

#### **Course Overview**

The objective of the subject is to make students conversant with a set of management guidelines which specify the firm's product-market position, the directions in which the firm seeks to grow and change the competitive tools it will employ, the strengths it will seek to exploit and the weaknesses it will seek to avoid. Strategy is a concept of the firm's business which provides a unifying theme for all its activities.

#### **Course Syllabus**

##### **Group I:**

Defining Strategic Management, Characteristics of Strategic Management Types and Hierarchy, Formulation of Strategy: Various Stages and Components of Strategic Management, Determination of various objectives like corporate, divisions and departmental objectives: Vision, Mission and Purpose, Environmental Scanning: Internal & External environment, Types of Strategies, Guidelines for crafting strategies, Tailoring strategies to fit specific Industry.

##### **Group II:**

Strategic Analysis and Choice: Environmental Threat and Opportunity Profile (ETOP), Organizational Capability Profile – Strategic Advantage Profile, Corporate Portfolio Analysis – SWOT Analysis, Synergy and Dysergy– GAP Analysis, Porter's Five Forces Model of Competition, Mc Kinsey's 7s Framework, GE 9 Cell Model, Distinctive competitiveness – Selection of matrix while considering all models discussed above, Implementation of strategy: Analysis and development of organizational policies-marketing, production, financial, personnel and management information system, Strategy implementation: Issues in implementation – Project implementation – Procedural implementation.

##### **Group III:**

Resource Allocation (Technological and demand forecasting)- Budgets – Organization Structure – Matching structure and strategy, Behavioural issues – Leadership style – Corporate culture – Values – Power – Social responsibilities – Ethics- Building a capable organization, Functional issues – Functional plans and policies – Financial, Marketing, Operations and Personnel plans and policies, Strategy Evaluation – Importance. Symptoms of malfunctioning of strategy – Organization anarchies, Operations Control and Strategic Control- Measurement of performance – Analyzing variances – Role of organizational systems in evaluation, Rescheduling of resources-Techniques for improving organization effectiveness.

#### **Recommended Texts**

- *Lawrence R. Jauch, William F. Glueck, Business Policy and Strategic Management, McGraw-Hill, 5th Edition.*
- *John A. Pearce II, R.B. Robinson, Jr., Strategic Management, 3rd Edition, A.I.T.B.S. Publications, Delhi.*
- *Fred R. David, Strategic Management - Concepts and Cases, Pearson Education, 10th Edition, 2005.*

#### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions, three from each group. Candidates will be required to attempt five questions in all, selecting not more than two questions from each group

The internal paper will carry 50 marks and it will be distributed as follows:

Two Mid-Semester Tests each carrying 10 marks

## MBA Part-II (Semester-IV)

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Two Assignments each carrying 10 marks  
Class Participation and Attendance to be of 10 marks.

### **402 Organisational Development &**

#### **Course Overview**

The objective of the subject is to blend theory, concepts and applications in a comprehensive and clear presentation. The course works from a strong theoretical foothold and apply behavioral science knowledge to the development of organizational structures, strategies, and processes.

#### **Course Syllabus**

##### **Group I:**

Organisational Change: why, how, for whom, forces of change, significance and importance of change, nature of change, process of organisational change, coping strategies for change, resistance to change, managerial options for implementing change, guidelines facilitating change.

##### **Group II:**

Introduction to Organisational Development: Definition, need, assumptions, historical development, issues, and future of OD: Models and theories and planned change. Process of OD, issues in consultant-client relationship.

##### **Group III:**

OD Interventions: Planning interventions; Human resource management intervention, Team interventions; Human process interventions, Techno-structural interventions. Inter group and Third party peacemaking interventions, Comprehensive interventions, Structural interventions, personal interventions, Future of OD, Research on OD.

#### **Recommended Texts**

- Thomas G. Cummings and Christopher G. Worley, *Organization Development and Change*, Thomson South-Western, 8th Edition 2004.
- Nilakant V, *Managing Organisational Change*, Sage Publications Chennai, 2004.
- Abad, Ahmed, *Developing Effective Organization*, Sri Ram Centre for Industrial Relations, New Delhi, Latest Edition.

#### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions, three from each group. Candidates will be required to attempt five questions in all, selecting not more than two questions from each group

The internal paper will carry 50 marks and it will be distributed as follows:

Two Mid-Semester Tests each carrying 10 marks

Two Assignments each carrying 10 marks

Class Participation and Attendance to be of 10 marks.

**Course Syllabus**

**Group I:**

Introduction to Ethics and Values and their importance in Business: Ethical issues in capitalism and market system; Ethical and Social systems. The social responsibility of Business, Ethical conflicts, Whistle blowing.

**Group II:**

Ethics and organisations, Ethics in human resource management and organisational culture; Ethics in marketing, Ethics in finance, Ethical codes and incentives in corporate sector.

**Group III:**

Broader ethical issues in society-- corruption, ecological concerns, discrimination on the basis of gender, caste or race; ethics and information technology, impact of Govt. policies and laws on ethics, resolving ethical dilemmas.

**Recommended Texts**

- Sekhar, R.C., Ethical Choices in Business, Response Books, New Delhi, 1997.
- S.K.Chakraborty, Managerial Transformation by Values, Sage Publications, New Delhi, 1993.
- Ananta K. Giri, Values, Ethics and Business: Challenges for Education and Management, Rawat Publication, Jaipur.

**Instructions**

The evaluation will be as follows:

- Maximum Marks: 100
- Internal Assessment: 100

#### **Course Overview**

Upon the satisfactory completion of this course the students will be able to:

1. understand the theory of consumer and industrial buyer behaviour;
2. be able to recognize and apply appropriate theory in order to solve practical marketing and product management problems;
3. understand how information and communication flows, and external influences can affect purchasing decisions;
4. be able to analyze general marketing strategy and provide advice on basic consumer/industrial buyer behaviour issues;

#### **Course Syllabus**

##### **Group I:**

Macro and micro aspects of consumer Behaviour and their relevance to Indian economy. Consumer Behaviour and Marketing Strategy, External Influences: cross- cultural variations in Consumer Behaviour, Social class and its influence on Consumer Behaviour, group dynamics and consumer reference groups, the household life cycle, Family decision making.

##### **Group II:**

Internal Influences: consumer needs and motives, personality and Consumer Behaviour, consumer perception and marketing strategy, learning, memory and product positioning. Consumer Attitude: Attitude formation and change, communication, self-concept and its applications, psychographics and life style.

##### **Group III:**

Personal influence and opinion leadership–diffusion of innovations: the diffusion process, the adoption process – consumer decision making process–levels, models, information search, evaluation criteria, post-purchase Behaviour–Consumer expectation and satisfaction–managing dissonance.

#### **Recommended Texts**

- Schiffman, L. G. and Kanuk, L. L., *Consumer Behaviour*, Prentice-Hall of India, New Delhi, 2006.
- Hawkins, D., I., *Consumer Behaviour: Building Marketing Strategy*, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2007.
- Blackwell, Roger D., Miniard, Paul W., and Engel, James F., *Consumer Behaviour*, South-Western, 9th Edition, 2001.

#### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions, three from each group. Candidates will be required to attempt five questions in all, selecting not more than two questions from each group

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Two Mid-Semester Tests each carrying 10 marks

Two Assignments each carrying 10 marks

Class Participation and Attendance to be of 10 marks.

### **407 Export Marketing**

#### **Course Overview**

The course has been developed so as to provide the students with macro and micro aspects of Export Marketing. It will make them aware about India's standing at global level.

#### **Course Syllabus**

##### **Group I:**

Nature & Scope of Export Marketing, its differentiation from domestic marketing, Conceptual framework of International Trade, Balance of Trade, Balance of Payment, Regional Economic Integrations and their role in global trade, Tariffs and Non-Tariff barriers in International trade, International Institutions for trade promotion – IMF, WTO, IBRD

##### **Group II:**

India's Share in global trade, Composition of India's trade and its direction, India's Trade-policy framework, Institutional infrastructural framework for export promotion in India, Foreign market entry, Product mix, Pricing, Distribution and Promotion.

##### **Group III:**

Export Financing and Documentation, Role of Exim Bank and other institutions, Processing of an Export Order, Quality Control and pre-shipment inspection, Legal framework of International trade

#### **Recommended Texts**

- Condiff, Still & Govani, Sales Management, Prentice-Hall of India, New Delhi, 1998.
- Wright, Winter and Zeigler, Advertising, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 5th Edition.
- Chunawalla and Sethia, Foundations of Advertising – Theory & Practice, Himalaya Publishing House, Mumbai, 7th Edition, 2008.

#### **Instructions**

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Two Mid-Semester Tests each carrying 10 marks

Two Assignments each carrying 10 marks

Class Participation and Attendance to be of 10 marks.

### **408 Marketing of Services**

#### **Course Overview**

The objective of this course is to introduce the learner to the service sector management in an organization and to the process providing the service. To this end, we will understand the strategic role of services marketing and develop the ability to define and analyze the problems dealt with by managers.

#### **Course Syllabus**

##### **Group I:**

The Emergence of Service Economy, Nature, Scope and Concept of Services Marketing, Difference in Goods and Services Marketing, Marketing Challenges in Service Businesses, Marketing Framework for Services Businesses, Relationship Marketing: Concept, Benefits and Strategies, Services Market Segmentation, Targeting and Positioning.

##### **Group II:**

The Service Classification, Service Product Development, Consumer Behaviour in Services, Customer Expectation of Services, Customer Perception of Services, Formulating Marketing Mix for Services Marketing, Internal Marketing, Employee Empowerment, Customer Involvement in Services.

##### **Group III:**

Quality Issues and Quality Models; Managing Productivity and Differentiation in Services Organizations; Demand-Supply Management; Advertising, Branding and Packaging of Services, Service Recovery Management; Applications of Services Marketing (Case Studies).

#### **Recommended Texts**

- Zeithmal, V. A. and Bitner, M. J., Services Marketing, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 4th Edition, 2005.
- Lovelock, Christopher H., Services Marketing: People, Technology, Strategy, Pearson Education, New Delhi, 5th Edition, 2006.
- Shankar Ravi, Service Marketing, Excel Books, New Delhi, 2002.

#### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions, three from each group. Candidates will be required to attempt five questions in all, selecting not more than two questions from each group

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Two Mid-Semester Tests each carrying 10 marks

Two Assignments each carrying 10 marks

Class Participation and Attendance to be of 10 marks.

### **409 Management of**

#### **Course Overview**

To make students understand about the growing recognition that the twin goals of cost reduction and service enhancement can be achieved through logistics and supply chain management.

#### **Course Syllabus**

##### **Group I:**

Nature and scope of logistics, defining physical distribution and understanding its activity centers. Physical Distribution and its relationship with marketing and material management. Interdependence of transaction and exchange actions. Importance of channels and concept of logistical support. Geo-market dynamic logistical operation, its elements and network. Integrated Physical distribution and competitive actions of a company. Physical distribution and elements of Inventory: Inventory costs; concept of EOQ, Safety Stock.

##### **Group II:**

Transportation & Physical distribution: Different transportation modes and their pros and cons. Evaluation of transport decision. Freight rate structure and road transportation. Sea & Air cargo-tariff structure. Practices and procedures of their operation and services provided by them. Intermodal transportation. Containerisation's concept and its operation. Inland container depot & terminals in India Liner Shipping conferences -its norms and practices. Chartering principles and practices. Insurance and claim procedures in different modes of transportation. Reviewing transportation infrastructure in India. Interstate tariffs and documentation. Carrier consignee liabilities. Pricing and related services.

##### **Group III:**

Elements of storage and material handling, including warehousing and packing alternatives. Receipt and dispatch and loading and unloading. Handling machinery. Dispatch of vehicles. System design and administration. Total costs planning, minimum total costs policy, maximum customer service policy, maximum profit policy, Organisation and Control for physical distant Information system for P.D. Information system in Logistics.

#### **Recommended Texts**

- Bowersox Donald J., Logistical Management, Macmillan Publishing Co., Inc., New York.
- Martin Christopher, Logistics and Supply Chain Management, Pearson Education, New Delhi, Sixth Edition, 2005.

#### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions, three from each group. Candidates will be required to attempt five questions in all, selecting not more than two questions from each group

The internal paper will carry 50 marks and it will be distributed as follows:

Two Mid-Semester Tests each carrying 10 marks

Two Assignments each carrying 10 marks

Class Participation and Attendance to be of 10 marks.



**410 Rural Marketing**

**Course Syllabus**

**Group I:**

Rural Socio-Economic environment and impact of urbanization, industrialization and globalization on rural communities. Rural Market Environment . Rural Demand and Rural Market Index. Rural Marketing and Problems in Rural Marketing.

**Group II:**

Rural Marketing Strategies with special reference to : Rural Market segmentation. Product Strategies. Pricing Strategies. Distribution Strategies. Promotion Strategies . Marketing Communication in Rural Markets. Marketing Research.

**Group III:**

Economic of selling in rural markets. Formulation of rural marketing policies. case studies relating to rural marketing of successful companies.

**Recommended Texts**

- Dogra Balram, Rural Marketing: Concepts and Practices, Tata Mc-Graw Hill, New Delhi
- Krishnamacharyulu Csg, Lalitha Ramakrishnan, Cases in Rural Marketing, Dorling Kindersley (India) Pvt Ltd
- Ruchika Ramakrishnan, Rural Marketing In India: Strategies AndChallenges, New Century Publications, 2006.

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Two Mid-Semester Tests each carrying 10 marks

Two Assignments each carrying 10 marks

Class Participation and Attendance to be of 10 marks.

**411 Strategic Information**

**Course Syllabus**

**Group I:**

Strategic Planning, Analytical tools in strategic management: Role of IS in strategic planning, strategic Analysis, Strategic choice, Strategic Implementation; Information Systems, Types of Information Systems; Strategic Planning for IS; Strategy of IS with the wider set of strategies, History of IS Strategic Planning, Contents of Strategic Plan.

**Group II:**

Information Systems Strategic Planning, toolkit; SWOT, Sector analysis, strategic importance analysis, Benefit level matrix, Industry analysis, Generic Business Strategy, Strategic Trust, Business Modelling, evolutionary models. Information requirements analysis. Alternative classifications of planning framework. Top down aligning of IS and business strategies. Information value and IS investment

**Group III:**

Competitive advantage from IS strategies; Business re-engineering; Organisational learning; IS resource management; the role of IS, the location of IS, the organisation of IS, Matching IS resource to business community.

**Recommended Texts**

- Wendy Robson, Strategic Management and Information Systems, Pitman Publishing, London, 1997.
- Laudon and Laudon, Management Information Systems: Organisation and Technology, Prentice-Hall of India Private Limited, New Delhi, 1998.
- Alter Steven, Management Information Systems, Addison-Wesley, 3<sup>rd</sup> edition.

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**Course Syllabus**

**Group I:**

Overview of Systems Analysis and Design; Software applications today-the changing scenarios-Introduction to different methodologies and Structured System Analysis Problem-identification-requirement analysis: tools and techniques-feasibility analysis-Operational, Technical and Economical Feasibility, details of SDLC approach, Business Systems Concept: Systems Development Life Cycle: Project Selection; Feasibility Study.

**Group II:**

Tools for Analysis and Design of Business Systems: Methodologies Available: Need for Structured Techniques: Structured Techniques Available System Requirement Specification and Analysis: Data Flow Diagrams: Data Dictionaries: Process Organisation and Intersections: Decision Analysis: Decision Trees and Tables: Expansion. Explosion and Normalization, Detailed Design; Modulation; Module Specification; File Design.

**Group III:**

Data Base Design, System Control and Quality Assurance; Documentation Tools; Testing Techniques Available; System Controls and Audit Trails; System Administration and Training; Conversion and Operations Plan, Hardware and Software Selection; Hardware Acquisition; 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.

**Recommended Texts**

- Awad, Elias M., Systems Analysis and Design, 2nd ed ., New Delhi, Prentice- Hall of India, 1990.
- Coad, Peter and Edward, Yourdon, Object-Oriented Analysis, 2nd ed., Englewood Cliff, New Jersey, Yourdon Press, 1991.
- Hawryszkiewycz, I.T., Introduction to Systems Analysis and Design, 2nd ed., New Delhi, Prentice-Hall of India, 1991.

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Two Mid-Semester Tests each carrying 10 marks

Two Assignments each carrying 10 marks

Class Participation and Attendance to be of 10 marks.

### **413 Software Engineering**

#### **Course Syllabus**

##### **Group I:**

Introduction to Software engineering, phases in Software development. Software development processes models, role of management in Software development, role of metric and measurement. Software requirement specifications, role of SRS, problem analysis, structuring information, dataflow diagram and data dictionary, prototyping, other tools/methods for analysis, requirement specification, validation, metrics.

##### **Group II:**

Planning a software project, cost estimation, project scheduling, staffing and personnel planning, team structure, Software configuration management, Software Configuration management plans, quality assurance plans, project monitoring plans, risk management.

##### **Group III:**

Detailed design, module specifications, detailed design and process design language, verification, metrics, coding, programming practice, verification metrics. Testing, testing fundamentals, functional testing, structural testing, testing process, metrics.

##### **Recommended Texts**

- R.E. Fairley, Software Engineering Concepts, McGraw-Hill,1985.
- M. Shooman, Software Engineering, McGraw-Hill, 1983.
- Ian Sommervill, Software Engineering, Addison-Wesley, 2000

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Class Participation and Attendance to be of 10 marks.

**Course Syllabus**

**Group I:**

Conceptual Foundation of Business Process Re-engineering; Role of information Technology in BPR; Process Improvement and Process Redesign; BPR Experiences in Indian Industry.

**Group II:**

Process identification and Mapping; Role/Activity Diagrams; Process Visioning and Benchmarking: Business Process Improvement.

**Group III:**

Business Process Redesign; Man Management for BPR Implementation; Reorganizing People and Managing Change.

**Recommended Texts**

- Carr, D. K. and Johanson, H. J., Best Practices in Re-engineering, New York, McGraw Hill, 1995.
- Champy, James, Re-engineering Management: The Mandate for New Leadership, London, Harper Collins Publishers.
- Coulson- Thomas, C., Business Process Re- engineering: Myth & Reality London, Kogan Page, 1994.

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Class Participation and Attendance to be of 10 marks.

**Course Syllabus**

**Group I:**

Enterprise Resources Planning: Evolution of ERP-MRP and MRP II – problems of system islands need for system integration and interface-early ERP Packages-ERP products and Markets - opportunities and problems in ERP selection and implementation; ERP implementation identifying RP benefits team formation-Consultant intervention-Selection ERP-Process of ERP implementation-

**Group II:**

Managing changes in IT organisation -Preparing IT infrastructure- Measuring benefits of ERP-Integrating with other systems: The emergence of reengineering concept- concept of business process rethinking of processes identification of re-engineering need-preparing for reengineering -implementing change-change management-BPR & ERP; Supply Chain Management: The concept of value chain differentiation between ERP and SCM- SCM for customer focus-nee and specificity of SCM

**Group III:**

SCM scenario in India-products and markets of Sehl-issue in selection and implementation f SCM solution - CRM solutions; E- Business: Introduction to 1-Net technologies-Evolution of E-Commerce, EDI and E-Business – business opportunities basic and advanced business models on internet- internet banking and related technologies- security and privacy issues technologies for E-Business. Future and Growth of E-Business's.

**Recommended Texts**

- Hammer, Micheal and Jamts Chambyu Reengineering the Corpotation, 1997.
- Leon, Alexix Countdown 2000, Tata Mc Graw
- Ptak, Carol A. & Eli Schragenheim ERP, St. Lucie Press, NY, 2000

**Instructions**

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Class Participation and Attendance to be of 10 marks.

### **416 Security Analysis and Portfolio**

#### **Course Overview**

This course is an analysis leading to the appraisal and pricing of securities. It discusses the income generating ability of securities, forecasts of trends in the stock and bond markets, fundamental and technical analysis, application of Modern Portfolio Theory, analysis of active and passive investment strategies, and measurement of portfolio performance.

#### **Course Syllabus**

##### **Group I:**

Objectives and Principles of Investment: risk and return: Investment alternatives-Shares, Debentures, Govt. Securities, Public Deposits, Mutual Funds, UTI, PF, NSC, Post Office and Bank deposits.

##### **Group II:**

Securities Valuation-Valuation models of equity shares, preference shares and debentures; Investment Analysis; Fundamental analysis covering economic, industry and company analysis; Technical Analysis and chartist techniques; Efficient Market hypothesis; Form and tests, Random walk analysis.

##### **Group III:**

Portfolio Management: Concept, Objectives and Significance; Portfolio Theories: Markowitz model, Sharp model, Capital Asset Pricing model, Arbitrage Pricing Theory; Portfolio selection and International diversification techniques of portfolio revision: Scope and formula plans.

#### **Recommended Texts**

- Fischer Donald E., Jordan Ronald J., Security Analysis and Portfolio Management, Prentice hall of India, New Delhi, 6th Edition.
- V. A. Avadhani, Investment Management, Himalaya Publishing House, Mumbai, 2003.
- Francis, J .C., Management of Investments, McGraw-Hill Book Company, 2nd edition.
- Marshall J.F. and Vipul K. Bansal, Financial Engineering—A Complete Guide to Financial Innovation, Prentice-Hall of India Private Limited, New Delhi, Second edition, 1999.

#### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions, three from each group. Candidates will be required to attempt five questions in all, selecting not more than two questions from each group

The internal paper will carry 50 marks and it will be distributed as follows:

Two Mid-Semester Tests each carrying 10 marks

Two Assignments each carrying 10 marks

Class Participation and Attendance to be of 10 marks.

### **417 Derivatives and Risk**

#### **Course Overview**

The overall objective of the course is to enable the learner to know when and how to manage risks with derivatives and is expected understand how risk management creates value. The learner will be exposed to the recent risk management development and empirical evidences on current practices and should be able to have a good balance of theory and practice in risk management

#### **Course Syllabus**

##### **Group I:**

Introduction to risk, risk measurement methods. Introduction to derivatives: Futures and forwards - valuation approach. Options - features and types, Option trading strategies. Option - valuation approaches.

##### **Group II:**

Swaps and swap valuation. Interest rate derivatives. Managing stock price risk, credit risk, operational risk, interest rate risk, FOREX risk, catastrophic risk, liquidity risk, technology risk, and environmental risk.

##### **Group III:**

Risk management system in a bank and financial institution, Integrated risk management system. Commodity Derivatives in India- Conceptual framework, growth and recent developments. SEBI framework for derivatives trading in India

#### **Recommended Texts**

- John C. Hull, Options, Futures and Other Derivatives, Pearson Prentice Hall, Fifth edition, 2006.
- Robert A. Strong, Derivatives- An Introduction, Thomson South Westpublishers,2002

#### **Instructions**

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Two Mid-Semester Tests each carrying 10 marks

Two Assignments each carrying 10 marks

Class Participation and Attendance to be of 10 marks.



### **418 Management Control Systems**

#### **Course Overview**

The objective of this course is to develop the ability in the students to gain knowledge, insights and analytical skills related to how a firm's manager can go about designing, implementing, and using planning and Control systems to implement firm's strategies.

#### **Course Syllabus**

##### **Group I:**

Management Control systems: Basic concepts and domain of Management control. Designing the Control process and Managerial controls. Management control Environment: understanding strategies. Organisational Context of Management controls: formal and Informal control systems.

##### **Group II:**

Responsibility Centers: An Overview, Expense Centers, Engineered expense centers, Discretionary expense centers and their control characteristics, Revenue Centers, Profit Centers, Transfer pricing, Investment Centers, Structure of Analysis, Measures of assets employed, EVA vs. ROI

##### **Group III:**

Budget Preparation: Process, behavioral aspects, Analysing Financial Performance reports. Performance Measurement systems: Balanced Scorecard, Concept, Implementing Performance Measurement systems, Difficulties in implementation, Interactive Control. Management Control o Multinational Companies.

#### **Recommended Texts**

- Robert N. Anthony and Vijay Govindarajan, Management Control Systems, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 12<sup>th</sup> Edition, 2007.
- Joseph A. Maciariello and Calvin J. Kirby Management Control Systems, Prentice-Hall of India, New Delhi, 2005.

#### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions, three from each group. Candidates will be required to attempt five questions in all, selecting not more than two questions from each group

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Two Mid-Semester Tests each carrying 10 marks

Two Assignments each carrying 10 marks

Class Participation and Attendance to be of 10 marks.

### **419 Management of Working Capital**

#### **Course Overview**

The basic objective of this course is to acquaint the students with the concept of working capital, its overall management, the various constituents of working capital and their management, determining and financing working capital requirements.

#### **Course Syllabus**

##### **Group I:**

Principles of Working Capital Management: Concept and Importance of Working Capital, Characteristics of current assets, optimum levels of current assets .Operating cycle and cash cycle, working capital leverage. Determination of working capital needs, factors affecting size of working capital, Banker's appraisal of working capital proposals, restrictions under working capital advances. Credit authorization scheme.

##### **Group II:**

Financing of Working Capital: Management of short term-term loans from banks .Cash credit advances & overdraft, letter of credit ,unsecured and secured borrowing ,concept of security and margin .Trade credit, Accrued expenses and deferred income, commercial papers, Instruments of International Money Market., Factoring, Cost and Risk of short-term versus long-term debt, Recommendations of Dahejia, Tandon, Chore and Marathe Committees.

##### **Group III:**

Management of Cash: Objectives of Cash Holding, Cash planning. Cash Budget, Forecasting Cash Flows, Sources of uncertainty in cash forecasting, Hedging cash flow uncertainties. Management of surplus cash. Cash Management Models. Management of Inventory; ABC Analysis ,Safety stock, Reorder Points, Perpetual Inventory System, Inventory Valuation, Advances in Inventory Management. Management of Receivables: Objectives of trade credit, factors affecting credit decisions, credit terms, analysis and control of credit, Collection management.

#### **Recommended Texts**

- James C.Van Horne, Fundamentals of Financial Management, Prentice Hall of India Private Ltd., New Delhi, Eleventh edition.
- Prasanna Chandra, Financial Management: Theory and Practic, Tata McGraw-Hill Publishing Company Limited, New Delhi, Sixth edition.
- Khan and Jain, Financial Management: Text and Problems, Tata McGraw-Hill Publishing Company Limited, New Delhi, Third edition.

#### **Instructions**

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Two Mid-Semester Tests each carrying 10 marks

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Class Participation and Attendance to be of 10 marks.

**Course Syllabus**

**Group I:**

Basic framework of Direct Tax Law India. Computation of Total Income and Tax Liability under the Income Tax Act, 1961, Minimum Alternate Tax, Fringe benefit Tax. Concept of Tax Planning, Meaning, Scope, Tax Avoidance, Tax Evasion. Objective and Importance of Tax Planning, Methods of Tax Planning and justification of Tax Planning. Areas of Tax Planning, Forms of Organisation, Scale of activity, Locational Aspects, Nature of Business.

**Group II:**

Tax Planning and Financial Management, Importance of Capital Structure, Capital Rationing, factors influencing Capital structure decisions, Sources of funds and cost of capital, Measures of Tax Planning Tax Consideration in Dividend Policy and Bonus Shares, Setting up of new Business and Tax Planning Deduction in respect of profits and gains of newly established industrial undertaking in certain specified areas. Special provisions in respect of newly established industrial undertaking in EOUs and SEZs. Amalgamation, Demerger and Tax Planning, Taxation of non-residents: Tax Liability special provisions and incentives.

**Group III:**

Tax Planning with regard to specific management decisions, Make or Buy, Own or Lease, Modernization/ replacement, repair, renewal closure or Continuance, choice of a system of accounting, employees remuneration and Tax Planning ,Deduction of tax at source, Advance payment of Tax, Rules regarding filing of return of Income; e-filing of return of Income of Corporate Assessee.

**Recommended Texts**

- V.K.Singhania, Direct Taxes, Taxmann Publication(P )Ltd., Delhi, Latest edition.
- Lakhotia R.N., Income Tax Planning Handbook, Vision Books, New Delhi, Latest edition.

**Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions, three from each group. Candidates will be required to attempt five questions in all, selecting not more than two questions from each group

The internal paper will carry 50 marks and it will be distributed as follows:

Two Mid-Semester Tests each carrying 10 marks

Two Assignments each carrying 10 marks

Class Participation and Attendance to be of 10 marks.

#### **Course Overview**

To introduce to the students the various fundamental and basic aspects of the supply chain environment, including basic and introductory enterprise resource planning systems and requirement systems. The interrelationships between purchasing, vendor selection, sources of supply and the role of technology will also be explored in this course so that a student understands the integrated approach to planning, acquisition, flow and distribution from raw materials to finished products.

#### **Course Syllabus**

##### **Group I:**

Introduction: Definitions, importance, objectives, functions, relation with other departments. Organisation for purchasing: meaning, advantage, responsibility; organisational structure. Purchasing procedure; Procedure and policies of purchasing; forms and formalities; contracts, ordering follow-up; Maintenance of files and Records, Tendering and buying, price negotiation, purchasing principles.

##### **Group II:**

Selection of sources of supply (Right source) Importance, classification, elements of source selection and aids, selection of suitable vendor(s) supplier routing and various other aspects in selection of correct source of supply. Determination of price (Right Price); Role of price factor in purchasing. Determination of price, method of prices structure, Government role in price fixation. Quality control (Right Quality) Role of quality in buying, responsibility, organisation of quality control, classification of inspection procedure; standardisation; specifications, brands, standards of purchasing etc. purchase budget.

##### **Group III:**

Area of research: (I) PBPT and Purchasing; (II) Value Analysis/engineering and purchasing. Make or buy or lease in purchasing level aspect of purchasing; Introduction, agency, Contract Act, Liquidated Damages, Compensation, Warranties, Title of Goods, Mercantile Laws, Essential clauses for purchase order claims. Evaluating purchasing performance.

#### **Recommended Texts**

- Stuart F. Heinritz, Paul V. Farrell and Clifton L. Smith, Purchasing: Principles and Applications, Prentice-Hall, Englewood Cliffs, New Jersey, 7th Edition..
- Donald W. Dobler, Lamar Lee, Jr. and David N. Burt, Purchasing & Materials Management, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, Fourth edition, 1984.
- Harold E. Fearon, Michiel R. Leenders, Purchasing and Materials Management, McGraw-Hill Companies, 10th Edition, 1992.

#### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions, three from each group. Candidates will be required to attempt five questions in all, selecting not more than two questions from each group

The internal paper will carry 50 marks and it will be distributed as follows:

Two Mid-Semester Tests each carrying 10 marks

Two Assignments each carrying 10 marks

Class Participation and Attendance to be of 10 marks.

#### **Course Overview**

To make students understand about the growing recognition that the twin goals of cost reduction and service enhancement can be achieved through logistics and supply chain management.

#### **Course Syllabus**

##### **Group I:**

Nature and scope of logistics, defining physical distribution and understanding its activity centers. Physical Distribution and its relationship with marketing and material management. Interdependence of transaction and exchange actions. Importance of channels and concept of logistical support. Geo-market dynamic logistical operation, its elements and network. Integrated Physical distribution and competitive actions of a company. Physical distribution and elements of Inventory: Inventory costs; concept of EOQ, Safety Stock.

##### **Group II:**

Transportation & Physical distribution: Different transportation modes and their pros and cons. Evaluation of transport decision. Freight rate structure and road transportation. Sea & Air cargo-tariff structure. Practices and procedures of their operation and services provided by them. Intermodal transportation. Containerisation's concept and its operation. Inland container depot & terminals in India Liner Shipping conferences -its norms and practices. Chartering principles and practices. Insurance and claim procedures in different modes of transportation. Reviewing transportation infrastructure in India. Interstate tariffs and documentation. Carrier consignee liabilities. Pricing and related services.

##### **Group III:**

Elements of storage and material handling, including warehousing and packing alternatives. Receipt and dispatch and loading and unloading. Handling machinery. Dispatch of vehicles. System design and administration. Total costs planning, minimum total costs policy, maximum customer service policy, maximum profit policy, Organisation and Control for physical distant Information system for P.D. Information system in Logistics.

#### **Recommended Texts**

- Bowersox Donald J., Logistical Management, Macmillan Publishing Co., Inc., New York.
- Martin Christopher, Logistics and Supply Chain Management, Pearson Education, New Delhi, Sixth Edition, 2005.

#### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions, three from each group. Candidates will be required to attempt five questions in all, selecting not more than two questions from each group

The internal paper will carry 50 marks and it will be distributed as follows:

Two Mid-Semester Tests each carrying 10 marks

Two Assignments each carrying 10 marks

Class Participation and Attendance to be of 10 marks.

**Course Overview**

Upon studying the subject the students would become familiar with the use of all the tools and techniques needed to plan, analyze and design new or modify existing manufacturing and service facilities.

**Course Syllabus**

**Group I:**

Factory Buildings: Building design, types of buildings, importance of ideal buildings and requirements, recent trends. Plant location concept: factors influencing plant location, single facility location, multi-facility location.

**Group II:**

Plant Layout: Layout planning, strategic issues, designing process layout, designing product layout, line balancing concepts.

**Group III:**

Material handling: function of material handling, relationship to plant layout. Material handling systems: unit load concepts, material handling principles, classification of material handling concepts.

**Recommended Texts**

- Meyers, Fred, Plant Layout & Material Handling, Prentice-Hall of India, New Delhi, 1st Edition.
- Francis, McGinnis, and White, Facilities Layout and Location, Prentice-Hall of India, New Delhi, 2nd Edition.
- Elwood S. Buffa, Modern Production/Operations Management, Wiley Series, 8th Edition.

**Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions, three from each group. Candidates will be required to attempt five questions in all, selecting not more than two questions from each group

The internal paper will carry 50 marks and it will be distributed as follows:

Two Mid-Semester Tests each carrying 10 marks

Two Assignments each carrying 10 marks

Class Participation and Attendance to be of 10 marks.

**Course Syllabus**

**Group I:**

Quality Function: Quality of Design, Quality of Conformance to design, Management of Quality. Quality Costs: Quality Cost Categories. Statistical tools in Quality Control: Concept of Probability Distribution, Normal Probability Distribution, Binomial Probability Distribution and Poisson Probability Distribution.

**Group II:**

Statistical aids for analyzing data: Sampling concepts. Concept of Confidence Interval: Confidence Interval on Means. Test of Hypothesis: Basic concepts, Steps in testing a hypothesis, Hypothesis testing on means, Test of hypothesis on Variances, Hypothesis test on proportions.

**Group III:**

Process Capability: Concept, Control Charts: Types of control charts, Control charts for Variables, Attribute Control Charts. Acceptance Sampling: Concept of a Lot, Operating Characteristic curve, Lot-by-Lot Attribute Sampling Plans, Sampling Plan for Variables.

**Recommended Texts**

- William S. Messina, Statistical Quality Control for Manufacturing Managers, Wiley Series in Engineering Management, 2nd Edition.
- J.M. Juran and Frank M. Gryna, Quality Planning and Analysis: From Product Development through Use, Mcgraw-Hill Series in Industrial Engineering and Management Science, 3rd Edition.
- Bertrand L. Hansen, Quality Control and Application, Prentice - Hall of India Private Limited, New Delhi, 2004.

**Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions, three from each group. Candidates will be required to attempt five questions in all, selecting not more than two questions from each group

The internal paper will carry 50 marks and it will be distributed as follows:

Two Mid-Semester Tests each carrying 10 marks

Two Assignments each carrying 10 marks

Class Participation and Attendance to be of 10 marks.

### **425 Service Operation**

#### **Course Overview**

This course provides an introduction to the concepts and analytic methods that are useful in understanding the management of a firm's operations. Our aim is to (1) familiarize you with the problems and issues confronting operations managers, and (2) provide you with language, concepts, insights and tools to deal with these issues in order to gain competitive advantage through operations.

#### **Course Syllabus**

##### **Group I:**

The Role of Services in an Economy Matrix of Service Characteristics, Challenge in Operations Management of Services, Service Quality Aggregate Capacity Planning for Services, Facility Location and Layout for Services.

##### **Group II:**

Managing supply relationships, Effect of Automation, Operations Standards and Work Measurement, Measurement and Control of Quality of Services, Inventory Control for Services.

##### **Group III:**

Service Delivery: Service processes, Resource utilization, Scheduling for Service Personnel and Vehicles, Waiting-Line Analysis, Distribution of Services, Product-Support Services, Case Studies on Professional Services.

#### **Recommended Text**

- Robert Johnson & Graham Clark, Service Operations Management: Improving Service Delivery, Pearson, 3rd Edition.
- Andrew Greasley, Operations Management, Wiley Publishers, 2006.
- Richard D. Metters, Kathryn H. King-Metters, Madeleine Pullman, Successful Service Operations Management, South-Western College Publishing, 1st Edition. 2002.

#### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions, three from each group. Candidates will be required to attempt five questions in all, selecting not more than two questions from each group

The internal paper will carry 50 marks and it will be distributed as follows:

Two Mid-Semester Tests each carrying 10 marks

Two Assignments each carrying 10 marks

Class Participation and Attendance to be of 10 marks.



### **426 Compensation**

#### **Course Overview**

Compensation plays an important role in the life of an employee. And the same can be a bone of contention between employer and employee. The course designed will appraise the students regarding the new trends in compensation, the benefits available to employees and the law governing the payment of wages and bonus.

#### **Course Syllabus**

##### **Group I:**

Wage concepts, Theories of Wages, Importance, Wage Policy, Criteria for Wage Fixation, Techniques of Wage Determination. Wage Fixation Machinery, Wage Differentials, and Challenges of Remuneration. Impact of compensation and employees benefit on organizational effectiveness; Economic and Behavioural issues in compensation, internal and external equity of wage system. Law relating to payment of wages and bonus in India. Remunerating the Top Brass.

##### **Group II:**

Conventional reward methods and their inadequacies. Developing reward strategy – skill based pay, broad banding, team based pay, payment by results, and performance related pay, variable compensation. Compensation for executives and R&D staff. Reward structure in new industries (BPO, IT, Hospitality, Tourism, etc.), MNCs and other organizations. Remuneration plan and business strategy.

##### **Group III:**

Profit sharing, payment of bonus. Types and significance of incentives, fringe benefits. Retirement plans, productivity and wages. Understanding tools in designing, improving and implementing compensation packages

#### **Recommended Texts**

- Milkovich, Compensation, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2008.
- B.D. Singh, Compensation and Reward Management, Excel Books, New Delhi, 2006.
- Henderson, Compensation Management in a Knowledge Based World, Pearson Education, New Delhi, 9th Edition.

#### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions, three from each group. Candidates will be required to attempt five questions in all, selecting not more than two questions from each group

The internal paper will carry 50 marks and it will be distributed as follows:

Two Mid-Semester Tests each carrying 10 marks

Two Assignments each carrying 10 marks

Class Participation and Attendance to be of 10 marks.

#### **Course Overview**

Labour Laws play an important role in the functioning of an employee and organization. And the same can be a bone of contention between employer and employee relationship. The course designed will appraise the students regarding the new trends in industrial relations and HR practices, the benefits/facilities available to employees and the norms fixed by law prevailing, for the betterment of employee employer relationship

#### **Course Syllabus**

##### **Group I:**

Industrial Relations Legislation

1. The Industrial Dispute Act,1947
2. The industrial Employment (Standing Orders) Act,1946
3. The Trade Union Act,1926
4. Laws relating to Discharge, Misconduct, Domestic Enquiries, Discipline Action

##### **Group II:**

Protective legislation

1. The factories act, 1948
2. The payment of wages act, 1936
3. The minimum wages act, 1948
4. The payment of bonus act, 1965
5. The equal remuneration act, 1976
6. The contract labour (regulation and abolition) act, 1970

##### **Group III:**

Social security legislation

1. The workmen's compensation act, 1923
2. The employee's state insurance act, 1948
3. The employees' provident funds and miscellaneous provisions act, 1952
4. The maternity benefit act, 1961
5. The payment of gratuity act, 1972

#### **Recommended Texts**

- Indian Law Institute, Labour Law and Labour Relations-Cases and Material, Bombay,Tripathi, 1987
- S.N. Mishra, Labour and Industrial Laws, Allied Publications, New Delhi, 2001
- Debi S. Saini, Redressal of Labour Grievances, Claims and Disputes, Oxford & IBH, New Delhi,1994)
- H.L. Kumar, Labour & Industrial Law in 2 volumes with free case lawreference 2000-2007

#### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions, three from each group. Candidates will be required to attempt five questions in all, selecting not more than two questions from each group

The internal paper will carry 50 marks and it will be distributed as follows:

Two Mid-Semester Tests each carrying 10 marks

Two Assignments each carrying 10 marks

Class Participation and Attendance to be of 10 marks.

**428 Industrial Psychology**

**Course Syllabus**

**Group I:**

Psychology: Nature and Scope, Psychology and Management, Industrial Psychology-nature and scope, Industrial Psychology and its relation with Sociology, Social Psychology, General Psychology and Management, with special reference to Personnel Management, Advertising and Marketing, Individual differences and behaviour, Human needs and their implications for a work organization, Psychology applied to advertising, Marketing and Consumer Behaviour.

**Group II:**

Personnel Selection and importance of testing techniques, Psychological and Projective tests, Employees and Training Development, Performance Appraisal-Techniques and Problems, Job Satisfaction and its measurement, Creativity a work-element of creativity in leadership and decision making, Positive thinking.

**Group III:**

Organisational Role Stress-managing stress, Burnout-causes, effect and coping, Gender biasness in Indian organizations, Women as a minority, Work Stress and women, Women as successful manager, Monotony, Boredom and Fatigue at work places, The Physical surroundings of work place-quality of work life, Physical location, Physical climate, Effect of noise.

**Recommended Texts**

- H.L. Kalia, Industrial Psychology, The Associated Publishers, 1<sup>st</sup> Edition, 2006.
- Cary L. Cooper and Edwin A. Locke, Industrial and Organizational Psychology, Blackwell Publishing, 2000.
- Joseph Tiffin, Ernest J. McCormick, and Daniel R. Ilgen, Industrial Psychology, Prentice hall of India Pvt. Ltd., New Delhi, 1987.

**Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions, three from each group. Candidates will be required to attempt five questions in all, selecting not more than two questions from each group

The internal paper will carry 50 marks and it will be distributed as follows:

Two Mid-Semester Tests each carrying 10 marks

Two Assignments each carrying 10 marks

Class Participation and Attendance to be of 10 marks.

### **429 Cross Cultural and Global**

#### **Course Overview**

The course has been designed to make the students aware of the changing role of HR in international organizations having large number of subsidiaries which are operating in different countries and cultures as compared to the domestic companies.

#### **Course Syllabus**

##### **Group I:**

Evolution of an International Enterprise, Environmental variables in global business, Understanding Culture (culture and management styles in selected countries), Cross Cultural Differences and Managerial Implications. Difference between Domestic and International Human Resource Management.

##### **Group II:**

Cross Cultural Research Methodologies and Hofstede's study, Structural Evolution of Global Organizations, Leadership across Borders and Cultures, Cross Cultural Communications and Negotiations

##### **Group III:**

Staffing, Training and Development, Compensation, Performance Management, Repatriation in Global Organizations, Ethical Dilemmas in International Management.

#### **Recommended Texts**

- Monir H. Tayeb, International Human Resource Management, Oxford, 2005.
- Helen Deresky, International Management: Managing Across Borders and Cultures, Prentice Hall of India, 4th Edition.
- S.C.Gupta, International HRM, Macmillan India Ltd. 2006.
- Peter J Dowling, Denise E Welch, International Human Resource Management, Thompson Learning, 2004.

#### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions, three from each group. Candidates will be required to attempt five questions in all, selecting not more than two questions from each group

The internal paper will carry 50 marks and it will be distributed as follows:

Two Mid-Semester Tests each carrying 10 marks

Two Assignments each carrying 10 marks

Class Participation and Attendance to be of 10 marks.

### **430 Management of Training and**

#### **Course Overview**

Training plays an important role in the skill development and performance enhancement of an employee and organization. The course designed will appraise the students regarding the new trends in training methods and their effectiveness and HR practices,

#### **Course Syllabus**

##### **Group I:**

Training process- an overview; role, responsibilities and challenges to training managers; organization and management of training function; training needs assessment of training need and action research; instructional objectives and lesson planning.

##### **Group II:**

Learning process; training climate and pedagogy; developing training modules; training methods and techniques; facilities planning and training aids; training communication.

##### **Group III:**

Training evaluation & cost; training and development in India. MNCs perception of training function. Perception of training in a public sector organization.

#### **Recommended Texts**

- Buckley, R., & Caple, J. (2004). The theory and practice of training (5<sup>th</sup> ed.). London and Sterling,
- Lynton, R., Pareek, U. (2000), Training for Organisational Transformation;
- Part 1 for Policy Makers and Change Managers, Sage, London,
- Rae, L. (1997), How to Measure Training Effectiveness, 3rd ed., Gower, Aldershot, .

#### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions, three from each group. Candidates will be required to attempt five questions in all, selecting not more than two questions from each group

The internal paper will carry 50 marks and it will be distributed as follows:

Two Mid-Semester Tests each carrying 10 marks

Two Assignments each carrying 10 marks

Class Participation and Attendance to be of 10 marks.

### **431 Regional Blocks**

#### **Course Overview**

The objective of the course is to familiarize the students with the theoretical framework of the theory of economic integration, and its impact on trade and investment flows among the region and on the global economy.

#### **Course Syllabus**

##### **Group I:**

World Trade Scenario, Concept of Welfare State, Theory of Economic Integration; Economic Integration and endogenous growth; Different stages of Economic Integrations, Resource allocation and trading blocks.

##### **Group II:**

Emergence of European Union, its formation and working, India and European Union Globalization Vs. Regionalisation; Regional Blocks; Ongoing Challenges-Environment Volatility. Selected Regional Blocks - NAFTA, EU, ASEAN, SAARC.

##### **Group III:**

Regional Blocks or Stumbling Blocks, Rise of Global Mania, Environment and trading blocks, Technology sharing among member nations, Regional Alternatives; Regional Competition; New Organizational Challenges.

#### **Recommended Texts**

- Jackson, J., The World Trading System, Cambridge, Mass: MIT Press, 2nd Edition, 2002.
- Krugman, Paul R. and Obstfeld, M., International Economics: Theory and Policy, Pearson Education, 8th Edition, 2008.
- Bhalla, V.K., World Economy in 90s: A Portfolio Approach, Delhi, Anmol Pub. Pvt. Ltd., 1990
- Dreze, Jean and Sen, Aamrtya, Indian Development: Selected Regional Perspectives, Delhi, Oxford University Press, 1997.

#### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions, three from each group. Candidates will be required to attempt five questions in all, selecting not more than two questions from each group

The internal paper will carry 50 marks and it will be distributed as follows:

Two Mid-Semester Tests each carrying 10 marks

Two Assignments each carrying 10 marks

Class Participation and Attendance to be of 10 marks.

#### **Course Overview**

The objective of the course is to familiarize the students with the functioning of the international economic organizations and their changing role in the context of globalization of the world economy.

#### **Course Syllabus**

##### **Group I:**

Emergence of International Economic Organizations and Development Diplomacy, Historical Developments, Bretton woods and international monetary set-up, World Bank and its affiliates, International Bank for Reconstruction and Development (IBRD)

##### **Group II:**

International Development Agency (IDA), International Finance Corporation (IFC), Multilateral Investment Guarantee Agency (MIGA).

##### **Group III:**

World Bank and Developing countries, General Agreement on Tariffs and Trade (GATT), World Trade Organization (WTO), United Nations Conference on Trade and Development (UNCTAD), International Labour Organisation (ILO).

#### **Recommended Texts**

- Bhalla, V.K., International Co-operation, Delhi, Anmol, 8th Edition.
- Simai, Mihaly Democratic Process and the Market: Challenges of the Transition, United Nations University Press, 1999.
- Simai, Mihaly, The Future of Global Governance, Washington, D.C., United States Institute of Peace Process, 1994.

#### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions, three from each group. Candidates will be required to attempt five questions in all, selecting not more than two questions from each group

The internal paper will carry 50 marks and it will be distributed as follows:

Two Mid-Semester Tests each carrying 10 marks

Two Assignments each carrying 10 marks

Class Participation and Attendance to be of 10 marks.

**433 Export-Import Procedures, Documentation and**

**Course Overview**

The objective of the course is to acquaint the students with the export import procedures, documentation and logistics.

**Course Syllabus**

**Group I:**

Documentation Framework, Exim Documentation, International Business Contracts: Types, Formation, Elements, Legal Dimensions, Dispute Settlement; Instruments and methods of Financing Exports including credit and collections, Uniform custom and practices (UCP); Business Risk Coverage-Cargo, Credit and Foreign Exchange Risk Coverage, Cargo Insurance, Foreign Exchange Regulations and Formalities.

**Group II:**

Quality Control and Pre-shipment; Inspection Concept Scheme and Procedures; Role of Clearing and Forward Agents; Excise Clearance of cargo; Custom Clearing and Forward Agents; Excise Clearance of cargo; Shipment of Export Cargo; Custom Clearance of Export Cargo; Custom Clearance of Import Cargo; Negotiations of Documents with Banks; Procedures and documentation for availing export incentives- Duty drawbacks, Import Licensing and other incentives; Processing of an Export Order.

**Group III:**

World Shipping: Structure, Liners, and Tramps, Conference System; Freight, and Structure. Containerisation and other developments, International Agreements and Conferences on Sea Transport; Indian Shipping: Trends, Structure, Concepts of Dry Port, Containerisation. Machinery for Consultation; Air Transport: International set up, Freight structure.

**Recommended Texts**

- S. Shiva Ramu V.K. Bhalla, International Business: Environment and Management, Anmol Publications Pvt. Ltd, 7th Revised Edition, 2003.
- Paras Ram, Export What Where How, Anupam Publishers, New Delhi,1995.

**Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions, three from each group. Candidates will be required to attempt five questions in all, selecting not more than two questions from each group

The internal paper will carry 50 marks and it will be distributed as follows:

Two Mid-Semester Tests each carrying 10 marks

Two Assignments each carrying 10 marks

Class Participation and Attendance to be of 10 marks.



#### **Course Overview**

The objective of this course is to develop a diagnostic and conceptual understanding of the cultural and related behavioural variables in the management of global organisations.

#### **Course Syllabus**

##### **Group I:**

Global Business-Growth and Evolution, Environmental variables in global business. Human and cultural variables in Global organisations. Cross Cultural differences and managerial implications.

##### **Group II:**

Cross Cultural research methodologies and Hofstede's Hermes Study, Structural evolution of global organisations; Cross Cultural communication and negotiation; Cross Cultural leadership and decision making.

##### **Group III:**

Human Resources Management in global organisations: Ethics in international business, Western and Eastern management thoughts in the Indian context.

#### **Recommended Texts**

- Alder N.J., *International Dimensions of Organisational Behaviour*, South-Western Publisher, 2001.
- Bartlett, Christopher A and Ghoshal, S., *Transnational Management: Text, Cases and Readings in Cross Border Management*, Chicago Irwin, 1995.
- Dowling, P.J., *International Dimensions of Human Resources Management*, 2nd edition, California, Wadsworth, 1994.

#### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions, three from each group. Candidates will be required to attempt five questions in all, selecting not more than two questions from each group

The internal paper will carry 50 marks and it will be distributed as follows:

Two Mid-Semester Tests each carrying 10 marks

Two Assignments each carrying 10 marks

Class Participation and Attendance to be of 10 marks.

**435 Foreign Language for**

**Course Overview**

To make students averse and conversant about the importance and applicability of foreign language.

**Course Syllabus**

**Group I:**

Grammar: Definite & Indefinite articles, Singular and plural of nouns, feminine & plural of adjectives, Conjunction of verbs of the first and second groups and of etre, avoir and faire. Possessive adjectives, contracted articles.

**Group II:**

Grammar: Demonstrative articles, past tense with avoir and etre, partitiae articles, future tense, the imperative, conjugation of verbs of third group.

**Group III:**

Grammar: Comparative adjectives, superlatives, possessive pronouns, personal pronoun.

**Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions, three from each group. Candidates will be required to attempt five questions in all, selecting not more than two questions from each group

The internal paper will carry 50 marks and it will be distributed as follows:

Two Mid-Semester Tests each carrying 10 marks

Two Assignments each carrying 10 marks

Class Participation and Attendance to be of 10 marks.

#### **Course Overview**

The objective of this course is to acquaint the students with the concepts and tools for analyzing, designing and improving the supply chain in an organisation and also to understand the changing distribution scenario.

#### **Course Syllabus**

##### **Group I:**

Introduction to supply chain and its role and objectives. Logistics strategy and planning. Logistics and Customer service. Logistics product – Nature of product, Functional vs. Innovative products, Product life cycle- Product characteristics.

##### **Group II:**

Retailing- role of information, information flow, and information sources, internal information, external information. Information Systems in Retail Logistics - logistics, distribution center, outsourcing, store vs. Distribution center delivery, pull vs. push logistics strategies. Strategic Advantages of Information Systems in Logistics - improved product availability, improved assortment, improved return on investment.

##### **Group III:**

Co-ordination in the supply chain - Bull whip effect. Transport decisions - modal choice, vehicle routing and scheduling. Network design decisions. Inventory decisions - pull and push types of systems. Sourcing strategy. Supply chain performance – SCOR model

#### **Recommended Texts**

- Robert B. Handfield, Ernest L. Nichols, Introduction to Supply Chain Management, Prentice Hall of India, New Delhi, 1998.
- James, A. O'Brien, Introduction to Information Systems, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 2005.
- Sunil Chopra and Peter Meindel, Supply Chain Management, Pearson Education, 3rd Edition, 2008.

#### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions, three from each group. Candidates will be required to attempt five questions in all, selecting not more than two questions from each group

The internal paper will carry 50 marks and it will be distributed as follows:

Two Mid-Semester Tests each carrying 10 marks

Two Assignments each carrying 10 marks

Class Participation and Attendance to be of 10 marks.

### **437 Merchandising Planning and**

#### **Course Overview**

The objective of this course is to understand the assortment planning and merchandise purchasing techniques and also the effective pricing strategies used by retail organisations.

#### **Course Syllabus**

##### **Group I:**

Assortment Planning Process - need for trade-off between variety, assortment and product availability, assortment plan. Product mix trends, Sales Forecasting, Setting Financial objective.

##### **Group II:**

Merchandise Purchasing. Branding Strategies – manufacturer's brands, private label brands. Managerial issues in global sourcing decisions. Merchandise purchasing and handling process. Ethical and legal issues in merchandise purchasing.

##### **Group III:**

Setting the retail price - price setting objectives, price setting determinants. Pricing Strategies and Practices - Every day low pricing (EDLP), high/low pricing, coupons, rebates, leader pricing. Price bundling. Multiple pricing. Price lining, Odd pricing. Methods of Setting Prices. Adjustments to the initial Retail Price.

#### **Recommended Texts**

- Berman B. and Evans J. R., Retail Management, Pearson Education, New Delhi, 2002.
- Roger Cox and Paul Brittain, Retail Management, Financial Times/ Prentice Hall, 4th Edition.
- Michael Levy M. and Barton A. Weitz, Retailing Management, TataMcGraw-Hill Publishing Co. Ltd., New Delhi, 2006.

#### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions, three from each group. Candidates will be required to attempt five questions in all, selecting not more than two questions from each group

The internal paper will carry 50 marks and it will be distributed as follows:

Two Mid-Semester Tests each carrying 10 marks

Two Assignments each carrying 10 marks

Class Participation and Attendance to be of 10 marks.

### **438 Retail Strategies**

#### **Course Overview**

The objective of this course is to understand the importance of formulating a retail market strategy and the elements of financial strategies to measure the performance of retail organisations.

#### **Course Syllabus**

##### **Group I:**

Definition of Retail Market Strategy, Target market and Retail format, Building Sustainable Competitive Advantage-Location, Merchandise, Price, Service and Communications, Achieving Strategic Positioning-Operations. Purchasing/Logistics. Market Research, Financing, Technology. Nature of Strategic Planning.

##### **Group II:**

Retail Strategic Planning Process-Developing the mission, establishing objectives, Situational analysis, Identifying strategic alternatives. Selecting the target markets, Obtaining resources needed to compete, Developing positioning strategy, Strategy implementation, Evaluating results and Controlling operations. Strategic Profit model- An overview.

##### **Group III:**

The Strategic Profit Model-Return on Assets, Return on Net Worth, Improving Financial Performance, Profit management. Asset management, Debt management. Income Statements- Sales, Cost of Goods sold, Gross margins, Expenses, Net profits. Balance Sheet- Assets- Current assets. Accounts receivable, Merchandise inventory, Inventory turnover, Cash and other Current assets, operating Cycle, Fixed assets, Asset turn over. Liabilities and Owners Equity.

#### **Recommended Texts**

- Berman B. and Evans J. R., Retail Management, Pearson Education, New Delhi, 2002.
- O.C. Ferrell and Michael Hartline, Marketing Strategy, Thomson Publication, 3rd Edition, 2007.
- Walker Mullins, Boyd Larreche, Marketing Strategy, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 5th Edition, 2007.

#### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions, three from each group. Candidates will be required to attempt five questions in all, selecting not more than two questions from each group

The internal paper will carry 50 marks and it will be distributed as follows:

Two Mid-Semester Tests each carrying 10 marks

Two Assignments each carrying 10 marks

Class Participation and Attendance to be of 10 marks.

#### **MBA Part-II (Semester-IV) 41**

*School of Management Studies, Punjabi University, Patiala*

#### **Course Overview**

The objective of this course is to make students averse about the Importance of store management so that they can handle the retail operations efficiently and effectively.

**439 Store Management**

**Course Syllabus**

**Group I:**

Store Management - Role of store managers, managing the store personnel, minimizing the cost of the retail store, managing the buying and selling activities, providing customer service. Cost Controls – Labour scheduling, store maintenance, Energy Management, Reducing inventory shrinkage, Detecting and Preventing shop lifting.

**Group II:**

Introduction - Creating a Store Image. Creating a Buying Environment. Store Exteriors - Marquee, Entrances, Door types, Walkways, Display windows, Size of the building, Colors and Materials, Then Prevention. Stores Interiors - Managing space, Merchandise Presentation Techniques – Store Layout, Visual Merchandising, Atmospherics. Store Security - Customer theft, Employee theft, Supplier pilferage, Credit Management.

**Group III:**

Selecting the Store Location. Market Area Analysis - Factors Affecting Attractiveness of Market Areas and Trade Areas Demographic, Economic, Cultural, Demand, Infrastructure, Estimating Sales Potential-Area sales activities, Level of competition. Trade Area Analysis-Size and shape of trade areas, Measurement and definition of the trade area.

**Recommended Texts**

- Varley R. and Rafiq M., *Principles of Retail Management*, Palgrave Macmillan, New York, 2004.
- David Gilbert, *Retail Marketing Management*, Pearson Education, New Delhi, 2003.
- Patrick M. Dunne and Robert F. Lusch, *Retailing*, Thomson South Western Publisher, Cincinnati, 5th Edition, 2004.

**Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions, three from each group. Candidates will be required to attempt five questions in all, selecting not more than two questions from each group

The internal paper will carry 50 marks and it will be distributed as follows:

Two Mid-Semester Tests each carrying 10 marks

Two Assignments each carrying 10 marks

Class Participation and Attendance to be of 10 marks.

### **440 Customer Relationship Essentials in**

#### **Course Overview**

The objective of this course is to: understand the relationship marketing as a means of building relations with all the stakeholders; and understand the promotion mix objectives.

#### **Course Syllabus**

##### **Group I:**

An overview of Relationship Marketing. Fundamental Concepts in Relationship Marketing Customer Acquisition and Retention Strategies. Customer Loyalty. Analyzing Profitability of Customers. Overview of CRM and Web Based Technologies.

##### **Group II:**

Learning Organization. Integrated Relationship Marketing Strategies. Retail Marketing Communication. Role of Retail Promotion Program-Methods for Communicating with the Customers, Sales promotion, Public relations, Personal selling. Planning Retail Communication Program-Establishing objectives, determining promotional budget, objectives and task method, thumb rule method.

##### **Group III:**

Assigning the Promotional Budget. Implementing advertising programs - creating message advertising agencies, selecting advertising media, determining the frequency and timing of advertisements . Evaluating the effectiveness of advertisements, Implementing Sales Promotion Programs, Implementing Publicity Programs.

#### **Recommended Texts**

- Barnes James G., *Secrets of Customer Relationship Management*, McGraw-Hill, 1st Edition, 2000.
- Swift Ronald S., *Accelerated Customer Relationships*, Prentice-Hall of India, New Delhi, 2000.
- Gosney, John W., and Boehm, Thomas P., *Customer Relationship Management Essentials*, Prentice-Hall of India, New Delhi, 2000.
- Berman B. and Evans J. R., *Retail Management*, Pearson Education, New Delhi, 2002.

#### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups, i.e., I, II, III. The question paper will consist of nine questions, three from each group. Candidates will be required to attempt five questions in all, selecting not more than two questions from each group

The internal paper will carry 50 marks and it will be distributed as follows:

Two Mid-Semester Tests each carrying 10 marks

Two Assignments each carrying 10 marks

Class Participation and Attendance to be of 10 marks.

#### **MBA Part-II (Semester-IV) 43**

*School of Management Studies, Punjabi University, Patiala*