may be of 100 marks (English-30, Mathematics-30, Aptitude-20 and GK-20) based on MCQ. The students may be selected on the basis of the results of NSOU-MET & PI.

**Examination system:** Semester system examination. Weightage 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.

**Intake:** 100

**Course Structure:** Full marks-2800/112 credit (Course- 27; 4credit/ 100marks each; Project-equivalent to 1 courses: 4credit/100marks)

<p><b>Semester 1</b>            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 &amp; Management Information System            CP-107: Organizational Behaviour</p>	<p><b>Semester 2</b>            CP-201: Strategic Management            CP-202: Macro Economics            CP-203: Managerial Skill Development            CP-204: Quantitative Methods            CP-205: Research Methodology            CP-206: Business Legislation            CP-207: Operations Management</p>
<p><b>Semester 3</b>            CP-301: Marketing Management            CP-302: Human Resource Management            CP-303: Financial Management            CP-304: Project &amp; Viva-Voce (70+30)            Elective 1            Elective 2            Elective 3</p>	<p><b>Semester 4</b>            1. Elective 4            2. Elective 5            3. Elective 6            4. Elective 7            5. Elective 8            6. Elective 9            7. Elective 10</p>
<p>Total 10 courses to be selected from any two elective groups (Finance/ Marketing/ HR)            Specialization: at least five courses from one Group. After successful completion of one year (2 semesters), Advanced Diploma in Management (ADiM) may be awarded.</p>	

**Specialization/ Dual Specialization (Choice of elective Courses):** The university offers specialization in three groups/areas viz. i) Financial Management (FM), ii) Marketing

Management, iii) Human Resource Management (HRM). Each elective area will consist of six courses. A student has to 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 particular elective area. Five courses from a particular area will denote the specialization in that particular elective area. One student may opt 5 courses from one particular 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 and portfolio 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)

## 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 and Systems approach:** The Carnegie Model- preliminaries of the Carnegie model; critique of the Carnegie model. open system concept; organization as an open system; other recent theories.

**Module-2: Practice of Management**

**Unit-5: 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-6: 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-7: Communication with people-** definition; significance; process; dimensions; communication network; outcomes; factors inhibiting communication; ways to improve communication in organization.

**Unit-8: 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 & Wehrich-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**

**Unit 1: Theory of Demand:** 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. Elasticity of demand and supply.

**Unit 2: Theory of Production and Cost:** 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**

**Unit 3: Markets:** Objectives – Introduction – Perfect Competition – Monopoly and Market Power - Oligopoly

**Unit 4: Theory of Distribution and Efficiency of an Economy: The welfare aspects:** Objectives – Introduction – Theory of Distribution: Pricing of factors of production – Efficiency of the Free Enterprise Competitive System – Market Failure – Non-market failure and efficiency of the Socialistic economy – Mixed economy approach

#### **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.

**Module-1**

**Unit-1: Nature of Industrial Sociology:** Social relations in Industry, Development of the Modern Industrial Economy.

**Unit-2: Social Organisation, Work Organisation:** Definition and meaning of organization, Types of Organisation, Group and Individual, Organisation Goals

**Unit-3: Occupations in Indian Society:** Early Civilization and social life in India, The origin of caste system and its influence as occupations in India.

**Unit-4: Human and Cultural variables in organizations:** Values and culture in organizations, Definition of human values and culture, foundation of values, elements of culture, characteristics of ethical organization, organizational culture. Importance of culture in Business, the macro environment of business, cultural differences and their managerial implications.

**Module-2**

**Unit-5: Indian experience in development and planning in Post-independence period:** the nature of the traditional economy of India, Beginning of modern industries and growth of corporate sector in India, the origin of economic planning in India.

**Unit-6: Industrialisation in pre and post liberalization era-policies and performance:** the industrial policy of 1948, the industrial policy of 1956, anti-monopoly policy, economic planning, new industrial policy of 1991, financial sector reform, regional distribution of industrial companies.

**Unit-7: Role and performance of public sector disinvestments period:** Public sector in India, privatization wave.

**Unit-8: Reforms in financial and banking sector:** financial sector of the developing nations in the post-world war II era, financial repression and liberalization.

**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

**Unit 1: Statistics and its representation:** Objectives – introduction – statistical methods- limitations of statistics- collection of data-characteristics of data-representation of data

**Unit 2: Frequency Distribution:** Objectives – Introduction – frequency distribution – guidelines for preparation of frequency table-cumulative frequency distribution-graphical representation of frequency distribution-frequency curves

**Unit 3: Central tendency:** Objectives-introduction-central tendency-different measures of central tendency-arithmetic mean- geometric mean-harmonic mean-relationship between AM, GM, and HM- uses-median-mode-other positional measures

**Unit 4: Dispersion:** Objectives-introduction-dispersion and its measures

**Unit 5: Skewness and Kurtosis:** Objectives-Introduction-skewness and its measures-kurtosis and its measures

**Unit 6: Correlation and regression:** Objectives-introduction-bivariate data-correlation-regression-rank correlation-multiple regression-multiple correlation and partial correlation

**Unit 7: Index Number Analysis:** Objectives-Introduction-Index Number-problems in the construction of a price index-errors involved in index number-uses of index number-test of adequacy of index number formula-fixed base method-Chain index and chain base method-comparison between fixed base and chain base-Cost of living (CLI) number-biases in Laspeyre's and Paasche's price index number-base shifting, splicing and deflation

**Unit 8: Time Series Analysis:** Objectives-introduction-Time series and its analysis

### Module 2

**Unit 9: Probability theory:** Objectives-introduction-Sets and their operations-probability

**Unit 10: Probability distribution and mathematical expectation:** Objectives-introduction-Random variable and its probability distribution-Joint experiment

**Unit 11: Theoretical Distributions:** Objectives-introduction-Discrete theoretical distributions-Binomial-Poisson-Geometric-Continuous Theoretical Distributions-Rectangular-Normal-Exponential distribution

**Unit 12: Sampling Theory and Sampling Distributions:** Objectives-Introduction-Population and Sample-Expectation and Standard error of sample mean-expectation and standard error of sample proportion-random sampling from a probability distribution-four fundamental distributions derived from normal distribution

**Unit 13: Statistical Inference:** Objectives-Introduction-Estimation-point estimation-Interval estimation-testing of hypothesis-approximate tests and confidence intervals



**Suggested Readings:**

1. Chandha, N.K. Statistics for Behavioral and Social Scientists, Reliance Publishing House, Delhi 1996.
2. Gupta, S.P. and Gupta M. P. Business Statistics, new Delhi, Sultan Chand, 1997
3. Kazmier, L. J. And Pohn, N. F. Basics Statics for Business and Economics. New York, McGraw Hill, 1988.
4. Levin Richard L. And Robin David S. Statistics for management. New Jersey, Prentice Hall Inc., 1995.
5. Narag, A., S. Linear programming and Decision Making. Ew Delhi, Sultan Chand, 1995
6. Sharma, J. K. Fundamentals of Operations Research. Mac Millan Publishers, 1990
7. Terry, Sineich, Business Statistics by Examples, London, Collier Mac Millan Publishers, 1990.

## 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**

**Unit 1: Concept, Importance and Scope :** Introduction, Concept of Financial Accounting, Importance of Financial Accounting, Scope of Financial Accounting, Generally Accepted Accounting Principles (GAAP), Objectives of Accounting Standard

**Unit 2: Preparation of Financial Statements:** Objectives, Introduction, Basics for preparation of balance sheet and income statement

**Unit 3: Inventory Valuation and Depreciation:** Objectives, Introduction, Concept of inventory, Valuation of inventory, Concept of depreciation, Methods of depreciation

**Unit 4: Funds Flow Statement of Cash Flow Statement:** Concept of Fund, Fund flow Statement, Difference Between Fund Flow statement and Income Statement, Various Sources and Application of Funds, The Accounting Concept Required for Preparation of Funds Flow Statement, Whether Depreciation is a Source of Fund, Steps for preparation of funds flow statement, Cash flow statement

**Unit 5: Financial Statement Analysis:** Introduction, Uses of ratio analysis, Advantages, Limitations, Computation of ratios, Other tools of financial statement analysis

**Module-2**

**Unit 6: Cost Accounting Records and Processes:** Introduction, Cost Ledger and control accounts, Overhead cost and control, Job and Process Costing

**Unit 7: Job and Process Costing:** Introduction, Simple process accounts with normal loss, abnormal loss and abnormal gain, Inter process profits, Equivalent production-without opening stock, Equivalent production- with opening stock- 1) Average method ii) FIFO method

**Unit 8: Budgeting and Variance Analysis:** Budgetary control, performance budgeting and zero-base budgeting, Preparation of different types of budget, Standard Costing and variance analysis

**Unit 9: Marginal Costing and Decision Making:** Absorption and marginal costing, CVP analysis and costing for decision-making, Marginal costing and decision making, Relevant costing and costing for decision -making

**Suggested Readings**

1. Anthony R.N. and Reece J.S. Accounting Principles. 6<sup>th</sup> ed., Homewood, Illiners. Richard D. Irwin. 1995.
2. Bhattacharya, S.K. and Dearden, J. Accounting for Management, Management and Cases. New Delhi. Vikas. 1996.
3. Heitger, L.E. and Matulich Srge. Financial Accounting. New York. Mc-Graw Hill. 1990
4. Hingorani . N. L. and ramanathan, A.R. Management Accounting 5<sup>th</sup> ed., New Delhi. Sultan Chand. 1992.

5. Horngren. Charles etc. Principles of Financial and Management Accounting, Englewood Cliffs. New Jersey. Prentice Hall Inc., 1994.
6. Needles. Belverd. Etc. Financial and Managerial Accounting. Boston. Houghton Mifflin Company, 1994.
7. Vij. Madhu. Financial and Management Accounting. New Delhi, Anmol Publications. 1997.

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**

**Unit 1: Information Technology** – An overview: Introduction, benefits of information technology, evolution of Information Technology, the evolution of Computing and computer technology

**Unit 2:** Computer – A Data Processing Device: Introduction, Concept and definition, importance of data, steps involved in data processing, elements of ‘Computer Based Information System (CBIS)

**Unit 3:** Computer Software: Introduction, Types of Software, Software hierarchy, Operating Systems, Computer languages-application-classes, programming languages, Compilers and Interpreters, different types of high-level programming languages, stages in development of a program-types of error-flowcharts

**Unit 4:** Computer based business applications: word processing. spread sheet applications, DBMS- SQL-OLE

**Unit 5:** Computer Networks: Introduction, advantages of networking, overview of networking, network classification, LAN software, communication through LAN, The OSI reference model, LAN security, the Internet

### **Module II: Management Information System**

**Unit 6: Overview and structure of Management Information System:** Objectives, Introduction, general concepts, design and structure of MIS, conceptual design, different systems, integration, user-machine interaction, system support for control, MIS requirement, management reporting system, executive information system.

**Unit 7: Decision Support System:** objectives, introduction, decision making concept, Behavioural Models, Decision-making under psychological stress, methods of decision among alternatives, decision Trees

**Unit 8:** Objectives-introduction, Accounting Information System, Financial Information System, Marketing Information System, Personnel Information System, Production and Material Handling Information System

**Unit 9:** Data Base Management System: Objectives, Introduction, facilities of Data Base, DBA, Data models and DBMS architecture, File organization and Database organization, entity relationship diagram, normalization principles, e-Commerce

**Unit 10:** Business Communication: objectives, introduction, Basic computer System, Computer and Communication, Network goals, Internet & services, global village, online services, EDI, WIN, ERP system, communication servers, client-server model, telecommunication management, Intranet, Extranet and E-business

### **Suggested Readings:**

- 1) Greenlaw R & Hepps, Fundamentals of internet & www, 2<sup>nd</sup> Edition, TMGH, 2007
- 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,4<sup>th</sup> Edition, 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:** meaning and definition, nature of OB, Approach, importance, contributing disciplines.

**Unit-2: Organization System, Organization Structure:** the organization as a system, the organization and its environment, goal orientation, process of differentiation and integration, organization structure, formalization, centralization, organization design.

**Unit-3: Values, Attitude and job satisfaction:** nature, importance, source, function.

**Unit-4: Personality and Perception:** determinants, development, theories, effect on organizational behavior. Perception definition, factors, process

**Module-2**

**Unit-5: Groups and Group Behaviour:** definition, types of group, group dynamics, group development, group behavior.

**Unit-6: Organizational Change and Development:** meaning, pressure for change, types, resistance to change, Lewin's Force-Field Analysis, Greiner's sequential process Model, OD.

**Unit-7: Leadership:** definition, significance, theories.

**Unit-8: Motivation:** definition, importance, basic model, theories.

**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:**

- 3) Identify the business policies and skills and the basic knowledge of the strategic management
- 4) 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. strategy; mission; purpose; objective; goals; policies; procedures and rules; plans and programs; forecasts; budgets; tactics; types of planning systems; MBO. Reasons to develop mission statement; characteristics of objectives; CSFs; social responsibility of business

**Unit-2: Environmental appraisal and Organizational appraisal** - micro environment; macro environment. organizational resources; organizational competence and capability.

**Unit-3: Strategic alternatives and Dimensions of grand strategy** - SWOT analysis. 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-4: 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 (SPAЕ);

**Module-2**

**Unit-5: Strategic implementation-** McKinsey's 7-s framework; product departmentalization; process departmentalization; geographical divisionalisation; strategic business units (SBUs); project organization; matrix organization structure.

**Unit-6: Introduction and marketing strategy, Operational strategy, Financial strategy and Human resource strategy** - functional plans and policies; mechanism of policy making; marketing plans and policies; product policies; pricing. product-service mix; facilities location planning; facility layout planning. fund raising; financial ratio analysis; ROI; activity ratios; liquidity ratios; profitability ratios; leverage ratios; coverage ratios; equity investor's ratios. human resource planning; selection, recruitment and staffing; compensation; employee welfare; industrial relations; training and development.

**Unit-7: Behavioral strategy-** leadership; types of leadership styles; corporate culture; values, business ethics and strategy.

**Unit-8: Introduction and evaluation criteria and Strategic control** - qualitative factors; quantitative factors. 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.

<b>CP-202: Macro Economics</b>
--------------------------------

**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**

**Unit 1:** What is Macroeconomics: Objectives, introduction, nature of basic economic problems of a society, the social welfare function, solution of the basic economic problems, principle to be followed, basic economic problem to macroeconomic issues

**Unit 2:**The Concept of National Income: objectives, introduction-concept of National Income and other related concepts, different approaches to the measurement of National Income, elements of National Income Accounting, Nominal Vs Real GNP, important identities

**Unit 3:** Simple Keynesian Model: objectives, introduction, SKM, Consumption Function, equilibrium in the SKM, the Theory of the Multiplier, Government sector in the SKM

**Unit 4:** Objectives: Classical quantity theory of Money, Keynesian theory of Demand for Money, equilibrium in the Goods and Money Markets, Monetary and Fiscal Policies

**Module II**

**Unit 5:** Aggregate Demand, Monetarism, and the Sophisticated Demand for Money: Objectives, Introduction, IS-LM to the aggregate Demand Curve, Monetarism and Sophisticated Demand for Money

**Unit 6:** Aggregate Supply: Wages, Prices, and Unemployment: Objectives, Introduction, Classical Theory of Aggregate Supply, Keynesian Aggregate Supply Curve, Phillips Curve and National Rate of Unemployment, Post-Keynesian Theories of Aggregate Supply, Relation between the Phillips Curve and Aggregate Supply Curve

**Unit 7:** The Supply of Money, Inflation and Macroeconomic Controversy: Objectives, Introduction, Supply of Money, Phenomenon of Inflation, Demand and cost inflation, inflation as a disequilibrium phenomenon, Modern Theories of Inflation, Economic fluctuations, and Macroeconomic controversies, Stabilization policies

**Unit 8:**The Open Economy: Objectives, Introduction, Balance of International Payments, open-economy Macroeconomic Identities, Open Economy Macroeconomic Policies-Fixed exchange rate system, floating exchange rate system, Purchasing Power Parity Theory, Should Governments intervene?

**Unit 9:** The Economy in the Long Run: Objectives, introduction, The Harrod-Domar Growth Model, the Solow Model, Technical Progress and Economic Development

**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.

**Module-1**

**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.

**Module-2**

**Unit-5: Do's and Don'ts of business writing-** plan, multisteped 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. 1987. Daryden Press, Chicago.
2. Hatch. Richar. Communicating in Business. 1997. Science Research Associates. Chicago.
3. Murphy. Herta A. And Peck. Charrles E. Effective Business Communication. 2<sup>nd</sup> ed., 1976 Tata McGraw Hill. New Delhi.
4. Pearce, C. Glenn etc. Business Communications: Principles and Applications. 2<sup>nd</sup> ed., 1988. John Wiley. New Work.

## CP-204: Quantitative Methods

**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 transportation method of finding initial solution.

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

**MODULE- 2**

**Unit-5: Theory of Games:** Introduction, Two-person zero-sum games, Minimax criterion and optimal strategy, Saddle point, optimal strategies and value of game

**Unit- 6: 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-7: Queuing Theory:** Introduction, Queuing System, Classification of a Queuing System, Kendall's Representation of Queuing Models, Queuing System with State dependent Mean Arrival and Service Rates, Non-Poisson Queuing Systems

**Unit- 8: 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**

Unit-1: **Nature and Scope of Research Methodology:** Introduction, Research Methodology, Scope of Research and Research Methodology

Unit- 2: **Different aspects of a Research Process:** Research Process, Problem formulation

Unit- 3 **Research Design :** Research Design as a conceptual framework, Research design according to types of research, More about experimental design

Unit- 4 **Methods of Data Collection :** Data, Data Generation, Formats of Data Collection, Collection of Primary Data, Selection Criteria, Administration of Surveys

Unit – 5 **Techniques of Measurement and Scaling:** Introduction, Measurement Scales, Development of measurement tools, Scaling Techniques, Construction of Scales, Multidimensional scaling

**Module-2**

Unit- 6: **Value and Cost of Information:** Introduction, Value of Information from research

Unit-7 : **Sampling Design:** Introduction, Sampling Design, Choice of Sampling Technique

Unit- 8: **Tabulation and Analysis of Data:** Introduction, More about data preparation, examination and mining, Data Tabulation, Data Analysis

Unit- 9: **Estimation and Testing of hypothesis:** Introduction, Estimation for finite Population, Estimation for infinite population, Testing of Hypothesis of parametric type, Non Parametric tests

Unit- 10: **Advanced Analytical Tools:** Introduction, Analysis of Variance (ANOVA) , Multiple regression Analysis, Cluster analysis, Factor analysis, Conjoint analysis

**Suggested Readings.:**

1. Bennet, Roger: Management Research ILO, 1993.
2. Fowler, Floyd, J. Jr., Survey Methods, 2<sup>nd</sup> ed., Sage Publication, 1993.
3. Fox, J. A. And P.E. Tracy, Randomized Response: A Method of Sensitive Survey. Sage Publication, 1986.
4. Gupta, Sa. P. Statistical Methods. 3<sup>rd</sup> ed., Sultan Chand, New Delhi, 2001
5. Golden Biddle, Koren and D. Locke, Composing Qualitative Research, Sage Publication. 1997.
6. Salkind, Neil J., Exploring Research, 3<sup>rd</sup>., Prentice Hall, NJ, 1997.

## 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 Law of Contract Act, 1872 :** Definition of Contract, Essential Elements, Offer and Acceptance, Consideration, Void, Voidable, and Illegal Agreements, Agreement in Restraint of Trade, Wagering Contracts, Free Consent, Coercion, Undue Influence, Fraud and Misrepresentation, Mistake, Contingent Contract, Performance Contract, When can Contracts be terminated, Meaning and Cases of Quasi Contracts

**Unit-2: The Sale of Goods Act, 1930 :** Meaning of Goods, Sale and Agreement to Sell-Distinction, Condition and Warranty-Distinction, Implied Conditions in a Contract of Sale, Implied Warranties in a Contract of Sale, Caveat Emptor, Passing of Property, Exceptions to the maxim ‘ Nemo dat quod non habet’, Right of an Unpaid Seller or Goods, Stoppage in Transit, Right of Resale, Consequences of Breach of Contract, Rules relating to Delivery

**Module -2:**

**Unit-3: The Negotiable Instruments Act, 1881:** Definition and essential features of Negotiable Instrument, Distinction between Promissory Note, Bill of Exchange and Cheques, Different ways of crossing a Cheque, Holder and Holder in due course, Inchoate Instruments, Inland and Foreign Instruments, Negotiation and Assignment, Endorsement, “ Once a Bearer Instrument always a Bearer Instrument” Discuss, Discharge of parties from liability, When presentment is not necessary, Maturity of a Bill, Material Alteration, Presumptions as to Negotiable Instruments, Dishonour of Negotiable Instruments, Notice of dishonour is not necessary, Noting and Protest, Circumstances in which a banker may refuse to honour cheques, Noting and Protest, Circumstances in which a banker must refuse to honour cheques

**Unit-4: Companies Act, 2013:** Incorporation of company and matters incidental thereto, 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, 11<sup>th</sup> ed, Lucknow, Eastern, 1996.
2. Khergamwala, J.S. The Negotiable Instrument Acts. Bombay, N.M. Tripathi, 1980.
3. Ramaiya, A, Guide to the Companies Act. Nagpur, Wadhwa, 1992.
4. Shah, S. M. Lectures on Company Law. Bombay, N.M.Tripathi, 1990.
5. Tuteja, S.K. Business Law For Managers. New Delhi, Sultan Chand, 1998.

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.

**Module I**

**Unit 1:** Introduction, definition of Operations Management, the ‘Operations Mix’, Production and Operation

**Unit 2:** Introduction, Types of Manufacturing System, the process type Linkage, examples of different types of processes, FMS, manufacturing systems and layout

**Unit 3:** Layouts Planning and Analysis: Introduction, Process Layout, Product Layout, The Hybrid Process, Factors of choice for Process Types, Trends in Process Design

**Unit 4:** Material Handling: Introduction, Elements of Material Handling, Symptoms of inefficient Material Handling, the principles of material handling, material handling equipment

**Unit 5:** Production Planning and Control, Introduction, continuous and intermittent production, intermittent production

**Module II**

**Unit 6:** Capacity Planning: Introduction, Defining Capacity, measuring Capacity

**Unit 7:** Process Planning, Scheduling and Work Study: Process planning, Scheduling- tools, factors, dispatching, Work study – method study, work measurement, work sampling

**Unit 8:** Work Environment: Safety – need, management, implementation of safety management, safety programs, accidents – environmental factors, prevention

**Unit 9:** Materials Management: Introduction, inventory management, Purchase management, Stores and material control

**Unit 10:** Quality Control: Process Control, Total Quality Management, Zero defects, Six Sigma, ISO

**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, d) Legal Issues.

**Suggested Readings:**

- 1) Enis, B.M. Marketing Classics: A selection of Influence Articles. New York. McGraw Hill, 1991
- 2) Kotler, Philip and Armstrong. G. Principles of marketing, New Delhi, Prentice Hall of India, 1997.
- 3) Kotler, Philip, Marketing Management: Analysis, Planning, Implementation and Control, New Delhi, Prentice Hall of India, 1994.
- 4) Ramaswamy, V.S. and Namakumari, S. Marketing Management: Planning, Control, New Delhi, MacMillan, 1990.
- 5) Stanton William, J. Fundamentals of Marketing, New York, McGraw Hill, 1994
- 6) Neelamegham, S. Marketing in India: Cases and Readings, New Delhi, Viakas, 1988.

## 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:** Environmental Scanning, Workforce Analysis, Talent Acquisition, Training and Development, Succession Planning, Anticipating Talent Needs, Efficient Resource Allocation, Employee Development and Engagement, Strategic Alignment, Risk Mitigation.

**Unit-2: Job Analysis and Design:** Job Analysis Process, Job Description, Job Specification, Job Evaluation, Job Enrichment, Job Crafting.

**Unit-3: Recruitment and Selection:** Recruitment Methods, Internal Recruitment Methods, External Recruitment Methods, Online Recruitment Methods, Campus Recruitment Methods, Referral Programs, Selection Methods,

**Unit-4: Induction and placement and Training & Development:** Methods of Induction, Methods of Placement. Methods of Training, On-the-Job Training, Off-the-Job Training, Blended Learning, On-Demand Learning.

### **Module-2**

**Unit-5: Performance Appraisal and Potential Evaluation:** Potential Evaluation, Graphic Rating Scales, Behaviourally Anchored Rating Scales, 360-Degree Feedback, Management by Objectives Performance Appraisal, Critical Incident Method.

**Unit-6: Job Evaluation and Wage Determination:** Job Evaluation Methodologies, Job Ranking Method for wage determination, Job Classification for wage determination, Point Factor Evaluation for Wage Determination.

**Unit-7: Employee Welfare:** Employee Welfare and Employee Engagement, Employee Welfare and Job Satisfaction, Employee Welfare and Organizational Performance

**Unit-8: Industrial Relations and Trade Union and Employee Empowerment:** Employee Empowerment.

### **Suggested Readings:**



1. Aswathappa, K. Human Resource and Personnel Management, Tata McGraw Hill, New Delhi., 1007.
2. De Cenzo, D.A. & Robbins S.P. Business Management. 5<sup>th</sup> ed., New York. John Wiley, 1994.
3. Guy, V. & Mattock. J. The New International Manager, London, Kogan Page, 1993.
4. Holloway, J. Ed., Performance Measurement and Evaluation. New Delhi, Sage, 1995.
5. Monappa, A & Saiyadain M. Personnel Management, 2<sup>nd</sup>, ed., New Delhi, Tata Mc Graw Hill, 1996.
6. Stone, Lioyed and Leslie W. Rue., Human Resource and Personnel Management Richard D. Irwin, Illinois, 1984.

## 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.

### MODULE- I

**Unit-1: The functions of finance manager-** The Functions of Finance Manager, 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-** Introduction, Sources of external finance; Long-term sources of Finance, long term finance; Short term sources of finance, long term verses short term borrowing, sources of internal finance; Venture Capital and long-term financing, Role of stock exchange.

**Unit-4: The cost of capital-** What is cost of capital, Implicit and explicit cost of capital, measurement of cost of capital; weighted cost of capital, marginal cost of capital, floatation costs and weighted average cost of capital.

**Unit-5: C-V-P relationship-** Cost-Volume-Profit Analysis; Objectives of Cost-Volume-Profit Analysis, mathematical relationship between cost, volume, and profit; Profit-Volume (P/V) ratio: Margin of Safety; curvilinear C-V-P analysis

### MODULE- II

**Unit-6: Financing decision leverage analysis-** Introduction, Concept of leverages, Operating Leverage, Financial Leverage.

**Unit-7: Capital structure-** Introduction, The concept of value of the firm, Capital structure and Cost of capital

**Unit-8: Capital budgeting decisions-** Introduction, The nature of investment decisions, Methods of investment appraisal, Accounting rate of return (ARR), Payback period(PP); net present value; profitability index; internal rate of return (IRR); superiority of NPV over ARR and PP.

**Unit-9: Management of working capital-** Introduction, The nature and purpose of working capital, The Working Capital Cycle,

**Unit-10: Dividend policy-** Introduction, Walter's model, Gordon's model, Miller and Modigliani (M-M) position

**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, 1990
- 2) Bhalla. V.K. Financial Management and Policy, 2<sup>nd</sup>., New Delhi. Anmol. 1998.
- 3) Brealey, Richard A. And Myers Stewart C. Principles of Corporate Finance. 5<sup>th</sup> ed., New Delhi. McGraw Hill, 1996.
- 4) Hampton, John, Financial Decision Making, Englewood Cliffs, New Jersey, Prentice Hall of India. 1997.
- 5) Winger, Bernard and Mohan, Nancy. Principles of Financial management, New York, Macumillan Publishing Company, 1991.

# *ELECTIVE AREAS (SPECIALISATION)*

## FINANCIAL MANAGEMENT (FM)

### **EPFM-01: Security Analysis and Portfolio Management**

**Course objective:** Module I 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 should 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) After completion of module II 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.

**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, and Asset Pricing Models.**

**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 Covariance 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.

#### **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.

### **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-** Objectives, Introduction; Meaning of Working Capital; Types of Working Capital; Positive & Negative Working Capital; Conservative and aggressive Working Capital; Significance of Working Capital; Factors determining Working Capital requirement; Hedging Approach; Components of Working Capital; Estimation of Working Capital Requirement; Operating Cycle concept.

**Unit 2: Management of Cash-** Introduction; meaning of cash; motives for holding cash; objectives of cash management; efficient collection; Playing the float; cash management models; corporate liquidity; profitability and liquidity; investment in marketable securities; Improvement of liquidity; measures of liquidity; tools of efficient cash management ; electronic funds transfer.

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

**Unit 4: Inventory Management** – Introduction; meaning of inventory; types of inventories; significance of inventories; objectives of inventory management; inventory control, objectives of inventory control ; benefits of inventory control; costs associated with inventory; motives for holding inventories; inventory models, technique of inventory management .

**Module II: Working Capital financing and Money Market.**

**Unit 5: Short-term Financing** – Introduction; Trade credit; Accrued Expenses; Factoring; T-Bills; Commercial Papers; Public Deposits; Bills of Exchange; Bank Loan; Bank overdraft/cash credit; Provisions .

**Unit 6: Programming Working Capital Management; Integrating Working Capital and Capital Investment Processes-** Introduction; Linear Programming formulations; Goal Programming technique; Multiple Objective Programming technique; Working Capital as an investment; Integrating Capital Investment and Working Capital Progress; Capital Investment Module; Working Capital Module; Present Value Model.

**Unit 7: Monetary System and Money Market in India** – Introduction; meaning of money supply; sources of money stock; reserve money, sources of reserve money; Money Market definition, features of money market ; Instrument of Money Market; Reasons for the growth of Money Market.

**Unit 8: Banking System in India: Working Capital Control and Banking Policy in India** – Introduction; Indian Banking System; Banking Policy and trends; Monetary and Credit policy; regulation of Bank Financing; RBI guidelines.

**Unit 9: Instruments of the International Money Market and Managing Short-term International Transactions** – Introduction; Role of the International Money Market; Instruments of the International Money Market; Returns on Money Market Instruments; International Cash Management, international Inventory Management, International Receivable Management, Risk relating to currency value.

**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, (7<sup>th</sup> 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.

**Module-1**

**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.

**Module-2**

**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 Forfaiting Services** - Basics; benefits; drawbacks; Factoring vs. Forfaiting; 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.

### **MODULE- I**

**Unit 1: Management Control – An Overview:** – Introduction; Management Control Systems: Concepts; Nature of Management Control Systems, Feed-back and Feed-Forward Controls ; Distinction between Strategy Formulation and Management Control, Different Control Mechanisms, Choice of Controls, Management Control and Organization’s Goals, Effects of Management Controls on Behaviour; Role of the Controller

**Unit 2: Budgeting** – Introduction; Programming and Budgeting; Budget and Budgetary Control: Concepts, Roles of Budget; Classification of Budget; Principal Budget factor; Budget period; The process of budget preparation; behavioural aspects of budgeting; Flexible budgeting; Zero Base Budgeting; Performance Budgeting

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

**Unit 4: Financial Results Control Systems** – Introduction; causes of predominance of financial results control systems; responsibility centres, responsibility Accounting 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.

### **MODULE- II**

**Unit 5: Inter-Divisional Transfer Pricing-** Introduction; Transfer Pricing: Purposes; Transfer Pricing Methods; The General rule for Transfer- pricing Situation; Alternative approaches for resolving transfer pricing conflicts; Additional problems with international transfer pricing

**Unit 6: Divisional Performance Measurement** – Introduction; divisionalisation; Performance Measurement: Multiple Criteria, Managerial vs. economic performances; Performance Measurement: Divisional Analysis; alternative divisional profit measures; Return on Investment (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 Evaluation; Designing systems for Performance Evaluation

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

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

**Suggested Readings:**

1. Planning and Control Systems: A Framework for Analysis – R. N. Anthony, Division of Research, Harvard Business School, Boston, 1965.
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, 1967.
4. Management Control Systems – R. N. Anthony & V. Govindarajan, TMH, New Delhi, 2001, p. 409.

## **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.

### **MODULE I**

**Unit 1: International Dimensions of Financial Management-** Emergence of MNCs; Nature of MNCs; Objectives of the MNC; Domestic financial Management vis-a-vis International Financial Management.

**Unit 2: International Financial System-** Bretton Woods Conference and afterwards, Exchange Rate Systems at present; International Monetary Fund (IMF) ; European Monetary System (EMS); Economic and Monetary Union(EMU) ; Euro and its prospect.

**Unit 3: Balance of Payments-** Meaning and Concept; Principles of Balance of Payment Accounting; Balance of Payment Categories; Official Reserve Account; Deficit & Surplus in the balance of payments; Importance of Balance of Payments Statistics.

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

### **MODULE II**

**Unit 5: Foreign Exchange Risk Management-** Exchange risk what it is? types of exposure; management of Translation Exposure; Comparison of four Translation methods; Meaning of transaction exposure; managing transaction exposure; Comparative analysis of translation, transaction, and economic exposure; difference between transaction and economic exposure; measurement of economic exposure; management of economic exposure.

**Unit 6: International Financial Markets-** IFCs; Raising of Capital from abroad ; Euro Currency Market; External Commercial Borrowing (ECB); Foreign Currency Convertible Bond (FCCB) ; Repos; Note Issuance Facility (NIF) ; Commercial Papers (CPs); Multilateral Development Banks

**Unit 7:**

**(I) International Portfolio Investment-** Concepts; Benefits.

**(II) Foreign Direct Investment (FDI)-** Costs Involved; Benefits Derived.

**(III) Multinational Cost of Capital and Capital Structure-** Cost of Capital; MNCs' Capital Structure Decisions.

**(IV) International Capital Budgeting** – Complexities Involved; Problems affecting Foreign Investment Analysis; Project vis-à-vis Parent Cash Flows.

**(V) International Working Capital Management-** International Working Capital; Multinational Cash Management; Accelerating Cash Inflows; Managing blocked funds; Minimising Tax on Cash Flows through Transfer Pricing Mechanism; Leading and Lagging; Netting; Investment Excess Cash; International Inventory Management; International Receivables Management.

**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:**

1. 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 and corporate tax planning procedures.

### **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.

**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 (2005).
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 (2003).
4. Commentary on Double Taxation Avoidance Agreement – S. Rajaratnam and B. V. Venkataramaiha, Snow White Publications Pvt. Ltd., Mumbai (2004).

# 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:**

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

### Module-1

**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.

### Module-2

**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.

**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 (2000).
- 2) E. L. Ansary (it author); Distribution Management, Prentice Hall of India, N, Delhi(2000).
- 3) Anderson, R. Professional Sales Management Cliffs, New Jersey, Prentice Hall Inc, 1992.
- 4) Buskik R. H. And Stanon, W J Management of Sales Force. Homewood Illionois, Richard D. Irwin, 1983.
- 5) Dalymple, D. J. Sales Management, Concepts & Cases, New York, John Wiley, 1989.
- 6) Stanon, William J etc. Management of a Sales Force Chicago, Irwin, 1995.

## **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, 1984.
  - 2) Assae, Henry. Consumer Behaviour and Marketing Action. Bosten, Kant, 1987.
  - 3) Blattberg, Robert C and Scott, a Neslin. Sales Promotion: Concept Methods and Strategies. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1990.
  - 4) Schaltz, Don E and William, A Robinson. Sales Promotion Management. Chicago, Crain Books, 1982.
  - 5) Strang, Roger A. The Promotional Planning Process. New York Praeger, 1980.
  - 6) Totten, John C and Block, Martin P. Analysing Sales Promotion: Text and Cases. Chicago, Commerce Communication, 1987.
  - 7) Ulanoff, Stanley M. Handbook of Sales Promotion. New York, McGraw Hill, 1985.
- 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.

**Module-2**

**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.

**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 (Edition 6<sup>th</sup>) PHI-New Delhi
- 2) Loudon & Betta, Consumer Behaviour, McGraw Hill International, 2000
- 3) Glenn Walters and Blaise J. Bergiel: Consumer Behaviour, South Western Publishing Company, 1989.
- 4) Peter D. Benett and Harole H. Kassarijan : Consumer Behaviour, PHI, New Delhi, 1996
- 5) Assael, H. Consumer Behaviour Marketing Action. Ohio, South Western, 1995.

- 6) Hawkins, D I. Etc. Consumer Behaviour Implications for Marketing Strategy. Texas Business, 1995.

## 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 20<sup>th</sup> Century; Emerging Features of MNCs in the 21<sup>st</sup> 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, 1991.
- 5) Terpstra. Vem and Sarathy, R. International Business. New York, JohnWiley, 1988.
- 6) Onkvisit, Sak and Shaw, J J. International Marketing: Analysis Strategy. New Delhi, Prentice Hall of India, 1995.

## 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.

### **Module-2**

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

**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) Makridakis & 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-** Introduction-advertising, branding and packaging in service; Decision Making Roles; buyer's psychological variables; buyer's personal factors; purchase decision process.

**Unit-3: Customer Expectation of Service –** Introduction; Sources of Desired Service Expectations; Customer Perception; Service Quality.

**Unit-4: Relationship Marketing-** Introduction; Benefits of Customer / Firms from Relationship; Relationship Strategies; Retention Strategies; Choosing the Customer.

**Unit-5: Service Failure and Recovery-** Introduction; Service recovery strategies; Service guarantees.

**Unit-6: Information Technology and Communication Service-** Introduction; The Major Market Segments of Service.

### **Module-2**

**Unit-7: IT Enabled Services – Business Processing Organizations (BPO)-** Introductions; business processing organizations (BPO).

**Unit-8: Financial services-** Introduction

**Unit-9: Bank Marketing-**Banking; Gramin Bank.

**Unit-10: Insurance Sector-**Introduction.

**Unit-11: Portfolio management Services Marketing-** Introduction; The types of PMS; delegated investment service; Optional; How the PMS operate; Marketing Implications.

**Unit-12: Marketing of Mutual Funds-** Introduction; Marketing Implications.

#### **Suggested readings:**

- 1) V.A. Zeithmal, Many Jo Bither – Services Marketing customer focus...the firm, TMH, 2003
- 2) C. Lovelock J. Wirtez – Services Marketing – People, Technology, Strategy, Pearson Education (Singapore), 2004
- 3) E.M. Rogers – Diffusion of Innovations, New York, Free Press, 1962
- 4) Richard L. Oliver – Satisfaction, a Behavioural Perspective in the Customer, McGraw Hill, New York, 1997
- 5) Jagdip Singh – “A Typology of consumer dissatisfaction response styles”- Journal of Retailing 66 No. 1, (Spring 1988)



# 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.

### Module-1

**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.

### Module-2

**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.



## **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.

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

### **Module-2**

**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**

**Unit-1:** Human and cultural values in global organizations, Cross cultural differences and managerial implications, Culture shock and effect on job performance,

**Unit-2:** Cross cultural research methodologies, Hofstede and subsequent studies, Adaptation and cross cultural management,

**Unit-3:** Evolution of global organizations, Type of global organizations-Multinational, international, transitional

**Module-2**

**Unit-4:** Cross cultural leadership and decision making, Cross cultural communication and negotiations,

**Unit-5:** 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,

**Unit-6:** 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.

## 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**

**Unit-1:** Industrial Relations perspectives, Industrial relations and the emerging Socio-Economic scenario, Industrial relations and the state,

**Unit-2:** Legal framework on Industrial Relations, Emergence and objectives of labor laws and their socio-economic environment,

**Unit-3:** Role and future of Trade Unions, Trade Union and the Employee, Trade Union and Management.

**Module-2**

**Unit-4:** Discipline and Grievance Management, Counselling principles and methods, Negotiation, productive bargaining and collective settlements, Participative Management and co-ownership,

**Unit-5:** Industrial relations and globalization, Industrial relations and technological change,

**Unit-6:** 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.

## **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.

**Module-1**

**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.

**Module-2**

**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 benchmarking; 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.