

**M.B.A. (Business Economics)**

**Course Curriculum**

**Semesters I, II, III & IV  
2010-12**

**School of Economics  
(A Department under UGC-SAP Programme)  
Devi Ahilya Vishwavidyalaya, Indore**

# MBA (BUSINESS ECONOMICS) 2010-12

## Scheme of Examination

The courses of study for MBA (BE) Examination shall extend over a period of two years divided into four semesters with an examination at the end of each semester. This programmed will be conducted as per university ordinance 31. Total Credits for this programmed (all four semesters) are 120. The following shall be the Scheme of Examination.

1. Grading will be done on 8 point scale A+ at 10, A at 9, B+ at 8 , B at 7, C+ at 6 , C at 5 , D at 4 and F at 2 in the **first attempt**. In the repeated **second attempt** the 8 point scale will be A+ at 9, A at 8 , B+ at 7 , B at 6, C+ at 5, C at 4, D at 3 and F at 2.
2. Each student has to appear in at least two internal tests and End semester examination; otherwise the student will be awarded **F** in the concerned subject.
3. Out of three internal assessments, best two will be considered along with end semester examination marks.
4. Scores will be converted to grades as follows:-

Transformed Score	Grade	First attempt	Repeated (Second) attempt
> = 90 %	A+	10	9
> = 80 % but < 90 %	A	9	8
> = 70 % but < 80 %	B+	8	7
> = 60 % but < 70 %	B	7	6
> = 50 % but < 60 %	C+	6	5
> = 40 % but < 50 %	C	5	4
> = 30 % but < 40 %	D	4	3
< 30.00 %	F	2	2

5. For a two year program, the graduating grade point average (GGPA) is determined on the basis of best of 104 actual credits plus 16 Virtual Credits totaling 120.
6. If SGPA / CGPA of any student fall below 4.00 any time, the student is asked to leave the program. He may be eligible for re- admission as a fresh student.
7. The conversion of GGPA. into percentage will be as follow to facilitate its application in other matter: - **“Percentage marks = 8.1 + 8.4 \* GGPA”**
8. **\*40 marks will be allotted for class room participation/seminar/ guest lecture/ and other co-curricular activities of the institute/university.**

**MBA (BE) First Semester (July 2010 to December 2010)**

Course code	Course Title	Classroom Interactions (Hrs/Week)	Max. Marks	Internal Assessment	End Semester exams	Credits
811	Micro Economics	4	100	40	60	4
812	Business Statistics & Research Methodology	4	100	40	60	4
813	Business Finance & Accounting	4	100	40	60	4
814	Principles & Practices of Mgt and Organization Behavior	4	100	40	60	4
815	Marketing Management	4	100	40	60	4
816	Computer Applications	4	100	40	40+20*	4
817	Business Communication	4	100	40	60	4
818	Comprehensive Viva Voce	----	100	-----	60+40*	4
	Total	28	--	--	--	32

**\* 20 marks for Computer Practical Examination**

\*40 marks will be allotted for classroom participation/seminar/ guest lecture/ and other co-curricular activities of the institute/university.

**BE Second Semester (January 2011 to June 2011)**

Course code	Course Title	Classroom Interactions (Hrs/Week)	Max. Marks	Internal Assessment	End Semester exams	Credits
821	Macro Economics Analysis & Policy	4	100	40	60	4
822	Operations Research	4	100	40	60	4
823	International Economics	4	100	40	60	4
824	Management Information Systems	4	100	40	60	4
825	Business Law	4	100	40	60	4
826A	Marketing Research	4	100	40	60	4
827A	Services Marketing	4	100	40	60	4
826B	Financial Management and Corporate Finance	4	100	40	60	4
827B	Financial Markets & Environment	4	100	40	60	4
828	Comprehensive Viva Voce	-----	100	-----	60 +40*	4
	Total	28	---	---	---	32

**\* Specializations in Marketing (A) or Specializations in Finance (B)**

\* 40 marks will be allotted for classroom participation/seminar/ guest lecture/ and other co-curricular activities of the institute/university.

**BE Third Semester (July 2011 to December 2011)**

Course code	Course Title	Classroom Interactions (Hrs/Week)	Max. Marks	Internal Assessment	End Semester exams	Credits
831	Strategic Management	4	100	40	60	4
832	Econometrics	4	100	40	60	4
833	Human Resources Management	4	100	40	60	4
834A	International Marketing	4	100	40	60	4
835A	Sales & Distribution Mgmt.	4	100	40	60	4
836A	Advertising & Brand Mgmt.	4	100	40	60	4
837A	Industrial & Rural Marketing	4	100	40	60	4
834B	Business Taxation	4	100	40	60	4
835B	Insurance & Bank Mgmt.	4	100	40	60	4
836B	Financial Products & Services	4	100	40	60	4
837B	Security Analysis & Portfolio Management	4	100	40	60	4
838	Comprehensive Viva Voce	---	100	-----	60+40*	4
	<b>Total</b>	28	---	---	---	32

\*40 marks will be allotted for classroom participation/seminar/ guest lecture/ and other co-curricular activities of the institute/university.

**BE Fourth Semester (January 2012 to June 2012)**

Course Code	Course Title	Classroom Interactions (Hrs/Week)	Max. Marks	Internal Assessment	End Semester exams	Credits
841	Supply Chain Management & Documentation	4	100	40	60	4
842	Business Ethics & Environment	4	100	40	60	4
843	Business Forecasting & Planning Techniques	4	100	40	60	4
844A	Consumer Behavior	4	100	40	60	4
844B	Commodity, Derivative & Price Risk Management	4	100	40	60	4
845	Major Research Project	----	100	-----	100	4
846	Comprehensive Viva Voce	-----	100	-----	60+40*	4
	<b>Total</b>	16	---	----	----	24

**\*40 marks will be allotted for classroom participation/seminar/ guest lecture/ and other co-curricular activities of the institute/university.**

**Note: Total Credits for All Semesters = 120**

## First Semester

### 811 - Micro Economics

**Objective:** *The objective of this paper is to develop understanding in the students about the concepts and tools of economic analysis relevant for business Decision Making.*

1. Fundamentals concepts of Economics. Micro & macro economics- basic concepts, Difference and interrelation between micro and macro.
2. Consumer Behavior, & Utility Analysis - Cardinal & Ordinal approach (indifference curve- concept and analysis), Law of Demand, Elasticity of Demand, Consumer Surplus, Consumer choice under Uncertainty.
3. Production Function- Law of Variable Proportions, ISO quanta, Marginal rate of technical substitution. Law of returns, Cost Curves and their Estimation- Economies of Scale.
4. Different forms of market structure- Perfect & imperfect competition, Monopoly, Bilateral Monopoly Degree of Monopoly and Concentration, Monopolistic competition, Oligopoly – features and characteristics, Output and pricing under different market structures.-.
5. Pricing Policy - Pricing Practices, Concept of Factor Pricing, Theories of Profit, Profit Planning. Managerial Theories of firm.

**Note:** At least **five Cases** should be discussed in the class.

#### **Books recommended:**

1. “Modern Micro Economics”, A. Koutsoyiannis, The Mac Millan Press, II<sup>nd</sup> Edition.
2. “Price Theory and Uses”, Watson , A. I. T. B. Publishers and Distributors, II<sup>nd</sup> Edition.
3. “Foundation of Economics Analysis”, Samulson, Harvard University Press, II<sup>nd</sup> Edition
4. “Managerial Economics”, Dean Joel, Prentice Hall Publication.

### 812: Business Statistics & Research Methodology

*(Knowledge of basic concepts of statistics including measures of Central Tendency is a prerequisite for this subject)*

**Objective:** *The objective of this paper is to understand the statistical tools and techniques, Used in the business decision and analysis.*

1. Standard Deviation and Coefficient of Variation.
2. Study of Business Change and Relationship – Correlation and Regression Analysis.
3. Types and Methods of construction of Index Numbers. Characteristics of a good Index Number. Test for perfection, Cost of living Index Numbers.
4. Basic concepts of Probability, Theories of Probability Addition and Multiplication, Conditional Probability and their simple applications in business.
5. Random Variable and Probability Distributions – Binomial, Poisson and Normal and Their Applications in Business.

6. Research Methodology – Research Concept, Research Design and Techniques. An Overview of different scales. Types of Research.
7. Sampling Theory – Concepts, Methods of Sampling, Sampling and Non – Sampling Errors, Parameter and Statistic, concept of sampling distribution, Standard Error and Sampling Error.
8. Testing of Hypothesis: Type I & Type II Errors, concept of Confidence Limits and critical region, Test of significance for large and small samples – tests for mean and difference between means, F tests.

**Note:** At least **one research proposal** should be prepared which should have proper research design and use of statistical method.

**Books recommended:**

1. Fundamentals of Applied Statistics, Gupta S.C., S.Chand & Sons, New Delhi, Latest Edition
2. S.P.Gupta - Statistical Methods (Sultanchand & Co.)
3. Statistics for Management By Richard Levin.
4. JIT S. Chandan – Statistics for Business and Economics, Vikas Publishing House Pvt. Ltd.,
5. R.S. Bhardwaj – Business Statistics – Excel Books
6. Monga G.S., Mathematics and Statistics for Economics, Vikas Publishing House

### **813 - Business Finance and Accounting**

**Objective:** *The objective of this paper is to go through the financial concepts and understand the techniques to manage the finance for the organization.*

1. Introduction to Financial Accounting - Meaning & function of Accounting; Generally accepted Accounting Concepts & Conventions; Nature of Accounts; Rules for Debiting & Crediting; Journalizing the transactions; Posting from the Journal to the Ledger & Preparation of Trial Balance.
2. Final Accounts - Preparation of financial Statements – Trading, Profit & Loss Account, and Balance Sheet with the help of Adjustment Entries.
3. Depreciation – Meaning and Need, Methods of Charging depreciation – Straight Line Method; WDV Method; Service Hours Method; Productive Output Method; Sum-of-years Digits Method; Double Declining Balance Method. Methods of Recording Depreciation in the Accounting Books.
4. Analysis and Interpreting of the Financial Statements – Financial Ratio Analysis- Liquidity Ratios- Current Ratio, Quick ratio, Profitability Ratios – GP ratio, NP ratio, Operating Ratio, ROI, ROE, ROA, EPS, DPS, Dividend Pay Out Ratio, Price Earning Ratio, Earnings yield Ratio, Du Pont Analysis, Turnover Ratios – Stock Turnover Ratio, Debtors Turnover Ratio, Creditors Turnover Ratio, Capital Turnover Ratio, fixed assets turnover, current assets turnover. Solvency Ratio – Debt-equity Ratio, Capital Gearing Ratio, Interest Coverage Ratio, Debt Service Coverage Ratio, Building An Income Statement and Balance sheet.
5. Introduction to Cost Accounts – Meaning, Objectives, Difference between Cost Accounts and Financial Accounts, Elements of Cost.
6. Break Even Analysis – Meaning and Concept, the basic equation; Contribution; BEP; Profit/Volume Ratio, Margin of Safety; Problems related to make or buy decisions, Basic Applications.

- 7 Leverage Analysis – Meaning and Types, Operating Leverage, Financial Leverage, Combined Leverages; Significance of Leverages in Managerial Decision-making.
  8. Analysis of financial statements of any public limited company.
- Note:** At least **five Cases** should be discussed in the class.

**Books recommended:**

1. Advanced Accountancy- Vol I , R.L. Gupta & M.Radhswamy, Sulltanchand And Sons, 1999.
2. Double entry book – keeping and accountancy, T. S. Grewal, Sultan Chand & Sons, New Delhi
3. Comprehensive Financial Accounting, S.A Siddique, Laxmi Publications, New Delhi.
4. Financial Management -- Khan & Jain, Tata McGraw Hill Publication, IV<sup>th</sup> Edition, 2004
5. Financial Management-- I.M. Pandey., Vikas Publishing House Pvt. Ltd.VIII<sup>th</sup> Edition 1999.
6. Financial Management-- Prassanna Chandra, Tata Mc Graw Hill Publication, VIIth Edition, 2008.
7. Financial Management -- Maheshwari, Sultanchand \$ Sons, Edition, 2004.

**Note:** The above-mentioned editions are available in the library. The students are however advised to also refer the latest editions of the books.

## **814 – Principles And Practices Of Management & Organizational Behaviour**

**Objective:** *The objective of this paper is to develop managerial skills in the students to cope up with the changing business environment and becoming successful entrepreneur.*

### Section A-Principles and Practices of Management

1. Introductory: Concept of management including functions of management, functions and responsibilities of managers, Fayol’s principles of management. Management thought; the classical school, the human relations school, Systems theory school, Contingency theory school,
2. Planning: Nature and purpose of planning including strategic planning, principles of planning, Types of Planning, Advantages and Limitations of planning.
3. Concept and nature of Objectives: Types of objectives, Importance of objectives, setting objectives, Management by objectives
4. Strategies and Policies: Concept of corporate strategy, formulation of strategy, types of strategies, TOWS matrix, the Portfolio matrix, three generic competitive strategies by Porter, effective implementation of strategies, types of policies, principles of formulation of policies, Decision making.
5. Organizing: Nature and purpose of organizing, Bases of Departmentation, Span of management, Line and Staff relationship, Line-staff conflict, legation, kinds of delegation, Delegation and Decentralization, Methods of Decentralization.
6. Control: Concept and process of control, Control techniques, human aspects of control, control as a feedback system, Feed forward control, Preventive control.

## **Section B-Organizational Behavior**

**Objective: The objective of this paper is to understand the human behavior to have efficiency & effectiveness with the total development of the organization.**

1. Foundations of Individual and Organizational Behavior: OB Models, Personality Determinants and Attributes, Learning and Learning Theories, Perception-Factors affecting Perception.
2. Motivation: Needs, Contents and Processes; Maslow's Hierarchy of Needs, Herzberg's Two Factor theory, ERG theory, Vroom's Expectancy theory, Reinforcement Theory.
3. Foundations of Group Behavior: Defining and Classifying Groups, Group Structure and Processes, Process of Group formation, Group Decision Making, Group v/s Team, Team Effectiveness, and Decision Making.
4. Leadership: Trait theories, Behavioral theories-- Ohio State Studies, Michigan Studies, and Managerial Grid. Contingency theories--, Heresy and Blanchard's Situational theory, Leader-Member Exchange theory, Path Goal theory, Charismatic Leadership.
5. Conflict & Organizational Change: Interpersonal Conflict, Inter group Conflict, Organizational Conflict, forces of Change, Resistance to Change

Note: The syllabus is divided into two sections A and B. At least two questions will be asked from each section. At least **five Cases** should be discussed within the class from each section.

### **Books Recommended :**

- a. David S. Decenzo and Stephen P. Robbins, "Personnel/Human Resource Management", New Delhi, Prentice Hall Publication.
- b. Stephen P. Robbins, "Organizational Behaviour: Concepts, Controversies, and Applications", New Delhi, Prentice Hall Publication.,
- c. Fred Luthans, "Organizational Behaviour", New York, McGraw Hill,
- d. Harold Knootz'Donnell and Heinz Wehrich, "Essentials of management", New Delhi, Tata McGraw Hill Publication.
- e. R.D. Agrawal, "Organization and Management "New Delhi, Tata McGraw Hill Publication..
- f. Harold Koontz, O'Donnell and Heinz Wehrich, "Management: A global Perspective", New Delhi, Tata McGraw Hill. Publication.
- g. Robert Krietner, "Management", Houghton miffin Co, 7<sup>th</sup> edition 1994.
- h. Stephen P. Robbins and Merry Coulter, "Management", New Delhi, Prentice Hall of India, 2002.

## **815 - Marketing Management**

**Objective: *The objective of this paper is to develop creative skills in the students to understand the dynamics of the competitive market and positioned distinctively.***

1. Measures of marketing demand and its estimation.
2. Marketing Concepts: Customer Value and Satisfaction, Customers Delight. Value chain, scanning the Marketing Environment. Marketing Philosophies,



3. Market Segmentation, targeting, positioning, market segmentations. Levels of market segmentations, patterns, procedures, and requirement for effective segmentation, evaluating the market segments, selecting the market segments, tool for competitive differentiation. Positioning.
4. Basics of Marketing Information System and Marketing Research Process.
5. Product Decision: Objectives, Product classification, Product-Mix, Product life cycle strategies, branding, introduction of packaging, & labeling.
6. Pricing Decisions: Factors affecting price, pricing methods and strategies.
7. Distribution Decisions: Importance and Functions of Distribution Channel, Considerations in Distribution Channel Decisions, Distribution Channel Members.
8. Promotion Decisions: A view of Communication Process, developing effective communication, Promotion-Mix elements.
9. Marketing Strategies for Leaders, Challengers, Followers and Nichers:
10. Emerging Trends in Marketing: An introduction to Internet Marketing, and Introduction of CRM & EVENT marketing.

**Note:** At least **five Cases** should be discussed in the class.

### **Books recommended:**

1. Principle of Marketing Management – Philip Kotler , Pearson Education
2. Marketing Management -S.A. Sheralkar , Himalaya Publishing House
3. Fundamentals of Marketing- William .J.Stanton , Mc Grawhill Publication
4. Marketing Management – South Asian Perspective, Kotlar , Kelkar, Koshi, and Jha., Pearson Education.

### **816 - Computer Applications**

(Duration of End Semester Examination - 90 Minutes)

**Objective:** *The objective of this paper is to understand the basic knowledge of computers to proceed with the information technology adopted in the business*

**Anatomy of computer, Hardware & Software Concepts, Types Of Software System software—operating system, program language translator, communication software, Application software. Networking – Definition, need, types and applications, Network operating system, required networking hardware — hub, router. Adhoc networking --- Wireless, Yi-fi, bluetooth.**

Data Base Management System Introduction—Data, database, database management system, purpose of database system, view of data (data abstraction) Instances & schemas, data independence- physical data independence, logical data independence, data models- Relational, Network, Hierarchical. Introduction to relational approach-Tuple, Attribute, Domain, Degree, Relation.

Structured Query Language Introduction- database languages-data definition language, data manipulation language, data control language, Database users. SQL queries- basic structures, Select (distinct All), From, Where, Rename, String operations, Set operations (union, intersection, except)

Design of DBMS (Case -study) - Designing of database using any one example of real world scenario.

Introduction to IT and its development- Introduction and application of E- commerce, various transactions possible with E- commerce, Role of IT in economy. Modern technologies in computer application an overview- V th generation computers, Virtual reality, Bio informatics, GPS, GIS Multimedia, Mobile technology eg 1G,2G,3G,4G.

**Note:** At least **five Cases** should be discussed in the class

**Books recommended:**

1. Computer Fundamentals – P.K.Sinha, , BPB Publisher
2. A First Course in Computer – Sanjay Saxena, Vikas Publishing House Pvt.Ltd
3. Computer Systems & Applications – Rustam Shroff, Himalaya Publishing House
4. Computer Netware—K.K.Koli, Nakoda publication & Print ltd
5. Introduction to Computers – N.Subramaniam , Tata McGraw Hill Publication

**817 - Business Communication**

**Objective:** *The objective of this paper is to develop effective communication skills and an impressive personality.*

1. Introduction: Defining Communication, Process of communication, Principles of effective communication, importance of business communication, and importance of feedback.
2. Factors affecting communication: Perception and reality, Physical, Mechanical and Psychological barriers to communication, Effective listening – Types and Essentials of effective listening.
3. Channels, Types and Forms of communication: Verbal, Non-verbal, Formal, Informal, Internal, External and communication networks.
4. Fundamentals of Business Writing: Adaptation and selection of words, construction of clear sentences and paragraphs, Writing for Effect, Basic patterns of Business Letters, Directness in good news and neutral situations, Indirectness in bad news and persuasive messages, dealing with print and electronic media.
5. Employment Messages: Writing Resumes: Controlling the format and style, tailoring the content, choosing the best organizational plan, writing the perfect resume. Application letters: writing the opening paragraph, summarizing the key selling points, writing the closing paragraph.
6. Reports and Proposals: Using reports and proposals as business tools, completing and writing reports and proposals.
7. Modern Means of Communication.
8. Presentations –

**Note:** At least **five Cases** should be discussed in the class

**Books recommended:**

1. Business Communication – K.K.Sinha, Galgotia Publishing Company
2. Business Communication – Chhabra.T.N. , Sun India Publication, 1<sup>st</sup> Edition 2005.
3. Business Communication – Parag Diwan, Excel Books
4. Essentials of Business Communication – Rajendra Pal , Sultanchand Publication VIII<sup>th</sup> Edition 2000
5. Business Communication-- R.K.Madhurkar, Vikas Publishing House Pvt. Ltd.

## MBA (BE) SECOND SEMESTER

### 821 - Macro Economic Analysis & Policy

*Objective – The objective of this paper is to develop understanding about the function of economy of any country.*

1. Meaning, scope and application of Macro Economics. Concept of stock and flow variables.
2. National Income-Meaning, Measurement and Relationship with Economic Welfare.
3. Theory of Money Supply, components of Money Supply, Money Multiplier, Interest rate And Liquidity Preference Theory.
4. Quantity theory of money-Views of Fisher, Cambridge School and Friedman.
5. Classical Economics vs. Keynesian Economics. Neo-classical & Rationale Expectation Theory.
6. Model of Income Determination- simple model with consumption function, Investment function, Concept of multiplier and accelerator, Govt. Sector, Foreign Sector and multiplier. Policy Implication IS-LM analysis- Integration of Product and Money market Effects of shifting IS and LM curves.
7. Business cycles - Meaning and Phases. Theory of Hicks, Henson and Keynes. Inflation, Recession, Stagflation. Measures to control Inflation.
8. Monetary Policy and Fiscal Policy – objectives, instruments and Relationship.
9. Input-output Model, Presentation of Input-output System and Assumptions, Solution of Input-output Model, Application of the Model in Macro Economic Equilibrium.

**Note:** At least **five Cases** should be discussed in the class

#### **Books recommended:**

1. Macro Economic Theory, E. Shapiro, Galgotia Publications, V<sup>th</sup> Edition, 2007.
2. G. Acseley: Macro Economic Theory
3. E. Dinlio: Macro Economic Theory
4. M.B.Slovin & M.E.Sushka: Macro Economic Theory
5. C.R. Rangarajan and H.Dholakia: Principles of Macro Economics
6. Macro Economic Theory and Practice, H.L. Ahuja, Sultan Chand and Sons, 10<sup>th</sup> Edition 2004.

### 822 - Operations Research

*Objective: The objective of this paper is to develop understanding about different methods of economic and business analysis that provides solutions to a business problem.*

1. Quantitative Techniques and Operations Research: Meaning, Scope of Quantitative Techniques and Operations Research in Management, Advantages and Limitations of Quantitative Techniques.

2. Linear Programming: Meaning of Linear Programming, General Mathematical Formulation of LPP, Graphical Analysis, Simplex Method, Two-phase Method, Big-m Method, Advantage and Limitations of LPP.
3. a) Transportation Model: Mathematical Formulation, Initial Basic Feasible Solution, Vogel's Approximation Method, Optimization (Minimization and Maximization) Using Modified Distribution Method and Stepping Stone Method.  
b) Assignment Problem: Assignment Model as a Particular Case of Transportation Model, Formulation of Assignment Problems, Solution of Assignment Problems Using Hungarian Method (Minimization and Maximization, Route Allocation).
4. Inventory Management – Meaning and Types of Inventories, Inventory Decision, EOQ Model, Safety Stock, Selective Approaches to Inventory Management.
6. Dynamic Programming- Nature of Dynamic Programming Problems, Nature of Dynamic Programming, Solutions for Knapsack, Traveling Sales man, Capital Budgeting, Selection of Advertising Media, Cargo Loading Problem.
7. Replacement Models: Introduction, Scope in Management, Single Equipment Replacement Model and Group Replacement.
8. Game Theory: Introduction to Games Maximin and Minimax Principles, Pure and Mixed Strategies, Solutions of Games Using –Algebraic and Graphical Methods.
9. Network Analysis – CPM and PERT, concept of floats. Application of CPM & PERT.

**Note:** At least **five Cases** should be discussed in the class

**Books recommended:**

1. S.D. Sharma, Operations Research, Meerut, Kedar Nath Ram Nath and Co., 8<sup>th</sup> Edn., 2002.
2. N.D. Vohra. Quantitative Techniques, New Delhi, Tata McGraw Hill Publications, 15<sup>th</sup> Ed., 2003.
3. Hamdy A. Taha, Operations Research: An Introduction, New Delhi, Prentice Hall of India, 6<sup>th</sup> Edition 1998.
4. Haruly M. Wagner, Principles of Operations Research with Application to Managerials Decisions, New Delhi, Prentice Hall of India Pvt. Ltd, 2<sup>nd</sup> Ed., 1996.
5. V.K. Kapoor, Problems and Solutions in Operations Research, New Delhi, Sultan Chand and Sons, 2004, 7<sup>th</sup> Edition.
6. P.K. Gupta and D.S. Hira, Operations Research, New Delhi, Sultan Chand Publications, 2000.
7. A.M Natarajan, P.Balasubramani, A.Tamilarasi Operations research – Pearson education 2<sup>nd</sup> edition,2007

## 823 - International Economics

**Objective:** *The objective of this paper is to understand the theories of international economics and its application in the field of trade and business.*

1. Distinct features of international trade. The classical theory of international trade Concept of reciprocal demand in the theory of comparative costs. Modern theory of international trade – relevance and applications.
2. Terms of trade. Factors affecting terms of trade. Free trade Vs protection. Commercial policies – Tariffs, Dumping and countervailing measures.
3. Balance of Payments – Composition and significance. Disequilibria in BOP – cause and measures for correcting. Marshall-Lerner Approach of devaluation. Foreign trade multiplier.
4. Foreign Exchange determination – The purchasing power and BOP theory. Fixed and flexible exchange rates. Exchange Control – meaning, objective and methods of exchange control, Appreciation and Depreciation of currency, Spot and forward exchange rates. Volatility of exchange rates and their effects. Volatility of exchange rates in relation to dollar & Euro. Convertibility of Currency.
5. W.T.O. – Globalization, International Capital Movement- Private Foreign Investment, IMF – objectives and functions. IMF and India, Trade Blocks– EU, NAFTA, ASEAN.
6. Directions and Trends in India's balance of payment position since reform period.

**Note:** At least **five Cases** should be discussed in the class

### **Books recommended:**

1. International Economics—B.O Sodersten, The Macmillan Press Ltd London, III<sup>rd</sup> Edition , 1994.
2. International Economics-- Vrinda Publishing House Ltd.
- 3 International Economics—H.G.Mannur, Vikas publishing House Ltd
- 4.International Economics – D.M.Mithani, Himalaya Publishing House,

## 824 - Management Information Systems

**Objective:** *The objective of this paper is to understand the application of various information tools to have a source of internal and external data for the organization.*

- 1 System concept : Definition, Characteristics of a system, elements of system types of systems.
- 2 Introduction to MIS. Characteristics of MIS. System Approach and the principle of Synergy.
- 3 Structure of MIS based on : Management activity organizational function, conceptual structure and physical structure.
- 4.System development life cycle : Feasibility study, Analysis design, implementation & maintenance approaches of MIS development.
- 5 System analysis techniques, structured analysis tools: DFD, Decision tree, decision table.
- 6 MIS as a project a) Planning for the new MIS b) Conceptual system design c) Detailed design d) implementing the new system.

- 7 Programmed & Non Programmed decision. Decision Support system.
- 8 Using information system to achieve competitive advantage: Porters competitive Forces model. Information system strategies for dealing with competitive forces, the business value chain model.
9. Securing information systems: business value of security & control, establishing a Framework for security. Tools & technologies for security.

**Books recommended:**

1. Information System Management in practice sixth edition, Pearson education, New Delhi.
2. Management Information System, Loudon & Loudon, Pearson edition, New Delhi.
3. Information System For Management – Murdick Ross , Printice Hall Publication.
4. Management Information System – D.P.Goyal, Mac Millan India Ltd

**Books recommended:**

1. Information System Management in practice sixth edition, Pearson education, New Delhi.
2. Management Information System, Louden ald Louden, Pearson edition, New Delhi.
3. Information System For Management – Murdick Ross , Printice Hall Publication.
4. Managing With Information-- Jerome Kanter , Printice Hall Publication.
5. Management Information System --- Banerjee Utpal , Vikas Publishing House Ltd
6. MIS – Malik Kamna , Excel Books
7. Management Information System – B.P.Goyal, Mac Millan India Ltd
8. Management Information System – Davidson , McGraw Hill Publication

**825 – Business Law**

**Objective:**

**1. Legal Frame Work**

1. The Customs 1962.
2. Foreign Exchange Management Act
3. The Money Laundering Act. 2002.(penalties, contraventions and general features)
4. Laws related to insolvency
5. Information and technology Act 2000 (salient features and general aspects)
6. Competitions Act 2002
7. Consumer Protection Act
8. Environmental Act.

**Contractual Relations and company regulations**

1. The Indian Contract Act. 1872.
2. The Companies Act 1956 ( types of companies, prospectus, MOA, AOA, Prospectus, Shares, AGM, winding up of a company)

## 2. Property Rights: Intellectual Property

1. The Copyright Act, 1957.
2. The Patent Act.
3. The Merchandise Marks Act,
4. The Designs Act & Trade Marks Act.

## 3. Insurance

1. Carriage of goods Act.
2. Multimode Transport & Insurance

## 4. Taxation

1. Sales Tax – Central
  2. Income Tax
  3. Avoidance of Double Taxation  
(General features, penalties and agreement)
5. Payments- Letters of Credit, Electronic Transfer,

**Note: At least five Cases should be discussed in the class.**

### **Recommended Books:**

- 1 Tax man - Corporate laws,
2. Bharat - . Corporate laws
3. Bare Acts - Corporate laws

BARE Acts with short notes (Latest Edition) for all relevant topics.

## **826(A) - Marketing Research**

**Objective:** *The objective of this paper is to know the significance of market research before launching any new business proposal.*

1. Introduction to Research Methods: Role and objectives of business research, types of research, Research process: Overview, problems encountered by researcher.
2. Framework for International Marketing Research, Information requirement of International Marketers, Gathering secondary information at have secondary Research abroad. Primary data collection, Organization for International Marketing Research.
3. Research Design: Selecting research problem, defining research problem, need for research design, features of a good research design and different research designs (exploratory, descriptive, experimental and diagnostic research, hypothesis testing).
4. Data Collection and Analysis: Collection, Organization, Presentation, Analysis and Interrelation of Primary and Secondary Data, Multiple Regression, Factor Analysis, Cluster Analysis, Perceptual Mapping, Multidimensional Scaling, Discriminate and Canonical Analysis, Conjoint Analysis.
5. Interpretations and Report Writing: Meaning of interpretation, techniques of Interpretation, precautions in interpretation, significance of report writing, steps in report writing, layout of report and precautions in writing research reports.
6. Application of Research: Relationship marketing, CRM, SCM.

**Note:** At least **five Cases** should be discussed in the class

**Books recommended:**

1. Marketing Research - Donald & Till Del I. Hawkins
2. Marketing Research - David J. Huck Ronald S. Tubin
3. Marketing Research - Harper W. Boyd Relph Westfall Stanley F. Stasch

**827(A) – Services Marketing**

**Objective:** *The objective of this paper is to understand of the various processes of services and the related strategies for establishment of services as a successful product.*

1. Understanding Services: -Service Sector & Economic Growth, Service Concept -Service Characteristics-Classification of Services, -Challenges in Service Marketing
2. Product: - Service Offer, Features/ Benefits, Types of New Services, New Service Development Stages.
3. Pricing: - Service Pricing, Reaction of Consumer and Competition to Price Change, Pricing Methods, Price Adjustment, Quality/ Price.
4. Place (Distribution): - Place: Distribution of Services, Major Intermediaries for Service, Delivery.
5. Promotion: - Identification of Target Market, Determination and Setting Objectives, Selection of Communication Mix.
6. People: - Employees, Training and Development, Motivation, Empowerment.
7. Physical Evidence: - What is Physical Evidence and its Relevance?, Use of Physical Evidence in Service Delivery.
8. Process: - Introduction, Blue Printing, Building A Service Blue Print, Advantages of Blue Printing.
9. Differentiation strategy and Positioning
10. Service from customer's viewpoint - Customer contact with service organization. Complaint Handling and service recovery -Balancing Demand and capacity
11. Marketing in the financial sector. Major differences in marketing approaches between the financial and the non-financial sectors. Key prerequisites for success in financial products & services marketing. Individualized marketing of various financial products and services.

**Note:** At least five Cases should be discussed in the class



### **Books recommended:**

1. Service Marketing --Valarie A Zeithaml & Mary Jo Bither,Tata McGra Hill Publication
2. Principles of SM & Mgt --- C.H. Lovelock & L.K. Wright , Prentice Hall Publication
3. Service Marketing -- Ravi Shankar , Excel Books
4. Service Marketing-- B.Balaji , S.Chand & Co.

## **826(B) Financial Management & corporate finance**

**Objective:** *The objective of this paper is to understand the different sources of finance, available for any corporate.*

1. Introduction to Financial management – Meaning and evolution, significance and goals, Functions of a financial manager.
2. Fund flow statement - Meaning, uses and preparation
3. Cash Flow statement (AS-3) – Meaning, uses and preparation
4. Cost of capital – Meaning, Cost of debt, preference and equity capital, weighted average cost of capital.
5. Capital Budgeting – Meaning, evaluation of proposals – pay back period, NPV, ARR, IRR, Accept/reject decisions.
6. Working capital management – Meaning and concept, operating cycle, factors affecting working capital management, sources of working capital, determination of working capital.
7. Dividend policy – Meaning, determinants, Forms of dividend, retention vs. distribution of profits.

**Note:** At least **five Cases** should be discussed in the class

### **Books recommended:**

1. Financial Management, Theory & Practice: Prasanna Chandra , Tata Mc Graw Hill Publication ,VII Edition, 2008
2. Financial Management: I.M.Pandey, Vikas Publishing House.

## **827 (B)- Financial Markets & Environment**

**Objective:** *The objective of this paper is to understand various financial markets and their Working in India.*

(1) Financial System: Introduction, Prerequisites of a Financial System, Functions of the Financial System, Evolution and Players in the Financial System Bank based and Market based financial system. Types of Financial Products, Design and Development of Financial Products. Role of Financial Markets in the development of Economy, Market Efficiency.

(2) Money Markets: Need & Significance of the Money Markets, Players in the Money Market, Call Money Market, Treasury Bill Market, Commercial Paper Market, Certificate of

Deposit Market, Repo Market, Gilt-Edged Securities, Price Determination Mechanism, Role of Primary Dealers, Regulatory Framework.

(3) Capital Markets: Need & Significance of Capital Markets, Players in Capital Markets, Major Trends in Capital Market, Globalization of the Markets, Regulation of the Capital Markets, Role of SEBI in regulating capital market.

(4) Primary Market: Evolution of the Primary Market, Functioning of the Primary Market, Players in the Market, Price Determination Process.

(5) Secondary Markets: Trading System, Clearing Mechanism, Settlement System, Carry Forward and Badla system, Margin Requirements, Construction of Indices. Linkages and Relationship between Various Markets.

(6) Bond Market: Evolution of the Bond Market – Fixed Rate and Floating Rate Bonds – Types of Bond. Innovative Bond Issuance Structures.

(7) Non Banking Finance Companies (NBFCs) : Evolution & Services Provided by NBFCs, Regulatory Framework of NBFC, Registration and Classification.

(8) Technology and the Markets: Impact of Technology on the Market, On-Line Clearing & Settlement, Technology to Integrate Global Markets, Technology and the Payment System E-Commerce and the Financial Markets.

(9) Foreign Exchange Markets: Introduction, Institutions into Forex Trading, Players.

**Books recommended:**

1. Bharti V. Pathak, Indian Financial System, Pearson Education.
2. M.Y.Khan, Indian Financial System, The Tata McGraw Hill Publishing Company Limited, New Delhi.
3. L.M. Bhole, Financial Institutions and Markets – Structure, Growth and Innovation. Tata McGraw Hill Publishing company Ltd.

**Extra Readings:**

- (1) H.R. Machiraju, Indian Financial System, Vikas Publishing House,
- (2) B.S. Bhatia and G.S. Batra, Management of Capital Markets, Financial Services and Institutions.
- (3) Meir Kohn – Financial Institutions & Markets Future & Regulations, Oxford University Press, 2007.

## SUMMER TRAINING

All the students are required to undergo six to eight week summer training, after the completion of first two semesters in Industrial and Business organizations. The institute prefers that an organization puts a student on a specific project where a student will be expected to work and understand the working of all aspects of the organization. The students are instructed to submit a certificate of successful completion of their summer training. Each student will be required to give a presentation of their summer project.

# MBA (BE) THIRD SEMESTER

## 831 –Strategic Management

**Objective:** *The objective of this paper is to understand the framing of various strategies with related advantages in the different competitive situations.*

1. Meaning need and Process of strategic management; Approaches to Strategy making: Rational, Analytical and Intuitive Levels of strategy: Corporate, SBU and functional strategies. Decision Roles of a manager.
2. Mission and objectives: Definition, formulation and change Hierarchy of objectives
3. SWOT analysis – Analysis of external and internal environment. Environmental Threat and opportunities profile (ETOP) Strategic Advantage Profile (SAP)
4. STRATEGY ALTERNATIVES Grand Strategies and their sub-strategies; Stability, Expansion, Retrenchment and Combination; Internal and External Alternatives; Related and Unrelated Alternatives; Horizontal and Vertical Alternatives; Active and Passive Alternatives; International Strategy Variations;
5. STRATEGY CHOICE  
Narrowing the choices; Managerial Choice Factors, Choice Processes - Gap Analysis, ETOP-SAP Matching, BCG Product; Portfolio Matrix, G E Nine Cell Planning Grid; Contingency Strategies; Prescriptions for choice of Business Strategy; Choosing International Strategies.
6. STRATEGY IMPLEMENTATION  
Implementation Process; Resource Allocation; Organizational Implementation; Plan and Policy Implementation; Leadership Implementation; Implementing Strategy in International Setting.
7. STRATEGY EVALUATION AND CONTROL  
Control and Evaluation Process; Motivation to Evaluate; Criteria for Evaluation; Measuring and Feedback; Evaluation and Corrective Action.
8. CASE Analysis: To gain actual feeling of strategic management process from mission development to strategy evaluation.

**Note:** At least **five Cases** should be discussed in the class

### **Books recommended:**

1. Strategic Management Text & Cases -- Boseman G. and Phatak Arvind:  
John Wiley & Sons
2. Strategic Management – V.S.Rao , Excel Books
3. Business Policy and Strategic Management-- Lawrance , Jaush & Gupta, Trenice Barota &Co. Ltd.
4. Business Policy ---,Kazmi Azhar , Tata McGraw Hill.
5. Business Policy, Strategic Planning & Management --Ghosh P.K , Sultan Chand & Sons.
6. Global Strategic Management -- Davidson,W.H., John Wiley & Sons.

## 832. Econometrics

**Objective:** *The objective of this paper is to understand the different economics and mathematical tool that are applied to business problems to find their solutions.*

1. Differentiation of a function; Application of differentiation in Economics and Managerial problems like Revenue, Cost, Demand, Supply Functions, Elasticities and Maxima and Minima.
2. Integration of a function: Application of Integration in Economic Problems, Consumer's and Producer's Surplus.
3. Meaning and Methodology of Econometrics-Nature and Scope Econometrics. The Nature of Regression Analysis and Basics of Two-Variable Regression Analysis. Estimation and Hypothesis Testing.
4. Extensions of the Two-variable Linear Regression Model; Multiple Regression Model, Estimation and Inference.
5. Nature, Consequences, Detection and Remedial Measures of Multi Co linearity, Heteroscedasticity and Autocorrelation.
6. Regression on Dummy Variable, Autoregressive and Distributed Lag Models.
7. Systems of Equations, Identification and Estimation Methods (ILS and 2SLS), Business Applications of Single Equation Econometrics Model and Systems of Equations.

**Note:** At least **five Cases** should be discussed in the class

### **Books recommended:**

1. Koutsoyiannis A. – Theory of Econometrics E L B S/Macmillan
2. Schmidt P. – Econometrics, Marcel Dekker, N.Y.
3. Maddala, G.S., Econometrics Mc Graw Hill
4. Rao & Miller, Applied Econometrics Prentice-Hall
5. Gujrati – Basic Econometrics

## 833 - Human Resource Management

**Objective:** *The objective of this paper is to understand the human management to get the satisfied and competitive work force to build strength of the organization.*

1. The Field of HRM: Need and significance of HRM, HRM function, environmental influence on HRM, HR Audit, ASTD HRM Model.
2. HR Policies: Formulation and Essentials of Sound Personnel Policies.
3. Acquisition of Human Resources: Job Analysis, Job Description, Job Specification, Manpower Planning—Objective, Importance and Process, Recruitment –Recruitment Policy, Sources, Techniques of Recruitment, Selection—Method, Induction, Placement.

4. Development of Human Resources:, Training and Development – Training Methods, Performance Appraisal - Methods, Career and Succession Planning.
5. Maintenance of Human Resources: Job Evaluation, Designing and Administering the Wage and Salary Structure, Employee Incentives.
6. Grievance Handling: Grievance Handling Procedure and Solution.
7. Separation Processes: Turnover, Retirement, Layoff, and VRS.
8. Research and the Future: Current trends and future Challenges for HRM.

*Note: At least five Cases should be discussed in the class.*

### **Recommended Books**

1. “Human Resource Management --Robert L. Mathis and John H. Jackson,” South Western College Publishing.
  2. “Human Resource and Personnel Management”,--William B. Werther Jr. and Keith Davis, Singapore, McGraw hill publication,
  3. Human Resource Management—C.B.Gupta, Sultancvhand and Sons
  4. Human Resource & Personnel Management—K.Aswathapa, Tata McGraw-Hill Publication Ltd
  5. Human Resource Management—S.P.Robbins, Printice Hall Publication,Human Resource Planning—Bhattacharya, Excel Books
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## **834 (A)-International Marketing**

*Objective: The objective of this paper is to have knowledge of strategies, adopted in the foreign markets to succeed with a suitable market plan.*

1. International Marketing environment, economic, cultural, legal, technological and political.
2. Process of entering international marketing management, Decision criteria for entry methods in the international market and the various entry methods for the international market
3. Product policy decisions, Product Standardization and Product Adaptation. Packaging, Labeling and Positioning.
4. New product development, Adoption and Diffusion of new products, Product line extensions, International product life cycle.
5. Managing Foreign Distribution--- through distributors and through firm’s presence in the international market, Types of intermediaries ----Direct and Indirect Channel, Channel Adaptation, Channel Development.
6. Physical distribution – Modes of transportation,
7. Export pricing-Objectives, Frame work of international pricing, Factors Gray market, Price escalation, Foreign exchange risk, transfer pricing.
8. International Promotion, Role of Advertising, advertising decisions taken for international market, Personal selling, Sales promotion, public relations and trade shows.

**Note:** At least **five Cases** should be discussed in the class

### **Books recommended:**

1. International Marketing Analysis and Strategy – OnkVisit Sak John J. Shaw  
Pearson Education
2. International Marketing Management – Subhash Jain, CBS Publishing &  
Distribution.
3. International Marketing-- P.K.Vasudeva, Excel Books
4. International Marketing—F. Cherunilam , Himalaya Publishing House Ltd.
5. International Marketing Management—M.N.Mishra, Oxford& IBH  
Publication Pvt
6. International Marketing Management—R.L.Varshney and B.L. Bhattacharya,  
Sultanchand & Sons.

### **835(A) - Sales Management And Distribution**

#### **A. Sales Management:**

1. Sales Management strategy – Introduction and meaning of sales management,  
Designing and managing a sales force, Problems of sales management,  
Formulation of sales force, Different sales strategies, Methods of selling
2. Personal selling – Role of personal selling in Marketing-mix, Personal selling  
process, Difference between advertising and personal selling, objective of  
personal selling, Buyer – Seller relationship
3. Sales management theories – AIDAS theory, Right set of circumstances  
theory and Buying formula theory
4. Operational sales management – Recruitment and selection, Training,  
Compensation and motivation, Monitoring and performance evaluation,  
Managing sales force
5. Sales planning – Sales forecasting, Quotas, Territory management, Sales  
budgeting, Sales control
6. New techniques of sales management – Sales MIS, Sales training,  
Relationship Marketing, Internet as an emerging selling technique, Direct  
marketing, International sales management

#### **B. Distribution Management:**

1. Distribution – Introduction, Type of channels, Channel selection process,  
Management of channels, Objectives of channels of distribution, Vertical and  
Horizontal marketing systems, Motivation of channels
2. Wholesaling & Retailing – Importance, Types, Marketing decision
3. Physical distribution – Objective, Transportation and mode of transportation,  
Supply chain management, Warehouse
4. New techniques of managing distribution

**Book recommended:**

- Marketing Management – Philip Kotler
- Sales and Distribution Management – Dr. S L Gupta
- Sales and Distribution Management – F L Lobo

Sales Management – Concept, Practice and cases – Johnson Kurtz and Scheving

**836(A) - Advertising & Brand Management**

**Objective:** *The objective of this paper is to provide knowledge about the significance and effectiveness of advertisement and brand management.*

1. Types of Advertising
2. Economics & Social Implications of Advertising.
3. Advertising & Marketing Process. Use of Advertising for Stimulating the Primary & Selective demands
4. Campaign planning (Planning & Managing) Positioning, Product perceptual Mapping & Brand Perceptual Mapping.
5. Characteristics of Media, Media Selection & Scheduling.
6. Advertising Appropriation
7. Advertising Appeals
8. Measurement of Advertisement Effectiveness.
9. Advertisement Agencies- Operations & Management.
10. Advertising Institutions.
11. Legal Aspect of Advertisement

**Branding decisions:** - Brand Name, Brand Characteristics, Brand Strategy decision , Brand Image, Brand Identify, Brand Personality, Brand Equity.

**Brand Building Process:** - Contemporary Diminutions of Brand Building, Brand Licensing & Franchising, Packaging & Labeling :

**Note:** At least **five Cases** should be discussed in the class

**Books recommended:**

1. Wright, Winter & Zeigler- Advertising Management
2. Aakers & Mayers- Advertising Management
3. Still, Cundiff & Govoni- Sales Management- Decision Strategies & Cases.

**837 (A) - Industrial And Rural Marketing**

**Objective:** *The objective of this paper is to provide knowledge about the marketing strategies followed by rural and industrial markets.*

1. Rural Marketing- Defination, Need, Importance, Future prospects, Opportunities vs. other markets. Economic Dynamics of Rural Marketing & Scanning of Industries tapping the Rural Marketing.

2. Introduction to Demand & Marketing Research in Rural India, Consumer Behavior & Attitude, Buying Behavior; Importance of Relationship, Ethical & value based marketing.
3. A brief about Implementation & Execution of Marketing Strategies and programs (viz. Segmentation, Differentiation, Positioning & Target Market), Managing & Formulating Promotion Activities.
4. Selecting and Managing Marketing Channels (In consumables; Consumer Durable & Agricultural Inputs) Managing Retailing (Dealer & Distributor N.W.) Wholesaling and managing problems in Logistics.
5. Sales Force Management; Traits of (S/P Recruiting, Training Cord). Supervising, Controlling & Motivating S/F. Case studies from agriculture inputs, C. Durable & Consumables).
6. Industrial Marketing (Environment, Constituent, Nature & Delineation). Organizations related with Industrial Marketing.
7. Organizational Buyers & Buying Behavior. Understanding Demand, buyer motivation, characteristic and purchasing patterns.
8. Formulating & implementing strategies in Channel Management, Sales Force Management and Personal Selling. A brief about Managing price mechanism, Sales Promotion and Public Relations in Industrial Market.

**Note:** At least **five Cases** should be discussed in the class

**Books recommended:**

1. Industrial Marketing - Robert R Reeder, Edward G. Brity, Betty H. Reader
2. Industrial Marketing - Richard M. Hill, Ralph & Alexander, James S. Cross
3. Industrial Marketing - Krishna K Havalldar
4. Rural Marketing – T.P. Gopalswamy
5. Rural Marketing - Saval Kumar Velarjudhan
6. Rural Marketing Management – Sukhpar Singh

**834 (B) - Business Taxation**

***Objective: The objective of this paper is to have knowledge about the tax procedure of India.***

1. Income Tax Act: Important provisions
  - (i) Basic Concepts : Assessment year, Previous year, Person, Income, Gross Total Income, Agricultural Income, Capital & Revenue - Receipts & Expenditure; Residential Status and Incidence of tax; tax free income.
  - (ii) Income from Salaries: Meaning, Taxability of Allowances & Perquisites, Permissible Deductions, Treatment of P.F., Gratuity.
  - (iii) Income from House Property: Computation of Annual Value & Deductions. Income from Business & Profession: Basis of charge, scheme of provisions, Deductions allowed, Expenses allowed under restriction, Depreciation, double taxation.
  - (iv) Overview of Income from Capital Gains & Other Sources.
  - (v) Deductions allowed from Total Income, Rebates & Relief.
  - (vi) Tax deduction at source, Advance Payment of Tax, filing of returns.



2. Central Sales Tax Act - Important Provisions, Important definitions, Interstate Sale, Liability to Pay CST, Registration, Forms of declaration, offences and penalties.
3. Service Tax – Concept, services covered, rates of service tax, filing of service tax returns.
4. Basics of VAT.

**Note:** At least **five Cases** should be discussed in the class

**Books recommended:**

1. Students Guide to Income Tax - Dr.V.K.Singhania, Taxmann.
2. Systematic Approach to I.T. Act & Central Sales Tax - Girish Ahuja – Bharat Law House.

## **835 (B) – Insurance And Bank Management**

**Objective:** *The objective of this paper is to have knowledge about the risk prevailing in the insurance and banking industry.*

### **Insurance**

1. Risk and Insurance: Defining Risk, Nature and Types of Risk, Risk Management Process, Risk and Its Relation with Insurance, Concept and Significance of Insurance, Classification of Insurance – Life and Non life, General Principles of Insurance, Insurance and Acceptance Procedure, Insurance Terminology.
2. Life Insurance Products: Term Insurance, Endowment Insurance, Pensions, Annuities, Underwriting, Reinsurance, Claim management.
3. General Insurance Products: Fire, Marine, Motor Vehicles, Third Party Insurance, Miscellaneous – Med Claim and Health Policies, Group Insurance, Burglary Insurance.

### **Banking**

4. Overview of Banking Industry: Banking Structure in India – RBI, Commercial, Rural and Co-operative Banks - their Role and Significance, Capital Adequacy Norms for Banks, SLR, CRR, CAR.
5. Banking Risks: Credit, Liquidity, Market, Operational, Interest Rate, Solvency. ALM by Banks: Classification of Assets.
6. Industrial Financing: Evaluating Commercial Loan Requests, modes of creating charge, types of securities, purchase and discounting of bills, letters of credit, guarantees.
7. Retail Banking: Overview of new areas in banking – Internet Banking, Mobile Banking, Consumer Loans (Housing / Personal / Vehicle Loans).
8. Negotiable Instruments Act: Important Provisions.

**Note:** At least **five Cases** should be discussed in the class

### **Books recommended:**

1. O.S.Gupta, Life Insurance, Special Reference to LIC.
2. Insurance : Theory and Practice: Nalini Prava Tripathy
3. Fundamentals of Insurance: Dr. P. K. Gupta
4. Timotny Koch and S. Macdonald, Bank Management, Dryden
5. Press
6. Vasant Joshi and Vinay Joshi, Managing Indian Banks, New Delhi
7. R.M.Shritastava, Management of Indian Financial Institutions, New Delhi, Himalaya Publications.
8. Banking & Finance Sector Reforms In India, Banerjee Amalesh, Deep & Deep Publication, 2001 Indian Banking System- Board of Editors

### **836 (B) - Financial Products & Services**

*Objective: The objective of this paper is to provide knowledge about the different financial products and services that are available for a business organization.*

1. Introduction – Meaning, Nature & scope of Financial Services, Fund based and Fees based services.
2. Factoring Services – Meaning, Concept and evolution of Factoring; Functions of a Factor; Types of Factoring; Factoring Vs Bills discounting; Advantages of Factoring: Forfeiting – an overview.
3. Leasing & Hire Purchase – Meaning concept and agreement, types of leasing, advantages and disadvantages of leasing, financial evaluation related to Lease vs. Buy /borrow decisions, legal aspects of leasing; Lease vs. Hire-Purchase
4. Venture Capital Financing – Meaning, concept of VCF; Features of VCF; Features. Need, Stages of financing, Exit routes; Role in the development of industry/economy.
5. Securitisation – Meaning and features, operational mechanism, Advantages, Provisions of The Securitization Act 2002.
6. Capital Structure : Meaning Factors affecting Capital Structure & Capital Structure decision.
7. Mergers & Acquisitions Valuation & Pricing

**Note:** At least **five Cases** should be discussed in the class

### **Books recommended:**

1. Khan M.Y., Financial Services.

## 837(B) – Security Analysis & Portfolio Management

*Objective: The objective of this paper is to provide knowledge about the portfolio management of a company and its security.*

1. Introduction: Concept of Investment, Investment versus Speculation, Financial and Economic Aspect of Investment, Types, Characteristics and Objectives of Investment.
2. Risk Return: Concept of Risk and Return, Systematic and Unsystematic Risk, Multifactor model of Risk and return, Efficient capital markets, Concept of Beta, Capital Assets Pricing Model, SML and CML Valuations
- 3 Valuation of Securities – An introduction to security valuation, Macroeconomic and Market analysis, The global asset allocation decision'
- 4 Valuation of Bonds: PV Model, Bonds Yield, Measures Duration, Modified Duration, Immunization Convexity, Bond Value Theorem.
- 5 Security Analysis: Fundamental Analysis and Technical Analysis, Dow Theory, Elliott Wave Theory, Efficient Market Theories and Testing.
- 6 Portfolio Concepts: Portfolio and Security Returns, Diversification, Markowitz Model, Sharp Index Model.
- 7 Factor Models and Arbitrage Pricing Theory.
- 8 Portfolio Investment Process.
- 9 Portfolio Evaluation: Measures of Returns, Formula, Plans, Sharpe and Treynor Measures.

**Note:** At least **five Cases** should be discussed within the class

### **Books recommended:**

1. V.K.Bhalla, Investment Management: Security Analysis and Portfolio Management, New Delhi, S.Chand and Sons, Sixth Edition, 1999
2. Donald E.Fisher and Ronald J.Jordan, Security Analysis and Portfolio Management, New Delhi, PHI Publication, 1998.
3. V.A.Avadhani, Investment and Security Markets in India, Bombay, Himalaya Publication, 1998.
4. Edwin J.Elton and Martin J.Gruber, Modern Portfolio Theory and Investment, Singapore, John Wiley and Sons, 1996.
5. Preeti Singh, Investment Management, Bombay, Himalaya Publications, 9<sup>th</sup> Edition, 2000.

# MBA (BE) FOURTH SEMESTER

## 841: Supply Chain Management & Documentation

**Objective:** *The objective of this paper is to understand how the chain involved in the marketing and distribution is working and decide the routing and scheduling of the products.*

1. Analyzing & Understanding the Supply Chain - Decision phases in supply chain; Process view of supply chain.
2. International Logistics Management and Importance of Documentation in Supply chain System.
3. Planning Demand and Supply, through Ware housing & Distribution Centers – Break Bulk,, Cross Docking and Consolidation .
4. Inventory Management for International Business - Role of cycle inventory; Uncertainly / Safety Stock; In transit and work in process stock; Managing inventory cost. ROP & Optimal level of product availability - Importance and factors affecting optimal level of product availability; Managerial levels to improve supply chain profitability.
5. Transportation in a International supply chain - Role of transportation; Factors affecting transportation decisions; Modes of transportation Use of Information in a Supply Chain, GPRS and e-tracking.
6. Importance of Packaging in International Supply Chain Management.
7. Role of Material Handling and its Effects on Supply Chain

### **Books recommended :**

1. Purchasing & Supply Chain management – A.J.V.Weele
2. Supply Chain Management – Meindl & Chopra—Pearson Education Asia . Addison Wesley Longman(Singapore) Pte Ltd. 482, F.I.E. Patparganj, Delhi 110 092
3. Supply Chain Management Sahay.
4. Management of Business Logistics – Coyle
5. Logistical Management – David Closs – Tata McGraw Hill , New Delhi

**Note:** At least **five Cases** should be discussed in the class

## 842 – Business Ethics And Environment

**COURSE OBJECTIVE:-**To acquaint students with the practical application of the factors that affect business.

- 1) Business Environment – Meaning, Nature and scope of Business Environment, Nature of Business in 21<sup>st</sup> century, and Components of Business Environment.
- 2) Economic Environment - Nature & Structure of Indian Economy, Economic Reforms 1991 – Trend, Growth and present status, Economic Policies: - Industrial, Monetary & Fiscal Policies and foreign policy; Recent Developments in Business Environment of India, SWOT Analysis of Indian Economy.

- 3) International Business Environment:- Globalization- Meaning, scope, phases, indicators; WTO & GATT, Sub Prime Crisis, International Financial Markets and Indian Business, Capital account Convertibility, global capital flow paradox, Forex Reserve Management and its impact on Indian Business. Foreign Investment. Case Studies.
- 4) Ethics & Environment – Ethics & Business – Its issues, arguments, Moral responsibility and blame, Ethical principles in business – Utilitarianism (weighing social cost and benefits), Rights and duties, Justice and fairness, The ethics of care. Case Studies.
- 5) Corporate Governance: Meaning, Nature and components of corporate governance, Role of corporate governance in the growth of business. Case Studies.

**Text Books:-**

- 1) Francis Cherullinum- Business Environment, Himalaya Publishing House, New Delhi
- 2) K. Aswathappa – Essentials of Business Environment, Himalaya Publishing House, New Delhi
- 3) Mishra & Puri – Economic Environment in India, Himalaya Publishing House, New Delhi
- 4) Justin Paul:- Business Environment – Text & Cases, McGraw Hill Companies, New Delhi
- 5) Raj Agrawal - Business Environment, Excel Books, New Delhi
- 6) Manuel G. Velasquez - Business Ethics, Concepts and cases, Pearson Education, 6<sup>th</sup> edition.

**Extra Readings:-**

- 1) Dutt & Sundaram – Indian Economy, S. Chand & Co. New Delhi
- 2) I.J. Ahluwalia & I.M.D. Little – India's Economic Reforms and Development, Oxford University Press, New Delhi.
- 3) E- Journals & Database: - EBSCO, INDIASTAT.COM, EIU.COM, CAPITAL LINE .COM

**843 - Business Forecasting And Planning Techniques**

**Objective:** *The objective of this paper is to teach the different forecasting techniques that are helpful in trade and business.*

1. Basic concepts of Business Forecasting and Planning, Fundamentals of Business & Business Environment, Nature of business in 21<sup>st</sup> Century, Components of business Environment, Stages and Techniques for Environmental Analysis. Quantitative Forecasting; Criteria for Evaluation: ME, MAD, MSE, RMSE (SDE), PE, MPE, MAPE, Theil –U - Statistic; Introduction to Qualitative & Technological Forecasting.
2. Methods of Business Forecasting; Quantitative Approach-Naive Method, Single and Double Moving Averages; Single exponential smoothing, ARRSES, Double exp. smoothing (Brown's one parameter & Holt's two parameters Methods). Trend Analysis - Linear, Semi-Log, Exponential and Logistic Models. Regression and Econometric Models of Forecasting Introductory Box-Jenkins (ARIMA) Methods.

3. Qualitative & Technological Methods of Forecasting: Subjective Assessment Methods - Jury of Executive Opinion, Sales force Composite Methods, Formal Surveys & Market Research - Based Assessments, Subjective Probability Assessments. Exploratory Methods - Scenario Development Methods, Delphi, Cross-Impact Matrices, Curve Fitting, Analogy Methods, Morphological Research, Catastrophe Theory, Normative Methods - Relevance Trees, Introduction to Systems Dynamics.
4. Applications of Forecasting Techniques in predictions of Demand (Consumer durable, Capital goods & new product), Sales, Cost, Price, Stock prices, Profits, Inventory, Production, Cash flow, Foreign exchange rate, Import, Investment, Labour requirements & macroeconomic leading indicators like interest rate forecasting.
5. Business Forecasting & Planning: The role of forecasting in planning, relating forecasting & planning in business organization, forecasting as input to planning & decision making, contribution of forecasting to analysis and Understanding (The variance as a Measure of Risk, Marginal Analysis, Elasticity's, Costing, Seasonal & Cyclical Considerations, Simulation & Sensitivity Analysis).

**Note:** At least **five Cases** should be discussed in the class

**Books recommended:**

1. Makridakis, Wheelwright and Mc Gea (1983), Forecasting: Methods and Applications, John Wiley & Sons.
2. Sheerer, P.(1994), Business Forecasting & Planning, Prentice Hall. Collateral Reading
3. Graner,C.W.(1989), Forecasting in Business & Economics, Academic Press, Inc.
4. Martino,J.P.(1983),Technological Forecasting for Decision Making, N.Y.; Amer.Elsevier.
5. Pindyck & Rubinfeld (1976), Econometric Models and Econometric Forecasts, Mc Graw Hill.
6. Thirlwall, A.P. (1983), Growth and Development with Special Reference to Developing Economies, ELBS/Mac Millan (Ch.10).
7. Thomopoulos (1980), Applied Forecasting Methods, Englewood Cliffs, N.J.,Prentice Hall.
- 8 .Wheel wright and Makridakis (1985), Forecasting Methods for Management, John Wiley & Sons.

**Journals**

1. International Journal of Forecasting.
2. Journal of Forecasting.
3. Technological Forecasting and Social Change.

## 844 (A) – Consumer Behavior

**Objective:** *The objective of this paper is to provide knowledge about the significance of consumer behavior in marketing.*

1. Introduction – Defining consumer behavior, Significance of consumer behavior in daily life, Relation of consumer behavior with marketing management, De-marketing Government Policies.
2. Market Segmentation – Types, Product Positioning
3. Influence of Culture, Subculture, Social class, Social groups, family, personal influence and innovation.
4. Determinants of Consumer Behaviour – Personality
5. Perception
6. Learning
7. Motivation
8. Attitudes
9. Consumer decision process, Search & evaluation
10. Purchasing process and Post purchase behavior
11. Consumerism, Organizational Buyer behavior

**Note:** At least **five Cases** should be discussed in the class

### **Books recommended:**

1. Consumer Behaviour - Hoyer Mac Innis
2. Consumer Behaviour - David L. Laudon, Albert J. Della Bitta
3. Consumer Behaviour - Leon G. Schiffman Leslie Lazar Kanuk
4. Consumer Behaviour – Satish Kumar Batra
5. Consumer Behaviour – Schiffman Leon.G
6. Consumer Behaviour – Nair, Suja. R.

## 844 (B) Commodity, Derivative & Price Risk management

- 1 Introduction to Derivatives – Introduction to Derivatives, Meaning of Forwards, Futures, Options and Swaps, Difference between Spot and Futures Markets, Difference between Futures and Forward contracts, types of orders.
- 2 History of commodity markets – Evolution of commodity markets, Commodity markets of India
- 3 Commodity Futures in India and its Regulations – Evolution The Kabra Committee Report, Commodity Futures Markets: The Economic Perspective, Regulatory Framework – Forward Contract Regulation Act, 1952, Forward Market Commission and its functions, Regulatory Measures evolved by the Commission, Proposed amendments to FC(R) Act, 1952 National level Multi Commodity Futures Exchanges in India?
- 4 Commodity Futures – Meaning and Objective of Commodity Futures, Pricing commodity Futures: Factors affecting Cost of Carry, Investment and Consumption Commodities, Meaning of Basis and Spreads – Basis, Basis Risk, Spread, Participants in Commodity Derivatives – Hedgers, Speculators, Arbitraders.

- 5 Advanced Concepts in Commodity Futures – Hading:- What is concept Hedge ratio, Buying Hedge or Long Hedge, Uses of Buying Hedge Strategy, Buying hedge with Basis Risk, Selling Hedge or Short Hedge, Uses of Selling Hedge Strategy, Selling Hedge with Basis Risk, Rolling Over of Hedge Position, Advantages and Limitations of Hedging Speculation.
- 6 Option Markets - Types of options, uses of options, Payoffs from options, Trading strategies, Involving options Bull-bear, butter-Fly, calendar and diagonal spread, Straddles, stir rip and straps, Options valuation and pricing, over the counter exchange option, index options
- 7 Future contracts: Introduction to futures markets, future contract and future trading, specification of the future contract, newspaper quotes, hedging using futures, Index futures, basics of stock index futures, interest rate futures, foreign exchange and currency futures, mechanism of future contracts, operations of margin, convergence clearing process, clearing house and clearing margins, hedging, difference between forward future
- 8 Swaps: Introduction to swaps, basic swap structure, interest rate swaps, currency swaps, mechanics of swaps, transactions, swap options.

***Recommended Books:***

- 1 Redhead, Futures – Pearson education Asia Publications, 1999
- 2 Robert A. Strong, Derivatives: An Introduction – Thompson publications, New Delhi, 2000
- 3 Robert W. Kolb, Understanding Futures – PHI Publications, New Delhi, 2000
- 4 Robert W. Kolb, Understanding Options – PHI Publications, New Delhi, 2000
- 5 John C. Hull Options, futures and other derivatives – Pearson education Asia, 4<sup>th</sup> edition, 2001

**845-Major Research Project**

The MRP shall comprise of individual & original research by a student under the guidance of a faculty member on a topic, which shall preferably relate to an area of his interest/ specialization. Research here construes **either or both** of the following:

1. Research based on Primary or Secondary data.
2. Study based Research, wherein a researcher must exhibit **in depth** knowledge of the chosen topic.

The MRP shall carry a weight of **four credits** and shall be awarded grades A/ B/ C/ D/ F. Prior to submission of final report, the students have to prepare their Synopsis with due consultation of their respective guides. Topic or guide once finalized will not be changed. Only those students would be allowed to submit their final MRP, who maintain regularity in their attendance and remain in constant touch with their respective guides. The students have to strictly follow the following pattern of their Synopsis and MRP.



### **Format of synopsis**

1. Title
2. Introduction
3. Review of literature
4. Objectives
5. Methodology

### **Format of thesis**

1. Title
2. Introduction
3. Review of literature
4. Objectives
5. Methodology
6. Analysis of data / text
7. Findings, suggestions and implication of the study
8. Bibliography

### **Schedule- *The schedule would be strictly followed.***

<b>Task</b>	<b>On or before</b>
Submission of topic to the Course Coordinator	September 30, 2008
Submission of Synopsis	October 31, 2008
Submission of Thesis	March 31, 2009
MRP Viva	End Semester Exams (IV semester)