

STRUCTURE OF SYLLABUS FOR MBA (WITH 4 SPECIALISATIONS)

MBA (1ST SEMESTER) *TOTAL MARKS-600*

COURSE CODE	PAPER NAME	MARKS
111	PRINCIPLES AND PRACTICES OF MANAGEMENT	100 (WRITTEN EXAM-80 +INTERNAL MARKS-20)
112	ORGANISATIONAL BEHAVIOR	100 (WRITTEN EXAM-80 +INTERNAL MARKS-20)
113	MANAGEMENT ACCOUNTING	100 (WRITTEN EXAM-80 +INTERNAL MARKS-20)
114	MANAGERIAL ECONOMICS	100 (WRITTEN EXAM-80 +INTERNAL MARKS-20)
115	QUANTITATIVE METHODS IN MANAGEMENT	100 (WRITTEN EXAM-80 +INTERNAL MARKS-20)
116	COMPUTER APPLICATIONS IN MANAGEMENT	100 (WRITTEN EXAM-50+PRACTICAL EXAM-30 +INTERNAL MARKS-20)

MBA (2ND SEMESTER) *TOTAL MARKS-600*

COURSE CODE	PAPER NAME	MARKS
121	MANAGEMENT INFORMATION SYSTEMS	100 (WRITTEN EXAM-80 +INTERNAL MARKS-20)
122	PRODUCTION MANAGEMENT	100 (WRITTEN EXAM-80 +INTERNAL MARKS-20)
123	HUMAN RESOURCE MANAGEMENT	100 (WRITTEN EXAM-80 +INTERNAL MARKS-20)
124	MARKETING MANAGEMENT	100 (WRITTEN EXAM-80 +INTERNAL MARKS-20)
125	FINANCIAL MANAGEMENT	100 (WRITTEN EXAM-80 +INTERNAL MARKS-20)
126	RESEARCH METHODOLOGY	100 (WRITTEN EXAM-80 +INTERNAL MARKS-20)

MBA (3RD SEMESTER)

Total Marks - 600

PAPER NAME WITH COURSE CODE			
Marketing Management (MM)	Financial Management (FM)	Human Resource Management (HRM)	Systems & Operation Management (SOM)
(SPMM- 231) Sales, Distribution & Retail Management [100 MARKS (WRITTEN EXAM-80 +INTERNAL MARKS-20)]	(SPFM- 231) Investment Management [100 MARKS (WRITTEN EXAM-80 +INTERNAL MARKS-20)]	(SPHRM- 231) Strategic Human Resource Management [100 MARKS (WRITTEN EXAM-80 +INTERNAL MARKS-20)]	(SPSOM-231) Operating System & Relational Database Management System [100 (WRITTEN EXAM-60+PRACTICAL EXAM-20+INTERNAL MARKS-20)]
(SPMM- 232) Advertising & Promotion Management [100 MARKS (WRITTEN EXAM-80 +INTERNAL MARKS-20)]	(SPFM-232) International Financial Management [100 MARKS (WRITTEN EXAM-80 +INTERNAL MARKS-20)]	(SPHRM-232) Human Resource: Planning and Evaluation [100 MARKS (WRITTEN EXAM-80 +INTERNAL MARKS-20)]	(SPSOM-232) C, Networking & Numerical Technique [100 (WRITTEN EXAM-60+PRACTICAL EXAM-20+INTERNAL MARKS-20)]
COURSE CODE	PAPER NAME		
233	Operations Research [100 MARKS (WRITTEN EXAM-80 +INTERNAL MARKS-20)]		
234	Business Regulatory Frame work [100 MARKS (WRITTEN EXAM-80 +INTERNAL MARKS-20)]		
235	Business Ethics, Corporate Governance & Business Communication [100 MARKS (WRITTEN EXAM-80 +INTERNAL MARKS-20)]		
236	Business Environment [100 MARKS (WRITTEN EXAM-80 +INTERNAL MARKS-20)]		

MBA (4TH SEMESTER)

Total Marks - 800

PAPER NAME WITH COURSE CODE			
Marketing Management(MM)	Financial Management (FM)	Human Resource Management (HRM)	Systems & Operation Management (SOM)
(SPMM- 241) Consumer Behaviour & Market Research [100 MARKS (WRITTEN EXAM-80 +INTERNAL MARKS-20)]	(SPFM- 241) Tax Planning & Management [100 MARKS (WRITTEN EXAM-80 +INTERNAL MARKS-20)]	(SPHRM- 241) Organization Development [100 MARKS (WRITTEN EXAM-80 +INTERNAL MARKS-20)]	(SPSOM-241) System Analysis & Design [100 MARKS (WRITTEN EXAM-80 +INTERNAL MARKS-20)]
(SPMM- 242) Contemporary Issues in Marketing 100 MARKS (WRITTEN EXAM-80 +INTERNAL MARKS-20)]	(SPFM-242) Management Of Financial Services 100 MARKS (WRITTEN EXAM-80 +INTERNAL MARKS-20)]	(SPHRM-242) Industrial Relations [100 MARKS (WRITTEN EXAM-80 +INTERNAL MARKS-20)]	(SPSOM-242) Logistics & Supply Chain Management [100 MARKS (WRITTEN EXAM-80 +INTERNAL MARKS-20)]
COURSE CODE	PAPER NAME		
243	Strategic Management [100 MARKS (WRITTEN EXAM-80 +INTERNAL MARKS-20)]		
244	Entrepreneurship & Business Plan Development[100 MARKS (WRITTEN EXAM-80 +INTERNAL MARKS-20)]		
245	Project Evaluation and Grand Viva [200 MARKS (PROJECT EVALUATION-150 +GRAND VIVA -50)]		

Principles & Practices of Management (PPM)

COURSE CODE- 111

Objective: To familiarize the students with basic management concepts.

Course Contents:

Unit I: Concept & Nature of Management

determination of nature of work of a manager, universality of the Principles of management, evolution of management thoughts, role of management principles. **[10 LH]**

Unit II: Process of Management

Planning, organizing, staffing, directing, controlling. **[10 LH]**

Unit III: Social Responsibilities of Management

professional management as compared to traditional system of owner management, the need for social responsibility of business. **[10 LH]**

Unit IV: Strategic Management

concept of strategy and strategic management, strategic alternatives, diversification, mergers and acquisition. **[10 LH]**

Unit V: Decision – Making

process guidelines for effective decision making, creativity in decision, making the rational model of decision making challenges to the rational model, improving decision making and problem solving, decision making tools & techniques. **[10 LH]**

Unit VI: Management of Technical Innovation

competitive economical & political factors that influence technical innovation in private and public organization domestically and internationally, management research & development (project selection, resource allocation, technology planning), management development projects (quality, manufacturing and intellectual property issues). **[10 LH]**

Suggested Readings:

1. Koontz, H and Wechrich, H., *Management*, McGraw Hill, New York.
2. Luthans, F., *Organizational Behaviour*, McGraw Hill, New York,
3. Robbins, S. P., *Management*, Englewood Cliffs, Prentice hall Inc., New Jersey,
4. Robbins, S. P., *Organizational Behaviour*, Prentice Hall of India, New Delhi.
5. Singh, D., *Emotional Intelligence at work*, Response Books, Sage Publications, Delhi.
6. Stoner J, *Management*, Prentice Hall of India, New Delhi.

Organizational Behavior (OB)

COURSE CODE- -112

Objective: To familiarize the students with basic concepts of the behavioral processes in the organization.

Course Contents:

Unit I : The study of Organization: the nature & types of organization. **[2 LH]**

Unit II: Structure of Organizations: functional, divisional, matrix, bureaucratic, mechanistic vs organic structure. **[4 LH]**

Unit III: Foundation for Organizational Behavior (OB) : field of O.B., contributing disciplines, human – relations movement, Hawthorn studies and other models, individuals, groups, systems, performance, organizational effectiveness, ethical issues. **[6 LH]**

Unit IV: Micro organization design: job redesign – quality of work life. **[4 LH]**

Unit V : Macro Organization design: technological imparities and socio-technical model. **[4 LH]**

Unit VI: Organizational development: improving performance – managing organizational change – diagnosis, interventions, action research, process consultant. **[6 LH]**

Unit VII: Personality: organizational determinants, individual behavior, trait & psycho – analytical theories, transactional analysis. **[5 LH]**

Unit VIII: Motivation: concept – theories & reinforcement. **[5 LH]**

Unit IX: Perception: process, factors, implications. **[5 LH]**

Unit X: Learning: cognitive and S.R. theories. **[5 LH]**

Unit XI: Group Dynamics: group behavior, informal and formal effectiveness, team work group decision making, conflict management. **[6 LH]**

Unit XII: Communication Process: organizational communication – interpersonal communication – communication skills. **[5 LH]**

Unit XIII: Leadership Process: styles and approaches – different models & theories. **[5 LH]**

Suggested Readings:

1. Koontz, H and Wechrich, H., *Management*, McGraw Hill ,New York,
2. Luthans, F. ,*Organizational Behavior*, McGraw Hill, New York.
3. Robbins , SP., *Organizational Behaviour* , Prentice Hall of India, New Delhi.
4. Staw, B. M., *Psychological Dimensions of Organizational Behaviour*, Englowed Cliffs, Prentice Hall Inc. New jersey.
5. Singh , D., *Emotional Intelligence at work* , Response Books , Sage Publications, Delhi.
6. Pareek, U., *Understanding Organizational Behaviour*, OUP, New Delhi.

Management Accounting (MA)
COURSE CODE-113

Objective: To develop an insight of postulates, principles and techniques of accounting and utilization of financial and accounting information for planning, decision making and control.

Course Contents:

Unit I: Basics of Accounting Process- basic accounting equation, rules of debit and credit and recording process i.e., analyzing, journalizing, ledger posting and preparation of trial balance, preparation of profit and loss statement, balance sheet. **[10 LH]**

Unit II: Financial Statement Analysis – meaning, types – external analysis, internal analysis, horizontal analysis, vertical analysis, trend analysis, ratio analysis, comparative statements of balance sheet, income statement, common size statements- balance sheet, income statement, fund flow statement **[9 LH]**

Unit III: Cost Accounting – concept of cost, classification, methods and techniques of costing and cost sheet. **Management Accounting-** meaning, objective, techniques. **[5 LH]**

Unit IV: Marginal Costing – definition of marginal cost and marginal costing, break – even analysis, differential analysis decisions- make or buy, add or drop operation or shutdown etc, cost- volume -profit analysis. **[10 LH]**

Unit V: Standard Costing and Variance Analysis **[8 LH]**

Unit VI: Budgets and Budgetary control – meaning; objectives; organizations for budgetary control; budget centre; manual, committee, period; types of budgets; fixed, cash and flexible budgets; performance budgeting, Zero Base budgeting. **[8 LH]**

Unit VII: Responsibility Accounting – meaning, responsibility centers, transfer pricing systems. **[5 LH]**

Unit VIII: Activity Based Costing, EVA and ROI, Balance Score Card approach. **[5 LH]**

Suggested Readings:

1. Bhattacharyya, A, *Financial Accounting for Business Managers*, Prentice Hall India, New Delhi
2. Jain & Narang, *Cost & Management Accounting*, Kalyani Publication, New Delhi
3. Basu & Mitra, *Cost and Management Accounting*, Tee Publication.
4. Reiners, J. L., *Financial Accounting*, Pearson Education.
5. Sharma & Gupta, *Management Accounting*, Kalyani Publication.
6. Stice & Stice, *Financial Accounting: Reporting & Analysis*, India Edition

The lecture hours (LH) are tentative and indicative only

Managerial Economics (ME)

COURSE CODE-114

Objective: To acquaint the students with concepts and techniques used in Economic theory and to enable them to apply this knowledge in business decision-making.

Course Contents:

Unit I: Introduction

definitions, nature and scope of managerial economics, various models of managerial economics, role of managerial economics. **[8 LH]**

Unit II: Basic Concepts and techniques

consumer theory, theory of demand, demand functions, elasticities, income and substituting effects, demand forecasting – purposes and methods. **[10 LH]**

Unit III: Productions and Cost analysis

production functions, process, law of variable proportions, concepts of TP, AP, MP, returns to scale, expansion path. short run and long run concepts of cost, concepts of MC, AC & TC, application based numerical problems. **[16 LH]**

Unit IV: Pricing & Market Structure

determinants, objectives, pricing under different market conditions. cost curves, break even analysis and cost control, theory of firm, profit maximization, sales maximizations, ownership and control. market structure – perfect competition, monopoly, oligopoly with special reference to duopoly, monopolistic competition . Application based numerical problems. **[16 LH]**

Unit V: Macro Economics aggregate Concepts

GNP and GDP Aggregate Consumption, Gross Domestic livings, Gross Domestic capital Formation, concept and measurement of National Income , determination of National Income - consumption Function, investment function, business cycle. **[10 LH]**

Unit VI: Money, Banking

Definitions, Function, types, Role played by Central Bank, Commercial Banks . Inflation and employment – types, approaches, causes and effects of Balance of Payment, Measures to correct disequilibrium in Balance of Payment. **[10 LH]**

Suggested Readings:

1. Adhikary, M. *Business Economics.*, Excel Books ,New Delhi.
2. Baumol, WJ. *Economic theory and Operations Analysis.* Prentice Hall Inc, New Delhi.
3. Chopra, OP., *Managerial Economics*, Tata McGraw Hill, New Delhi.
4. Keal, Paul G & Philips K.Y. Young, *Managerial Economics*, Prentice Hall, New Jersey
5. Koutsoyiannis, A. *Modern Micro Economics*, Macmillan, New York.
6. Milgrom, P and Roberts J. *Economics, Organization and Management*, Prentice Hall, New Jersey

Quantitative Methods in Management (QMM)

COURSE CODE-115

Objective: To make the students familiar with some basic statistical and linear programming techniques which will enhance their decision making skills in business.

Course Contents:

Unit I: Basic Statistics: Collection and presentation of Business Data, Measure of Central tendency, Measures of dispersion, Skewness and Kurtosis, Descriptive Statistics. **[11 LH]**

Unit II: Probability and Distributions: Basic Set theory, Sample space, Laws of probability, Random variables, probability functions, Binomial, Poisson and Normal Probability distributions and its applications. **[12 LH]**

Unit III: Sampling, Estimation and Tests : Purpose and principles of sampling, different sampling methods, Sample and sampling distributions point and interval estimations hypothesis testing, Type I and Type II errors, Analysis of Variance, One tailed and two tailed tests, Tests of significance, Chi Square and T- test, Central Limit Theorem, Affiliations to Q.C. charting and Control. **[15 LH]**

Unit IV: Correlation and Regression: Types of correlation, Coefficient of correlation, Its Interpretation, Scatter diagram, Simple Regression lines and their interpretation, Properties of regression coefficients, Standard error of estimate, Rank correlation. **[15 LH]**

Unit V: Time series and Forecasting: Components of Time series, Trend Analysis, Measurements of seasonal variations, Cyclic and irregular variations Techniques of forecasting – exponential smoothing, forecasting through regression. **[8 LH]**

Unit VI: Linear Programming: Problems, Nature of solution types, Graphical & Simplex Methods. **[14 LH]**

Unit VII: Index Methods: their applications. **[5 LH]**

Suggested Readings:

1. Chadha, N.K., *Statistics for Behavioral and social Scientists*, Reliance Publishing House, Delhi.
2. Gupta S.P. and Gupta M. P., *Business Statistics*, Sultan Chand, New Delhi.
3. Kazmier, L J and Pohl, N.F., *Basic Statistics for Business and Economics*, McGraw Hill, New York.
4. Levin Richard I and Rubin David S. *Statistics for Management*, Prentice Hall Inc., New Jersey.
5. Narang, A S., *Linear Programming and Decision Making*, Sultan Chand, New Delhi.
6. Sharma, J.K., *Fundamentals of Operations Research*, Macmillan, New Delhi.

Computer Applications in Management (CAM)

COURSE CODE-116

Objective: To acquaint the students with concepts and techniques used in Computers & Information Technology and to enable them to apply this knowledge & skill in business decision-making.

Course Contents:

Unit I: Computer Fundamentals: Basic computer, Computer System and Computer Mathematics, [6 LH]

Unit II: Operating System: introduction, classification of operating system, [2 LH]

MS-DOS. : concepts, internal & external commands, formatting, DOS Commands [3 LH]

Win XP: introduction, desktop, customizing toolbar, folder, rename, moving folder, cut, copy paste [3LH]

Unit III: Word Processing with MS - Office:

MS – WORD: text editing, format, printing, save documents, Mail Merge, other features,

POWER POINT: concept, slide generation, animations, slide show,

[8 LH]

Unit-IV: MS- EXCEL: creating simple worksheets, ranges, copying and moving, formatting values, addressing mathematical, logical and special functions, [12 LH]

Unit-V: Computer Programming Language (C-Language): basics of C, numerical methods using C, [12 LH]

Unit-VI: Computer Network: principles of networking and applications, internet concept, website usage. [4 LH]

LABORATORY WORK [30 HRS]

Suggested Readings:

1. Burch , J., and Grudnitshi. Gary, *Information system : Theory and Practice*, John Wiley, New York.
2. David, Van Over, *Foundations of Business Systems*. Frot Worth , Dryden.
3. Eliason A L . *On – line Business computer Applications*, Science Research Associates, Chicago.
4. Estrada, S., *Connecting to the internet*, C.A. O’ Reilly, , Sebastopol.
5. Long , L, Englewood Cliffs, Computers , Prentice Hall, New Jersey
6. Leon, A., Leon, M., *Fundamentals of Information Technology*, Vikas Publishing House (P) Ltd, New Delhi,

Management Information System

COURSE CODE- 121

Objective: To develop the basic understanding of the management information system as applicable in business organizations.

Course Contents:

Unit I: Management Information System: Definition, basic concepts, framework, role & need of MIS [5 LH]

Unit II: Hardware, Software and advantages of computers in Information Systems [4 LH]

Unit III: Computer networks, types of network Data communication and Wireless Communication Technology, Electronic Data Interchange (EDI) [8 LH]

Unit IV : Data processing systems, retrieval of data, storage of data, concepts of information, organizational structure and management concepts, the decision making process by informations, concepts of planning and control, EIS, DSS, TPS. Etc. [12 LH]

Unit V: System Concept, System Development Life Cycle (SDLC), Decision Support System (DSS), characteristics & capabilities of DSS [7 LH]

Unit VI : Data sources and data management, Files: Definitions, types of files, concepts of DBMS, data warehouse , DDL, DML, DLL, concepts of RDBMS, Data Flow Diagram (DFD), E-R Diagram and mapping Cardinalities [10 LH]

Unit VII: Concepts of MS-Access: Tables, Forms, Query, Report, Macro etc. [8 LH]

Unit VIII: Concepts of E-Commerce & E-Business: B2B, B2C, C2C concepts etc. [8 LH]

Suggested Readings:

1. Kenneth C Laudon-Jane P. Laudon, *Management Information System*, Pearson Education, New Delhi.
2. Gordon B. Davis, Margrethe H Olson, *MIS –conceptual Foundations, structure and Development*, Tata McGraw-Hill , New Delhi
3. Banerjee, U. K, *Practical Management Information System, Indian experiences and Case Studies* , Macmillan Publication, New Delhi
4. Kumar,M, *Business Information Systems*, Vikash Publishing House, New Delhi
5. Gupta, A.K, Sharma, J.K., *MIS*, Macmillan Publication, New Delhi

The lecture hours (LH) are tentative and indicative only

Production Management

COURSE CODE- 122

Objective: The Course is designed to acquaint the students with decision making in Planning, Scheduling and control of Production and Operation functions in both manufacturing and services.

Course Contents:

- Unit I:** nature and scope of production and operations management **[4 LH]**
- Unit II:** facility location; types of manufacturing systems & layouts; layout planning and analysis; material handling –principles –equipments, line balancing –problems **[12 LH]**
- Unit III:** operations decisions – production planning and control – in mass production / in batch / job order manufacturing **[6 LH]**
- Unit IV:** capacity planning- models, reliability management **[10 LH]**
- Unit V:** process planning, aggregate planning, scheduling, maintenance management concepts **[8 LH]**
- Unit VI:** work study, method study, work measurement, work sampling, work environment, industrial safety. **[10 LH]**
- Unit VI:** material management; an overview of material management, material planning and inventory control; jit; materials planning, budgeting and material requirement planning, purchase management; stores management. **[10 LH]**
- Unit VII:** statistical quality control; quality assurance-acceptance sampling, statistical process control, total quality management, ISO -9000, maintenance management, safety management. **[10 LH]**

Suggested Readings:

1. Adam, E.E & Ebert, RJ, *Production and Operations Management*, Prentice Hall of India, New Delhi.
2. Amrine Harold, T. *Manufacturing Organization and Management*, Englewood Cliffs, Prentice Hall Inc, New Jersey.
3. Buffa, E.S., *Modern production Management*, John Wiley, New York
4. Chary, S.N., *Production and Operations Management*. Tata McGraw Hill, New Delhi
5. Dobler, Donald W and Lamar Lee, *Purchasing and Materials Management*, McGraw Hill, New York.
6. Dilwoth, James B. *Operations Management: Design, Planning and Control for Manufacturing & Services*. McGraw Hill, Singapore

The lecture hours (LH) are tentative and indicative only

Human Resource Management

COURSE CODE- 123

Objective: The objectives of this course is to sensitize students to the various facets of managing people and to create an understanding of the various policies and practices of human resource management.

Course Contents:

Unit I: Nature and concepts of HRM

introduction, human resource management – history; relevance of HRM; challenges faced by HRM; essential skills for HR Manager; the Indian Scenario and HRM **[6 LH]**

Unit II: Human Resource Planning

objectives; factors; process; limitations; role of HRP professionals; link between HRP and strategic planning **[6 LH]**

Unit III: Human Resource Information System (HRIS)

applications; necessary capabilities of HRIS; system functions; steps in implementing HRIS; benefits; limitations **[2 LH]**

Unit IV: Job Analysis and Design.

objectives; process; methods; job description; job specifications; job evaluations; job design **[8 LH]**

Unit V: Recruitment and Selection Strategies

factors affecting recruitment; process; sources; stages in selection process **[8 LH]**

Unit VI: Performance Appraisal

objectives; methods; possible errors in appraisal process; benefits; constraints; new trends in performance appraisal system; 360⁰ appraisal system; potential appraisal and succession planning **[10 LH]**

Unit VII: Developing Human Resources

orientation; training & development; applications of computers in training; estimating cost in T & D; developing effective training programmes; designing an HRD programme **[8 LH]**

Unit VIII: Maintenance of Human Resource

objectives of compensation planning; theories underlying motivation and remuneration; factors affecting pay levels; current trends in salary administration; International compensation; QWL; organizational development **[7 LH]**

Unit IX: HR in Knowledge Era

knowledge management architecture; knowledge, learning & performance; technology & innovation management; IT & organizations; international HRM **[6 LH]**

Suggested Readings:

1. De Cenzo & Robbins, *Human Resource Management: Concepts & Practices*; John Wiley and Sons, New Delhi
2. Aswathappa, *Human Resource and Personnel Management : Text and Cases*, Tata McGraw Hill Publications, New Delhi
3. Biswajit Pattanayak, *Human Resource Management* ; PHI, New Delhi
4. Jyothi. P & Venkatesh D.N; *Human Resource Management* : Oxford University Press, New Delhi
5. A.M. Sheikh, *Human Resource Development & Management*, S .Chand Publications, New Delhi
6. Gary Dessler, *Human Resource Management*, Pearson Publications, New Delhi

Marketing Management

COURSE CODE- 124

Objective: To develop an understanding of the underlying concepts, strategies and issues involved in the marketing of products and services.

Course Contents:

Unit I: Core Concepts of Marketing Management

broad dimension of marketing; definition of marketing, concepts of exchange, needs and wants; evolution of marketing-production era, sales era and marketing era; marketing orientation of modern organizations; relationship marketing ; definition - customer value, customer satisfaction **[8 LH]**

Unit II: Marketing Environment

the marketing environment – environment forces - identification and responses - demographic environment, economic environment, natural environment, technological environment, political – legal environment, socio – cultural environment **[8 LH]**

Unit III: Marketing Information System

marketing information system, marketing research – concept, process; marketing intelligence system **[6 LH]**

Unit IV: Consumer Behavior

consumer behavior – concept; factors influencing buying behavior – cultural, social, personal, psychological; buying decision process **[7 LH]**

Unit V: Marketing Process

Market Segmentation – Bases for Market Segmentation, Market targeting and positioning **[7 LH]**

Unit VI: Product Management

product and product mix – product classification, product line, product life cycle - concept, stages and strategies; product development – new product concept, new product development process; brand – concept, brand equity, branding decisions **[9 LH]**

Unit VII: Pricing

price – concept, price setting - objectives, pricing decisions, pricing methods, pricing strategies, rebate, discounts **[8 LH]**

Unit VIII: Distribution Management

marketing channels – concept, functions levels; intermediaries – types and roles, channel design decisions ; channel management decisions - channel member selection, training and motivation; channel dynamics – vertical and horizontal marketing system, channel conflicts; retailing- concept, types, recent trends in retailing; warehousing and transportation **[10 LH]**

Unit IX: Marketing Commutation & Promotions

marketing communication – target audience identification, communication objectives; promotion- promotion mix – advertising, sales promotion. publication; personal selling, direct marketing, advertising – objectives, strategies, consumer promotions and trade promotion tools; personal selling- process **[10 LH]**

Unit X: Service Marketing

growing importance of services in marketing; service classification; service characteristics – intangibility, heterogeneity; incompatibility; perishability; marketing strategies for services **[7 LH]**

Unit XI: Other Aspects of Marketing

importance of ethics in marketing, social marketing, marketing for non-profit seeking organization; rural marketing – concept **[6 LH]**

Suggested Readings:-

1. Kotler. P, *Marketing Management: Analysis, Planning , Implementation and control*, Prentice Hall of India, New Delhi
2. Saxena. R, *Marketing Management*, TMH, New Delhi
3. Ramaswamy, V.S, Namakumari, S, *Marketing Management- Planning , Implementation and Control*, McMilan India Ltd, New Delhi
4. Armstrong and Kotler , *Marketing- an Introduction*, Pearson Education, New Delhi
5. Kumar,A, Meenakshi N, *Marketing Management* , Vikas Publication, New Delhi

The lecture hours (LH) are tentative and indicative only

Financial Management

COURSE CODE- 125

Objective: To acquaint the students with broad framework of financial decision making in a business unit.

Course Contents

Unit 1: Financial Management – objectives, overview, scope, functions, roles of finance manager [2LH]

Unit II: Time Value of Money- future value, present value, uneven cash flows, intra-year compounding and discounting [5LH]

Unit III: Valuation of Bonds and Shares – bond valuation, stock valuation, dividend discount model, P/E ratio, earnings – price relationship [5LH]

Unit IV: Techniques of Capital Budgeting –process, net present value, benefits, cost ratio, internal rate of return, pay back period, accounting rate of return, capital rationing, replacement decisions [10LH]

Unit V: Cost of Capital – cost of debt, cost of preference shares, cost of equity, cost of retained earnings, weighted average cost of capital, weighted marginal cost of capital [8LH]

Unit VI: Capital Structure and firm value – Net Income Approach, Net Operating Income Approach, Traditional position, Miller and Modigliani position – taxation and capital structure, EPS – EBIT analysis [8LH]

Unit VII: Dividend policy and firm value – Walter’s model, Gordon’s model, Miller and Modigliani Position, pay out ratio, stability of dividend, residual payment, bonus shares and stock splits, share buybacks, factors determining dividend policy [7LH]

Unit VIII: Working Capital policy – factors influencing working capital requirements, current assets, financial policy, operating cycle and cash cycles, cash requirements for working capital [5LH]

Unit IX: Accounts Receivable Management – credit policy, credit evaluation, credit granting decisions, control of accounts receivables [5LH]

Unit X: Inventory Management – overview, need for inventories, EOQ Model, inventory control [5LH]

Suggested Readings:

1. Khan. Jain ; *Financial Management*; Tata McGraw Hill Publication, New Delhi
2. Pandey. I. M, *Financial Management*, Vikas Publication New Delhi
3. Bhalla. V. K, *Financial Management and Policy*; Anmol Publication, New Delhi
4. Chandra. P, *Financial Management*, Tata McGraw Hill Publication, New Delhi
5. Van Horne. J. C, *Financial Management and Policy*, Prentice Hall of India, New Delhi

The lecture hours (LH) are tentative and indicative only

Research Methodology

COURSE CODE- 126

Objective: To equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision making.

Course Contents

- Unit I:** nature and scope of research methodology; problem formulation and statement of research objectives **[8 LH]**
- Unit II:** value and cost of information – Bayesian Decision Theory; organization structure of research **[10 LH]**
- Unit III:** research process, research designs – exploratory, descriptive and experimental research designs **[10 LH]**
- Unit IV:** methods of data collection – observational and survey methods; questionnaire design **[10 LH]**
- Unit V:** attitude measurement techniques; motivational research techniques; administration of surveys **[10 LH]**
- Unit VI:** sample design; selecting an appropriate statistical technique; field work and tabulation of data **[10 LH]**
- Unit VII:** analysis of data, testing of hypothesis, advanced techniques for data analysis – ANOVA, multivariate analysis – common multivariate techniques, multidimensional scaling, statistical software – SPSS etc. **[22 LH]**

Suggested Readings:

1. Andrews, F.M. and Withey, S.B. *Social Indicators of Well Being*, Plenum Press, New York
2. Bennet, R: *Management Research*, ILO, Geneva
3. Fowler, Floyd J. Jr., *Survey Methods*, Sage Publication, New Delhi
4. Fox, J.A. and P.E. Tracy: *Randomized Response: A Methods of Sensitive Surveys*, Sage Publication, New Delhi
5. Gupta, S.P. *Statistical Methods*, Sultan Chand, New Delhi.
6. Golden, Biddle, Koren and Karen D. Locke, *Composing Qualitative Research*, Sage Publication, New Delhi

The lecture hours (LH) are tentative and indicative only

Business Regulatory Framework

Course Code: 234

Objective: To assist the students in understanding the basic laws governing the operations of a business enterprise

Course Contents

Unit I: Contract Act (1872): nature of contract, offer and acceptance, capacity of parties to contract, free consent, consideration, legality of object, agreement declared void, performance of contract, discharge of contract, remedies for breach of contract, Special Contract: indemnity, guarantee, bailment and pledge, agency **[10 LH]**

Unit II: Sale of Goods Act, 1930: formation of contracts of sale, goods and their classification. Price, conditions and warranties, transfer of property in goods, performance on the contract of sales, unpaid seller and his rights, sale by auction, hire purchase agreement **[9 LH]**

Unit III: Negotiable Instruments Act, 1881: definition of negotiable instruments, features, promissory note, bill of exchange and cheque, holder and holder in the due course, crossing of a cheque, dishonor and discharge of negotiable instrument. **[7 LH]**

Unit IV: The Consumer Protection Act, 1986: salient features, grievance redressal machinery **[3 LH]**

Unit V : Companies Act , 1956: corporate personality, kinds of companies, promotion and incorporation of companies, memorandum and articles of association, prospectus, share, share capital, members, borrowing power, debentures, directors, managing directors, company meetings, prevention of oppression and mismanagement, winding up **[18 LH]**

Unit VI: The Competition Act, 2002: concepts and explanations of some important terms – establishment, composition and powers of competition commission of India – competition advocacy – powers of central government to grant exemption, to issue direction and to supersede competition commission of India **[6 LH]**

Unit VII : Foreign Exchange Regulations: FEMA,RBI Guidelines **[5 LH]**

Unit VIII: Information Technology Act, 2000: an overview **[2 LH]**

Suggested Readings:

- 1) Singh, A, *The Principles of Mercantile Law*, Eastern Book Company, Lucknow
- 2) Kuchal, M.C., *Business Law*, Vikas Publishing house, New Delhi
- 3) Kapoor, N.D., *Business Law*, Sultan Chand & Sons, New Delhi
- 4) Singh A, *Company Law*, Eastern Book Company, Lucknow
- 5) Kuchal M.C., *Modern India Company law*, Shri Mahavir Books, Noida.
- 6) Kapoor N.D., *Company Law incorporating the provisions of the Companies Amendment Act*, Sultan Chand & Sons, New Delhi

The lecture hours (LH) are tentative and indicative only

Business Environment

Course Code: 236

Objective: To acquaint the students with the emerging trends in business environment.

Course Contents

Unit 1: Business Environment – concept, components and importance with special reference to Indian context
[5 LH]

Unit II: Economic Trends (An Overview) – income, savings and investment, industry, trade and balance of payments, money, finance, price, foreign exchange rate determination, 5- year plans
[16 LH]

Unit III: Problems of Growth – unemployment, poverty, regional imbalances, social injustice, inflation, parallel economy, industrial sickness
[15 LH]

Unit IV: Role of Government – monetary policy and fiscal policy, industrial policy, industrial licensing: privatization, devaluation, export-import policy, regulation of foreign investment, collaborations in the light of recent changes
[16 LH]

Unit V: International Environment – international trading environment (overview), trends in World trade and the problems of developing countries, counter trade, foreign trade and economic growth, international economic groupings, international economic institutions: GATT, WTO, UNCTAD, World Bank, IMF
[12 LH]

Suggested Readings :

6. Sundaram B, *The International Business Environment*, Prentice Hall, New Delhi
7. Agarwal, A. N., *Indian Economy*, Vikas Publishing House, New Delhi
8. Khan, Farooq A, *Business and Society*, S. Chand, New Delhi
9. Dutt. R. and Sundaram, K.E.M, *Indian Economy*, S. Chand. New Delhi
10. Misra. S.K. and Puri V. K., *Indian Economy*, Himalayan Publishing House, New Delhi
11. Hedge. Ian, *Environmental Economics*, McMillan, Hampshire

The lecture hours (LH) are tentative and indicative only

Operations Research

Course Code: 233

Objective: To develop an understanding of basic operation research techniques and their role in managerial decision making

Course Contents

Unit I: Management Science – basic concepts, role in decision –making	[2 LH]
Unit II: Linear Programming and Sensitivity Analysis	[7 LH]
Unit III: Assignment (including Routing Problems) and Transportation (including Transshipment problems)	[6 LH]
Unit IV: Decision Theory	[6 LH]
Unit V: Game Theory	[4 LH]
Unit VI: Inventory Management Techniques	[7 LH]
Unit VII: Queuing Theory	[7 LH]
Unit VIII: Markov Chain Analysis	[6 LH]
Unit IX: Simulation	[4 LH]
Unit X: Network Analysis (PERT, CPM etc)	[6 LH]
Unit XI: Goal Programming	[5 LH]

Suggested Readings:

1. Budnik. F S., Mceavey. D and Mojena. R., *Principles of Operations Research*, All India Traveller Bookseller, New Delhi
2. Gupta ,Manmohan,Desai,*Operations Research*,Prentice Hall of India,New Delhi
3. Mathur. K and Solow, D. *Management Science*. Englewood Cliffs, Prentice Hall Inc., New Jersey
4. Narang. A S. *Linear Programming and Decision Making*,Sultan Chand, New Delhi
5. Sharma. J K., *Operations Research: Theory and Applications*, Macmillian India Ltd., New Delhi
6. Taha. H A, *Operations Research – An Introduction*,Mc Millan, . New York

The lecture hours (LH) are tentative and indicative only

Business Ethics, Corporate Governance & Business Communication

Course Code: 235

Business Ethics

Part-I

FULL MARKS 30

Objective: To make the students knowledgeable about the concept of ethics and its implication in today's business context.

Course Contents

Unit 1: Introduction

nature of ethics, concept of morals, values and ethics, human values: contributions of Swami Vivekananda, Rabindranath Tagore **[4 LH]**

Unit II: Ethics and Business

(i) the evolution of business ethics (ii) moral in business (iii) social responsibilities of managers and administrators (iv) corporate governance **[4 LH]**

Unit III: Marketing and Advertising

(i) truth in advertising (ii) insider trading (fairness and efficiency in the market) (iii) pricing and ethics **[4 LH]**

Unit IV: Employees' Rights and Duties within the organization

(i) work place safety (ii) employee privacy (iii) discrimination based on gender, caste, colour (iv) whistle blowing **[4 LH]**

Unit V: Ethics in Information Technology

(i) privacy and IT (ii) software piracy (iii) internet and intellectual property rights **[3 LH]**

Unit VI: Environmental Protection

(i) ecological degradation and corporate social responsibilities (ii) pollution and its control (iii) assessment of clean technology **[3 LH]**

Suggested Readings

1. Crane, A. & Matten, D., *Business Ethics*, OUP, New Delhi
2. Boatright, J. R., *Ethics & the Conduct of Business*, Pearson Education, Delhi
3. Modh, S., *Ethical Management (Text and Cases in Business Ethics and Corporate Governance)*, McMillan India, New Delhi
4. Chakraborty, S. K., *Values and Ethics for organizations-Theory & practices*, OUP, New Delhi
5. Chakraborty, S. K., *Ethics in Management*, OUP, New Delhi
6. Petrick, J. A. and Quinn, J. F., *Management Ethics – Integrity at Work*, Response Books, New Delhi

The lecture hours (LH) are tentative and indicative only

Part-II

Corporate Governance

FULL MARKS 30

Objective: To enable the students with the knowledge of corporate governance for better running of organizations.

Course Contents

Unit 1 : Introduction : evolution , concept, principles, the relationship between corporate governance and business ethics, corporate governance and development –governance and corporate profitability, growth & transparency, corporate governance ratings [5LH]

Unit II: Corporate and Board Management: corporate business ownership structure, rights and relationship of shareholders and other stakeholders, board of directors-role, composition, systems and procedures, fiduciary relationship, directors-types, right, duties and responsibilities, executive management process, functional committees of board, investor servicing and investor protection measures [6 LH]

Unit III: Committee Management: need, functions and advantages of committee management, constitution and scope of board committees, different types of board committees- audit committee, remuneration committee, shareholders' grievance committee [8LH]

Unit IV: Legal and Regulatory Framework of Corporate Governance: legislation relating to corporate governance with special reference to the Indian financial system [6 LH]

Suggested Readings

1. Deaken, S. and Hughes, A., *Enterprise and Community: New Directions in Corporate Governance*, Blackwell
2. Dunlop, S. and Hughes, A., *Corporate Governance and Control*, CIMA
3. Financial Times, *Understanding Corporate Governance*, Oracle Corporation

The lecture hours (LH) are tentative and indicative only

Part III Business Communication

Objective: To enhance the knowledge and skills of effective communication among students.

Course contents:

FULL MARKS 20

Unit I - Writing skills: business messages, business letters , memo , appearance request letters, sales letters, collection letters, preparation of CV [8 LH]

Unit II- Report Writing: introduction to a proposal, report preparation, types of reports [5LH]

Unit III: Oral Presentation: principles , factors,skills [5 LH]

Unit IV: Non –verbal Communication: body language, kinesics, proxemics, para language [6 LH]

Unit V: Technology in Communication [3 LH]

Suggested Readings:-

1. Bovee and Thill, *Business communication today*, Tata McGraw hill, New Delhi
2. Ronald E. Dulek and John S. Fielder, *Principles of Business communication*, Macmillan Pub. Co., London
3. Randall E. Magros, *Business Communication*: Harper and Row, New York
4. *Webster's Guide to Effective Letter Writing*: Harper and Row, New York
5. Kaul. A, *Business Communication* : Prentice Hall of India, New Delhi
6. Kaul. A, *Effective Business Communication*: Prentice Hall of India, New Delhi

The lecture hours (LH) are tentative and indicative only

Sales, Distribution and Retail Management

Course Code: SPMM-231

Objective: To acquaint the students with the concepts which are helpful in developing a sound sales and distribution policy and providing necessary expertise in retail business.

Course Contents:

Unit 1: Sales Management

nature and scope, setting and formulating personal selling objectives, recruiting and selecting sales personnel, developing and conducting sales training programmes, designing and administering compensation plans, supervision of sale personnel, motivating sales personnel, sales meetings and sales contests, designing territories and allocating sales efforts, objectives and quotas for sales personnel, planning of sales force, developing and managing sales evaluation programme, sales cost and its analysis **[20 LH]**

Unit II: Distribution Management

an overview of marketing channels, their structure, functions and relationships, channel intermediaries – wholesaling and retailing, logistics of distribution, channel planning, managing marketing channels, marketing channel policies, performance assessment of marketing channels **[20 LH]**

Unit III: Retail Management

concept, types of retailers, retailing in India, changes in retailing in India, shopping trends in the Indian retailing sector, retail outlet location set up, concept of merchandise management, sales forecasting in retailing, HRM in retailing, customer loyalty, application of IT in retailing, retail logistics, Supply Chain Management in retailing, service-product concept in retailing, customer relationship management in retailing **[20 LH]**

Suggested Readings:-

12. Anderson. R, *Professional Personal Selling*, Englewoods Cliffs, Prentice Hall Inc, New Jersey
13. Buskirk. R. H and Stanton W. J., *Management of Sales Force*, Homewood, Illinois
14. Dalrymple. D.J, *Sales Management, Concepts and Cases*, John Wiley, New York
15. Michael Levy and Weitz Barton. A, *Retailing Management*, Irwin, London
16. Gupta S. L., *Sales & Distribution Management*, Excel Books, New Delhi

The lecture hours (LH) are tentative and indicative only

Advertising & Promotion Management

Course Code: SPM-232

Objective: To develop an understanding about concepts, methods and strategies of advertising and sales promotion.

Course Contents:

Unit 1: Communication and Promotions

communication process and importance, persuasive communication, integrated marketing communication-meaning & Importance, promotions, promotion mix, sales promotion, public relations, personal selling [6 LH]

Unit II: Core concepts of advertising

development of modern advertising, advertising as a mean of communication system, institutional framework of advertising, legal, economic and social aspects of advertising, ASCI and its role in Indian Advertising [7LH]

Unit III: Advertising Agency Management

role of advertising agencies, structure of advertising agency, compensation policy of advertising agency, client-agency relationship, advertising account management [6LH]

Unit IV: Advertising Objectives and Budgeting

promotional objectives, communication objectives, sales objectives, DAGMAR and its approach, assessment and establishing the promotional budget [7LH]

Unit V: Planning and Development of Campaign

importance of creativity in advertising, message development - source factors, message structure, message appeals, planning the creative strategy, creative process - account planning, preparation, incubation, illumination, creative strategy development of advertising campaigns, copy platform, major selling ideas, advertising appeals and execution, creative tactics for print advertising, TV Advertising, FM Radio advertising. [10LH]

Unit VI: Media Planning and Strategy

concepts of media planning, media scenario, types of the advertising media-broadcasting media, print media, support media -outdoor media, in store media, movie theatre, web media, developing the media plan, media mix, implementing the media plan - media strategies, target market coverage, geographic coverage, media scheduling, evaluation and follow-up of media planning & implementation, media buying [10LH]

Unit VII: Monitoring, Evaluation and Control of Advertising

reasons for measuring advertising effectiveness, research on measuring advertising effectiveness - pre & post testing methods [8LH]

Unit VIII: Sales Promotion

scope and role, growth of sales promotion, consumer oriented sales promotion, trade oriented sales promotion, sales promotion planning, sales promotion strategies - push & pull strategies [10 LH]

Unit IX: Sales Promotional Techniques

sampling, couponing, premiums, contests and sweepstakes, refunds and rebates, bonus packs, price off deals etc. [8LH]

Suggested Readings:

1. Belch and Belch, *Advertising and Promotion*, Tata McGraw Hill, New Delhi.
2. Duncan, *Advertising and IMC*, Tata McGraw Hill, New Delhi
3. Kazmi and Batra, *Advertising and Sales Promotion*, Excel Books, New Delhi
4. Jefkins and Yatin, *Advertising*, Pearson Education, New Delhi.
5. Brierley S., *The Advertising Handbook*, Routledge

The lecture hours (LH) are tentative and indicative only

Strategic HRM

COURSE CODE: SPHRM -231

Objective: To make the students conversant with the concepts and practices of HRM and to make them aware about their strategic relevance.

Course Contents:

Unit I: Strategic human Resource Management: an introduction, role of human resources in strategy, evolution of SHRM **[5 LH]**

Unit II: Human Resource Environment: a brief overview, HRM in knowledge economy **[5 LH]**

Unit III: Acquiring Human Resources: an overview, external influences on staffing internal influences on staffing, evaluation of staffing process, selection outcomes, strategic recruitment and selection, hiring for a diverse workforce, alternatives to hiring permanent employees, hiring considerations in BPO firms **[7LH]**

Unit IV: Training & Development of Human Resources: linkage between business strategy and training, the process of training and development, special forms of training and development **[6 LH]**

Unit V: Performance Management and Development Systems: effective performance management systems, technology and performance management, strategic linkage of performance management, 360 degree feedback **[8 LH]**

Unit VI: Compensation and Rewards Management: compensation and rewards – determinants, new developments, trends in top-level executive compensation, business strategy and compensation, total compensation and rewards strategy **[7 LH]**

Unit VII: Mentor Relationships: the concept of mentoring, perspectives of mentoring, outcomes of mentoring programmes, design and implementation of formal mentoring programmes, barriers to mentoring, mentoring relationship: a strategic HRM approach **[6 LH]**

Unit VIII: Work-Life Integration: changing notions of the work-family relationship, work-life issues, work-life balance, family-friendly workplace, work-family culture, HRD approaches to work-life integration, development of work-life initiatives, towards a strategic approach to work-life integration **[6 LH]**

Unit IX: International Human Resource Management: types of international organizations, international human resource management, external environment and IHRM, IHRM Practices **[6 LH]**

Unit X: HR Issues in M&A: HR due diligence, competency mapping, HR rationalization. **[5 LH]**

Suggested Readings:-

1. Chanda, A & Kabra, S, *Human Resource Strategy- Architecture for Change*, Response Books, New Delhi
2. Pareek, U , *Managing Transitions : The HRD Response*, TMH , New Delhi
3. Rao, T.V. *Alternative Approaches & Strategies for Human Resource Development*, Rawat, Jaipur
4. Agarwala, T, *Strategic Human Resource Management* , Oxford University Press, New Delhi
5. Clark, J , *Human Resource Management and Technology change*, Sage, London

Human Resource: Planning and Evaluation

Course Code: - SPHRM -232

Objective: To develop a conceptual as well as a practical understanding of human resource planning and human resource audit.

Course Contents:

Unit I: Macro Level Manpower Planning – industrial perspectives and other relevant considerations [6 LH]

Unit II: Human Resource Planning (HRP) in Organizations [8 LH]

Unit III: Models and Techniques of Manpower Demand & Supply Forecasting - Application of Markov Chains, Usage of Delphi Techniques, Method based on Managerial Judgment, Assessing manpower requirement through Work Study, Ratio Trend Analysis etc. [16 LH]

Unit IV: Human Resource Information System (HRIS) [6 LH]

Unit V: Career Planning and Management: competency mapping, alternative career [6 LH]

Unit VI: Human Resource Valuation and Accounting [8LH]

Unit VII: Human Resource Evaluation: definition and overview, HRM and firm performance, rationale for HR evaluation, measures of HRM performance [6 LH]

Unit VIII: HRD Audit: concepts and instruments [4 LH]

Suggested Readings:-

1. Arthur, M., *Career Theory Handbook*. Englewood cliff, Prentice Hall Inc, New Jersey
2. Belkaoui, A R and Belkaoui, J M., *Human Resource Valuation, A Guide to Strategies and Techniques*. Greenwood, Quorum Books
3. Dale, B, *Total Quality and Human Resources: An Executive Guide*. Oxford, Blackwell
4. Greenhaus, JH, *Career Management*, Dryden, New York
5. Kavanagh, M J. etc., *Human Resource Information System: Development and Application*, PWS –Kent, Boston
6. Mabey, C and Salama, G., *Strategic Human Resource Management* . Oxford, Blackwell

The lecture hours (LH) are tentative and indicative only

Investment Management

Course – SPFM 231

Objective: To impart knowledge to students regarding the theory and practice of Securities Analysis and Portfolio Management.

Course Contents:

Unit 1: Risk and Return: concept, types and measurement **[5 LH]**

Unit II: Capital Market: characteristics, market for new issues, secondary market, recent trends in capital market, regulation of capital market, SEBI's role in capital market **[5 LH]**

Unit III: Security Market Analysis: fundamental analysis – concept, objectives, assumptions, framework-economic analysis, industry analysis, company analysis, technical analysis - concept, Dow Theory, price analysis approaches, price-volume analysis approaches for forecasting individual stock performance **[10 LH]**

Unit IV: Efficient Market Theory: concepts, Random Walk Theory, different forms of efficient market hypothesis, different empirical tests **[5 LH]**

Unit V: Portfolio Construction and Analysis: concept of portfolio risk- return and diversification, the Markowitz Model, Efficient Frontier- introduction of risk-free asset, market portfolio and capital market line, Sharp's single index model for portfolio construction – beta estimation, security market line and Sharp Portfolio Optimization, **[15 LH]**

Unit VI: Use of Derivatives in Portfolio Management: Introduction to options and futures, long-short portfolio strategies, use of derivatives as hedging tools. **[10 LH]**

Unit VII: Performance Evaluation of Portfolios & Mutual funds: Sharpe ratio, Treynor ratio, Jensen's alpha, Sortino ratio, active and passive portfolio **[10 LH]**

Suggested Readings:

1. Chandra, P, *Investment Analysis Portfolio Management*, Tata McGraw Hill, New Delhi
2. Bhalla, V.K: *Investment Management: security Analysis and Portfolio Management*, S.Chand, New Delhi
3. Fisher, Donald. E and Jordon R.J. *Security Analysis and Portfolio Management*, Prentice Hall of India, New Delhi
4. Sharpe, Alexander, Bailey, *Fundamentals of Investments*, Prentice Hall of India , New Delhi
5. Khan M.N., *Technical Analysis*, Person Education, New Delhi
6. Elton, Edwin J and Gruber, Martin J, *Modern Portfolio Theory and Investment Analysis*, John Wiley, New York

The lecture hours (LH) are tentative and indicative only

International Financial Management

Course – SPFM 232

Objective: To help the students understand the conceptual issues in the wider field of international finance and their implications from the operational point of view.

Course Contents:

Unit 1: International Dimensions of Financial Management: emergence of the MNCs – nature of the MNCs – objectives of the firm and risk management – domestic financial management and international financial management **[5LH]**

Unit II: The Foreign Exchange Market:

- The Spot Market: quotations in the Spot Market - (direct and indirect, European and American, Bid-ask Rate and Bid-ask Spread, Cross Rate) - Currency Arbitrage (Two-point Arbitrage and Three-point Arbitrage, with and without transaction costs)
- the forward market – Quotations in the forward market
- currency Futures - difference between Forwards and Futures
- Currency Options: Different types of Currency Options
- Swaps: Currency Swaps and Interest Rate Swaps **[10LH]**

Unit III: Parity Conditions in International Finance: types of Parity Relationships- the Equilibrium Framework- Purchasing Power Parity –Unbiased Forward Rate (UFR) - The Fisher Effect – Interest Rate Parity –International Fisher Effect **[10LH]**

Unit IV: Foreign Exchange Risk Management (FERM) : two dimensions of Foreign Exchange Risk (viz., Exposure and Unanticipated change in Foreign Exchange Rates), Exposure: meaning, different types –managing Economic Exposure, managing Transactions and Translation Exposure: (a) internal financial techniques including Leading and Lagging, Netting, Matching, and Currency of Invoicing (b) external risk management / Hedging Techniques: Money Market Hedge, Forward Market Hedge, Hedging via the Futures Market, Hedging via the Options Market, Hedging via Swaps, etc. **[15LH]**

Unit V: International Financial Markets: international financial centers, long-term and short-term sources of funds including GDRs, ADRs, Euro Bonds, Euro Loans, NIFs, CPs and development banks **[5LH]**

Unit VI: Foreign Investment Analysis:

- i. International portfolio Investment : concept and benefits
- ii. capital budgeting for MNCs
- iii. current assets management particularly cash management
- iv. country risk analysis **[10LH]**

Unit VII: Multilateral Development Banks: World Bank, Asian Development Bank, International Finance Corporation **[5LH]**

Suggested Readings:

1. Apte. P.G, *International Financial Management*, Tata McGraw Hill, New Delhi
2. Levi, M.D., *International Finance-The Markets and Financial Management of Multinational Business*, Tata McGraw Hill, New Delhi
3. Sharan, V., *International Financial Management*, Prentice Hall of India, New Delhi
4. Shapiro, Alan, *Multinational Financial Management*, Prentice Hall of India, New Delhi
5. Jain, Peyrard, Yadav, *International Financial Management*, Macmillan India, New Delhi
6. Viz,M.,*International Finance*,Excel Books,New Delhi

The lecture hours (LH) are tentative and indicative only

Operating System & Relational Database Management System

Course Code: SPSOM – 231

OPERATING SYSTEM

Marks: 15

Objective: The students are to be provided with the basic understanding of *operating system* and the skills to make its use in business organizations

Course Contents:

Unit I: operating system overview, process description & control, memory management, processor scheduling elements of distributed process management **[6 LH]**

Unit II: security, study of Windows, Linux and UNIX as operating system **[6 LH]**

Suggested Readings:

1. Stallings. W, *Operating System : Internals and Design Principles*, Prentice Hall, New York
2. Tanenbaum. A, *Modern Operating Systems* ,Prentice Hall, New York
3. Silberschatz. A. Galvin, P.B. Gagne, G. , *Operating System Concepts* , John Wiley & Sons, New York

RDBMS & SQL CONCEPTS

MARKS – 45

Objective: The students are to be provided with basic understanding of the RDBMS & SQL and the skills to make use of these in business organizations.

Course Contents

Unit III: RDBMS: introduction – database and DBMS software, three layered architecture, advantages and disadvantages of a database, history **[7 LH]**

Unit IV :Data Modeling: object oriented and record based models, E – R model and E – R diagram examples and exercises, Hierarchical Model, Network Model and Relational Model, Normalisation techniques – First Normal Form, Second Normal Form and the Third Normal Form, examples and exercises, E.F. Codd’s 12 Rules for a relational database **[14 LH]**

Unit V: Database concepts: transaction management, properties of a transaction, commit and rollback, concurrency, locking, access control, data integrity, integrity constraints, auditing, backup and recovery, data dictionary – system catalogue, distributed database and distributed data access, introduction to client – server and ODBC connectivity **[11 LH]**

Unit VI: SQL: SQL language, DML commands – select, insert, update, delete – retrieving data, summarizing data, adding data to the database, updating data to the database and deleting data. Simple Queries – use of WHERE, arithmetic, comparison and logical operators, ORDER BY, GROUP BY and group functions. multi table queries, sub – queries, views, DDL Commands – table and view create, alter, drop integrity constraints, transaction processing – commit, rollback, save point **[15 LH]**

LAB: SQL & MS Access

Suggested Readings

1. Silberschatz, Korth, Sudarshan, *Database System Concepts*, McGraw Hill, New Delhi
2. Data, Kannan, Swamynathan. *An Introduction to Database Systems*, Pearson Education, New Delhi
3. Desai, B.C,*An Introduction to Database Systems*, Galgotia Publication, New Delhi

**Practical on fundamental concepts of Oracle, MS-Access and UNIX (Detail syllabus provided in Annexure-I)20 Marks
[20 Lab Hrs]**

Programming In 'C', Networking & Numerical Techniques

COURSE CODE: SPSOM – 232

(Full Marks-80)

PROGRAMMING IN 'C' & NUMERICAL TECHNIQUES

MARKS-45

Objective: To impart within the students, the basic skills of writing programmes using 'C' language and to make them conversant with the common numerical techniques required in management.

Course Contents:

- Unit I:** Overview of C – importance of C, sample programs, executing a 'C' program **[3 LH]**
- Unit II:** constants, variables and data types, operators and expressions, managing input and output operations **[5 LH]**
- Unit III:** decision making & looping – if statement, if – else statement, switch statement, go- to statement, while statement, do statement, for statement **[6 LH]**
- Unit IV:** Arrays – one dimensional, two dimensional, multi dimensional arrays, character arrays and string **[6 LH]**
- Unit V:** Functions – definition, return values & their types, function calls, function declaration, argument & return values, nesting of functions, passing arrays of function, passing strings to functions **[7 LH]**
- Unit VI:** structure & unions, pointers **[6 LH]**
- Unit VII:** file management, dynamic memory allocation & linked list **[5 LH]**
- Unit VIII:** Numerical Techniques:- computer arithmetic – floating point representation of numbers, errors in numbers, binary representation, iterative methods successive bisection method, false position method, Newton – Raphson method, differentiation and integration- numerical differentiation, numerical integration – Trapezoidal rule, Simpson's Rule **[12 LH]**

Suggested Readings:

1. Balagurusamy, E, *Programming in ANSI 'C'*, Tata McGraw Hill Publishing Company Ltd, New Delhi
2. Rajaraman, V, *Computer Programming in 'C'*, Prentice Hall of India, New Delhi
3. Kanitkar, *Let us C*, BPB Publications, New Delhi
4. Rajaraman, V., *Computer Oriented Numerical Method*, PHI, New Delhi

NETWORKING

MARKS-35

Objective: To impart knowledge to the students in the field of data communications and networking.

Course Contents:

- Unit IX:** introduction to concepts of data communications and business requirements, OSI architecture, internet and its architecture, applications and operations, Layered architecture, communications switching and routing **[13 LH]**
- Unit X:** network topologies, network protocols, network configuration and management, peer-to-peer applications, client/server and intranet computing, local area networks, wide area networks, management issues **[12 LH]**

Suggested Readings:

1. Stallings. W, *Business Data Communications*, Prentice Hall of India, New Delhi
2. Stallings. W, *Data and Computer Communications*, Prentice Hall of India, New Delhi
3. Tanenbaum A. S, *Computer Networks*, Prentice Hall of India, New Delhi

The lecture hours (LH) are tentative and indicative only

Strategic Management

Course Code: 243

Objective: The objective of this course is to develop a holistic perspective of the enterprise, critical from the point of view of the top executives and also about the strategic processes and their impact on a firm.

Course Contents

Unit I: Introduction - evolution of business policy, business policy - nature, importance, objectives, understanding the strategy, process of strategic management, functional strategies **[6 LH]**

Unit II: Organizational Direction- concept of strategic planning, vision, mission, objectives **[5 LH]**

Unit III: Environmental Analysis and Diagnosis – environmental scanning, elements of environment, SWOT analysis, Porter’s Five Forces model, driving force, strategic group mapping, key success factors, assessment of internal competencies, core competence, competitive advantage, competitor analysis, value chain analysis, benchmarking, experience curve **[15 LH]**

Unit IV: Strategic Alternatives – corporate level stability, expansion, retrenchment and turnaround, business level- generic strategies **[9 LH]**

Unit V: Strategic Analysis and Choice –gap analysis, corporate portfolio analysis- B C G Matrix, GE Nine cell matrix, strategic choice process **[8 LH]**

Unit VI: Strategy Implementation – issues in implementation - resource allocation - budgets - organization structure - matching structure and strategy, behavioral issues – leadership, corporate culture, values, ethics. **[12 LH]**

Unit VII: Strategic Evaluation & Control - overview of strategic evaluation & control, strategic control, task control, techniques of strategic evaluation & control, role of organizational system in evaluation. **[5 LH]**

Suggested Readings:

17. H. Igor Ansoff, *Implementing Strategic Management*, Englewood Cliffs, Prentice Hall Inc., New Jersey.
18. Budhiraja, S. B. and. Athreya, M. B, *Cases in Strategic Management*, Tata McGraw Hill, New Delhi.
19. Christensen, C. R., *Business Policy: Text and Cases*, Homewood, Illinois.
20. Glueck, William F., *Strategic Management and Business Policy*, McGraw Hill, New York.
21. Hax , A. C.and Majluf, N. S., *Strategic Management*, Englewood Cliffs, New Jersey.
22. Hamel, G. and Prahalad, C. K., *Competing for the Future*, Harvard Business School Press, Boston.

The lecture hours (LH) are tentative and indicative only

Entrepreneurship & Business Plan Development

Course -244
(Full Marks-80)

Part-A

ENTREPRENEURSHIP DEVELOPMENT

Full Marks 30

Objective: To expose the students to the growth of entrepreneurship in the developing countries with special reference to India as well as to make them aware about the working of the small enterprises.

Course Contents

Unit I: definitions and structure of entrepreneurship, classification and types of entrepreneurs, entrepreneurial traits and motivation, entrepreneurs & intrapreneurs, entrepreneurs vs professional managers, development of women entrepreneurs, theories of entrepreneurship development

[10 LH]

Unit II: process of entrepreneurial development, entrepreneurial development training, institutions in aid of entrepreneurs

[4 LH]

Unit III: Entrepreneurial finance

[5 LH]

Unit IV: small and medium sized enterprises (SMEs): definitions, economic functions & determinants of re-emergence

[6 LH]

Part-B

BUSINESS PLAN

Full Marks 20

Objective: To familiarize the students with the steps involved in developing a full-blown business plan.

Course Contents

Unit I: Ingredients of a business plan, difference between a concept note and business plan

[10 LH]

Unit II: Financial alternatives

[6 LH]

Unit III: financial evaluation, Project IRR, Equity IRR, Scenario/ sensitivity analyses, valuation

[10 LH]

Unit IV: Marketing, strategy and other issues

[6 LH]

Part-C

Preparation of a Project Report

Full Marks 30

Suggested Readings

1. Amarchand , D., *Government & Business.*, Tata McGraw Hill, New Delhi
2. Pareek, Udai & Venkateswara Rao, T., *Developing Entrepreneurship – A hand book on Learning System*, Learning systems, Delhi
3. Kumar, S.A., *Entrepreneurship in small Industry*, Discovery, New Delhi
4. Cherunilam, F., *Business & Government*, Himalaya, Bombay

The lecture hours (LH) are tentative and indicative only

Consumer Behaviour & Marketing Research

Course Code: SPMM-241

CONSUMER BEHAVIOUR

Objective: The basic objective of this course is to develop an understanding about the consumer decision-making process.

Course Contents

Unit I: introduction to consumer behaviour, consumer behaviour and marketing strategy, consumer involvement and decision making, information search process, evaluation criteria and decision rules **[10 LH]**

Unit II: consumer motivation, information processing and consumer perception, consumer attitudes and attitude change, influence of personality and concept on buying behaviour, psychographics and lifestyle, reference group influence, Indian consumer behaviour **[15 LH]**

MARKETING RESEARCH

Objective: To equip the students with the basic understanding of the research applied in Marketing and to provide insight into the application of modern analytical tools and techniques for decision making.

Course Contents

Unit I: marketing research – nature and scope **[4 LH]**

Unit II: research designs – exploratory, descriptive, causal, qualitative and quantitative research approaches **[4 LH]**

Unit III: data sources – primary and secondary, data collection methods – survey, observation **[8 LH]**

Unit IV: measurement concepts and scaling techniques, questionnaire design, sampling, univariate, bivariate and multivariate data analysis, report writing and presentation, use of statistical packages **[19 LH]**

Suggested Readings:

1. Hawkins, D, I, *Consumer Behavior, Implications for Marketing Strategy*, Texas Business Publication
2. Mowen and C, John, *Consumer Behaviour*, McMillan, New York,
3. Schiffman, L, G and Kanuk, L, L, *Consumer Behaviour*, Prentice Hall of India, New Delhi,
4. Loudon and Bitta, *Consumer Behaviour*, Tata McGraw Hill, New Delhi
5. Malhotra, NK, , *Marketing Research*, Pearson Education, New Delhi
6. Nargundkar, R, *Marketing Research*, Tata McGraw Hill, New Delhi

The lecture hours (LH) are tentative and indicative only

Tax Planning and Management

COURSE: SPFM -241

Objective: To acquaint the students with the implications of tax structure and corporate profit planning in operational as well as strategic terms.

Course Contents

Unit I: purposes and classification of taxes, canons of taxation, India's tax system, purpose of Tax planning and management **[5 LH]**

Unit II : basic concepts in Income Tax: assessment year, previous year, person, assessee, charge of Income Tax, heads of Income Tax, heads of income, total income and tax liability , income exempted from tax **[5 LH]**

Unit III: taxation of companies: residential status of companies and tax incidence, classification of companies for taxation, corporate tax rates, minimum alternate tax, Dividend Tax **[5 LH]**

Unit IV: tax planning with reference to location and nature of business for setting up new business units **[6 LH]**

Unit V: tax planning with reference to managerial decisions: lease and purchase of assets, make or buy, capital structure, repairs, renewals and renovation **[8 LH]**

Unit VI: tax planning with reference to employees' remuneration **[4 LH]**

Unit VII: tax planning with reference to business restructuring: amalgamations and demergers, transfer of assets between holding and subsidiary companies **[8 LH]**

Unit VIII: transfer pricing **[4 LH]**

Unit IX: tax management: return and assessment of income, advance payment of taxes, TDS and e-TDS return, interest and penalties **[5 LH]**

Unit X: tax planning and management with reference to indirect taxes (basic ideas only). Central Excise Duty, Customs Duty, Service Tax, Central Sales Tax, Value Added Tax **[15LH]**

Suggested Readings:

1. Singhania, V. K. and Singhania, Kapil, *Direct Taxes Law and Practice*, Taxmann Publications, New Delhi
2. Gaur, V.P. and Narang, D. B., *Income Tax-Law and Practice*, Kalyani Publications, New Delhi
3. Singhania, V.K., Singhania, K., Singhania, M., *Direct Taxes-Planning and Management*, Taxmann Publications, New Delhi
4. Srinivas, E. A., *Corporate Tax Planning*, Tata McGraw Hill, New Delhi
5. Datey, V.S., *Indirect Taxes-Law and Practice*, Taxmann Publications, New Delhi
6. Raina, H.P., *Corporate Taxation*, Oriental law House, New Delhi

Organisational Development

Course Code: SPHRM 241

Objective: To create awareness among the students about the implication of organisational development and to make them conversant with the OD intervention techniques.

Course Contents

Unit I: Organisational Change and Development: concept, history, assumptions, organisational change, process, Lewin's model, organisational life cycle, values and assumption of OD [4LH]

Unit II: Organisational Design: hierarchical and flat structure, design and effectiveness. [3 LH]

Unit III: Operational Components of OD: diagnostic, action and process – maintenance components [4LH]

Unit IV : Characteristics and Foundation of OD Process: on-going interactive process, form of applied behavioral science, strategy of changing , systems approach, approach to planned change, experience-based goal setting and planning , focus on work teams [8 LH]

Unit V: OD and Action Research: process, approach, use of action research in OD [2LH]

Unit VI: OD Interventions: nature of OD interventions, major OD interventions, dimensions, individual, group and task- process, effective OD interventions – characteristics, factors for design [6LH]

Unit VII : Team interventions : teams and work Groups, team building interventions, diagnostic meeting, team building meeting , role analysis techniques , role negotiation techniques, gestalt orientation to team building, intergroup interventions [8 LH]

Unit VIII: Personal, interpersonal and Group Process Interventions: process consultation, third – party intervention, sensitivity training, transactional analysis, career planning interventions [6 LH]

Unit IX: Comprehensive Interventions: confrontation meeting, survey feedback, four system management, grid, contingency approach [8 LH]

Unit X: Structural Interventions: job design, MBO, QWL, socio-technical systems, physical setting, conditions for OD, re-engineering [6 LH]

Unit XI: Issues in OD: OD facilitators role, OD consultant, consultant- client relationship, problems in OD interventions, resistance – individual and organisational, research in OD [7 LH]

Suggested Readings:-

1. French, W.L. & Bell C.H., *Organisation Development*, Prentice Hall of India, New Delhi
2. French, W.L. & Bell C.H., *Organisation Development and Transformation*, Tata McGraw Hill, New Delhi
3. Pareek, Udai, *Understanding Organisational Behaviour* , OUP, New Delhi
4. Gummings, T.G. & Worley C.G, *Organisation Development and Change*, Thomson, New Delhi

System Analysis and Design

COURSE - SPSOM – 241

Objective: This course is aimed at developing an appreciation of Analysis and Design of computer based commercial data processing systems.

Course Contents:

Unit I: overview of system analysis and design, software applications – the changing scenarios – introduction to different methodologies and structured system analysis **[6 LH]**

Unit II: problem identification – requirement analysis: tools and techniques – feasibility analysis – operational, technical and economical feasibility – details of SDLC approach **[7 LH]**

Unit III: business systems concept, systems development life cycle: project selection, feasibility study, tools for analysis and design of business systems, methodologies available, need for structured techniques, structured techniques available **[11 LH]**

Unit IV: system requirement specification and analysis, data flow diagrams, data dictionaries, process organisation and intersections, decision analysis, decision trees and tables, use case diagram, expansion, explosion and normalization **[10 LH]**

Unit V: detailed design, modulation, module specification, file design, data base design, system control and quality assurance, documentation tools **[8 LH]**

Unit VI: testing techniques available, system controls and audit trails, system administration and training, conversion and operations plan, hardware and software selection, hardware acquisition **[8 LH]**

Unit VII: benchmarking, vendor selection, operating system selection, language processors, performance and acceptance testing criteria, managing data processing in an organisation data processing setup, project management techniques for managing software projects **[10 LH]**

Suggested Readings:

1. Awad, M. E, *Systems Analysis and Design*, Prentice Hall of India ,New Delhi
2. Coad. P and Yourdon. E, *Object – Oriented Analysis*, Englewood , Clitt Yourdon Press, New Jersey
3. Hawryszkiewyez , I. T. *Introduction to System Analysis and Design*, Prentice Hall of India, New Delhi
4. Marco, T.D, *Structured Analysis & System Specification*, Yourdon Press, New Delhi
5. Rajaraman V., *Analysis and Design of information System*, Prentice Hall of India, New Delhi
6. Van Over D, *Foundations of Business System*, Dryden Press, Fort Worth

The lecture hours (LH) are tentative and indicative only

Management of Financial Services

Course Code: SPFM-242

Objective: To help students to learn the various financial services and their role in the overall financial system

Course Contents

- Unit I:** financial services: concept, classification – fund- based activities and non- fund based activities, nature, scope, regulatory framework for financial services [5 LH]
- Unit II:** stock exchange operations and depository system [5 LH]
- Unit III:** mutual fund: concepts, types of mutual fund, designing and marketing of mutual funds schemes, net present value [10 LH]
- Unit IV:** merchant banking: concepts, functions, growth, services rendered by merchant banks in India, future of merchant banks in India [6 LH]
- Unit V:** Insurance: Evolution, deregulation, role of IRDA, asset-liability management, pension fund management [9 LH]
- Unit VI:** venture capital: meaning, features, scope, importance, methods, Indian scenario [10 LH]
- Unit VII:** other financial services: housing finance, credit ratings, credit cards, and factoring, leasing, hire purchase [10 LH]
- Unit VIII:** Micro finance [5 LH]

Suggested Readings:

1. Bhalla, V, K., *Management of Financial Services*, Anmol Publishers , New Delhi
2. Bhalla, V, K and Singh,, Dilbag, *International Financial Centres*, Anmol Publishers, New Delhi
3. Ennew, C, Trevor Watkins & Mike Wright, *Marketing of Financial Services*, Heinemann Professional Publication,
4. Gordan, E and K, Natrajan, *Emerging Scenario of Financial Services*, Himalaya Publishing House, New Delhi
5. Meidan, Arthur Brennet, M, *Option Pricing: Theory & Applications*, Lexington Books, Toronto

The lecture hours (LH) are tentative and indicative only

Contemporary Issues in Marketing Management

Course Code: SPFM-242

Objective: The course is designed to give an opportunity to the students to acquire the knowledge about the contemporary trends in the marketing processes.

Course contents

Unit I: SOCIAL MARKETING

[12 LH]

concept and its differences with commercial sector marketing, environment of social marketing, target audience of social marketing, strategies in relation to product and price, relevance of social marketing in the developing countries, application of marketing in social services – health and family welfare, literacy, environment protection

Unit II: RURAL MARKETING

[12 LH]

introduction, reasons for rural marketing as a concept, nature of transactions, marketing challenges in rural markets, nature of the rural consumer, facts about rural markets, the rural infrastructure, rural politics, rural society, impact of technology, socio-economic changes in rural India, factors influencing buying behavior-culture, social class, reference groups, rural lifestyle, psychology, trends of rural consumer behavior, marketing mix for rural marketing

Unit III: SERVICES MARKETING

[12 LH]

concepts, components & importance, service as a process, classification in service marketing, characteristics of service marketing-intangibility, low price sensitivity, no inventory, service marketing management-product planning, pricing, distribution, role of communication in service marketing

Unit IV: BRAND MANAGEMENT

[12 LH]

understanding brands in relation to brand personality, brand image, brand identity, brand positioning, brand equity, value addition from branding, brand loyalty, financial aspects of brands, industrial, retail and service brands

Unit V: GLOBAL MARKETING

[12 LH]

global marketing environment, global marketing challenges, global marketing opportunities, global marketing barriers, global marketing with respect to India - EXIM Policies and WTO, global marketing programmes, global marketing decisions relating to products, price, promotions, place

Suggested Readings:

1. Aaker and David, *Managing Equity*, Free Press, New York
2. Vowley and Don, *Understanding Brands*, Kogan Page, London
3. W. J. Keegan, *Global Marketing Management*, Prentice Hall, New Delhi.
4. Czinkota. M. R., *International Marketing*, Dryden Press, Boston.
5. Kotler. P, Nance. L, Nedo. R, *Social Marketing*, Sage Publication.
6. Desai and Vasant, *Rural Development*, Himalaya Books, New Delhi.

Industrial Relations

Course Code: SPHRM 242

Objective: To familiarize students with the major issues in industrial relations with special reference to Indian context

Course Contents

- Unit I: Industrial Relations:** concept, approaches to IR, parties to IR, system model of IR **[6 LH]**
- Unit II: Industrial Workers in India:** rise of industrial workers, profile of industrial workers in India, problems of industrial workers (absenteeism, commitment, work ethics) **[6 LH]**
- Unit III : Trade Unionism in India :** origin, growth, structure and management of trade unions, recognitions, leadership, trade unionisms, employers organisations in India, managerial associations ,drawbacks **[6 LH]**
- Unit IV: Industrial Relations in India:** labour policy in five year plans, tripartism, role of government and state, role of management, role of trade unions **[8 LH]**
- Unit V: Industrial Disputes:** causes, types, trends and settlement of disputes (internal options, third party machinery) **[6LH]**
- Unit VI: Collective Bargaining:** theories, prerequisites, process, negotiating skills and strategies, agreement – content, validity, implementation, productivity bargaining, growth of collective bargaining in India **[8 LH]**
- Unit VII : Workers’ Participation in Management :** concept, purpose and practices in other countries , workers’ participation schemes in India- works committee , joint management council, worker- director, shop council and joint council, WPM, EPM, problems and prospects in India, quality circles –concept and practices in India **[10 LH]**
- Unit VIII: Employee Welfare and Industrial Relations:** concept, purpose, statutory and non-statutory provisions, ILO conventions and its application in India, workers’ education programmes in India **[4 LH]**
- Unit IX: Employee Discipline:** meaning types, misconduct, disciplinary action, domestic enquiry, grievance handling techniques **[6 LH]**

Suggested Readings:

1. Marchington. M, *Managing Industrial Relations*, Mcgraw Hill,
2. Monappa. A , *Industrial Relations* , Tata McGraw Hill, New Delhi
3. Govt. Of India, *Report of the National Commission on Labour*, New Delhi
4. Ramaswamy, E. A, *Managing Human Resources* , Oxford University Press, New Delhi
5. Nair. N.G, & Nair. L, *Personnel Management & Industrial Relations*, S. Chand, New Delhi
6. Davar R. S, *Personnel Management & Industrial Relations*, Vikas Publishing House, New Delhi

Logistics & Supply Chain Management

Course: SPSOM-242

Objective: The course is designed to explain basic concepts and techniques of logistics and supply chain management and its impacts on enterprises' effectiveness and competitiveness.

COURSE CONTENTS:

- Unit I:** introduction to logistics and its interface with production and marketing **[5 LH]**
- Unit II:** measures of logistics, physical distribution and logistics, logistics analysis and design warehousing and distributing centers **[10 LH]**
- Unit III:** location, transportation system: facilities and services, dispatch and routing decisions and models **[8 LH]**
- Unit IV:** inventory management decisions, logistics audit and control, packaging and materials handling **[8 LH]**
- Unit V:** international logistics management and future directions **[5 LH]**
- Unit VI:** introduction to supply chain management: managing retail supply chains, intranets and SCM **[6 LH]**
- Unit VII:** intranets and customer asset management – basics, online sales force, online customer service and support **[8 LH]**
- Unit VIII:** difference between ERP and SCM – SCM for customer focus – need and specificity of SCM – SCM scenario in India **[10 LH]**

Suggested Readings

7. Ballau, H, R, *Business Logistics Management*, Englewood Cliffs, Prentice Hall Inc, New York
8. Beal K, *A Management Guide to Logistics Engineering*, U,S,A, Institute of Production Engineering
9. Benjamin S,B, *Logistics Engineering and Management*, Englewood Cliffs, Prentice Hall Inc., New York
10. Bowersox, D, J and Closs, D, J, *Logistics Management : A System Integration of Physical Distribution* , MacMillan, New York
11. Christopher, M, *Logistics and Supply Chain Management: Strategies for Reducing Costs and Improving Services*, Pitsman, London
12. James, C,J, and Wood, F, D, *Contemporary Logistics*, MacMillan, New York