



Programme of Study

Master of Business Administration in Entrepreneurship (Executive Program) MBA-Entrepreneurship (EP)

Admission Session 2013

Semester I Exam (December, 2013)

Semester II Exam (May, 2014)

Semester III Exam (December, 2014)

Semester IV Exam (May, 2015)

Semester V Exam (December, 2015)

Semester VI Exam (May, 2016)

**Maharshi Dayanand Saraswati University
Ajmer 305009 Rajasthan**

Master of Business Administration in Entrepreneurship (Executive Programme)

Ordinance for MBA (DS) Programme

Master of Business Administration in Entrepreneurship (Executive Program) is a professional program to be offered at Center for Entrepreneurship and Small Business Management at Maharshi Dayanand Saraswati University Campus Ajmer. It is a 3-year part time MBA programme comprising of three independent add-on diplomas targeted at entrepreneurs, small business owners and executives and post-graduate students.

Modular Programme: The program is to be organized as three module programme where as student can complete each one year module separately and each module leading to award of a diploma, if she/he do not intend to pursue further:

- i. Module 1: Diploma in Business Management (DBM)
- ii. Module 2: Advanced Diploma in Business Management (ADBAM)
- iii. Module 3: Master of Business Administration (MBA)

Add-on Programme: As suggested by UGC these diplomas would be offered as add on programmes. That is the learners can pursue jobs, business or other education as per their choice and can still complete the first two diplomas. For admission to third year she/he must not take admission in any other regular programme of study.

1. Eligibility:

- a. Any graduate with 50% marks or equivalent thereto (45% for SC/ST/OBC).
- b. **Admission Process:** Admission to the programme shall be through an admission process of 100 points. A weight of 75 points shall be for the marks obtained in the qualifying exam. Another 25 points are for Personal Interview. Merit for admission to the programme shall be determined by the Center.

2. Programme

Master of Business Administration in Entrepreneurship (Executive Program) is a professional program to be offered at Center for Entrepreneurship and Small Business Management and is a 3-year part time MBA programme. Each year consists of two semesters. There shall be six semesters of taught programmes. Total credits for the programmes are equivalent to 24 papers. Each paper will be of 30-40 hours instruction and equal hours of self study. There shall be an examination at the end of each semester as determined by the university.

3. Scheme of examination, evaluation and progression:

- i. Every prescribed paper shall carry a total of 100 marks. There shall be 50 marks for term end examination and 50 marks for internal examinations until and unless indicated otherwise.
- ii. **A student has to appear in both external and internal examination and shall have to secure 40% marks in external and internal examination separately to pass.**
- iii. Internal examination shall consist of continuous evaluation. Each paper shall be evaluated on the basis of internal assessment by the concerned teacher administering 3 feedback tests normally after 10-11 hours of teaching. Feedback test may be a written exam, quiz, presentation and class

participation, exercise, essay, personal interview, simulation etc. Each feedback test shall be of 25 marks. Two best scores shall be added to obtain the total of internal scores.

- iv. There shall be a semester-end external examination of 50 marks. A student shall generally be required to answer any five questions out of the seven questions asked. An examiner may choose to give a case study worth 20 marks analysed. In that case the student shall answer any three questions out of five questions asked in addition to the case study.

4. Examination:

- a. **Examination Result:** To pass a semester a student has to score 40% marks in each course and also 50% marks in aggregate.
- b. **Division:** Division of marks shall be awarded on the basis of aggregate marks obtained in all the papers prescribed for all the Six (06) semester examinations as follows:
 - a. First Division 60% and above
 - b. Second Division 50% and above & below 60%
- c. **Due Papers:** A student will be Allowed To Keep Term (ATKT) in two (02) papers in one (01) semester and maximum four (04) papers during one year (two semesters). Student should obtain 50% marks in aggregate of the remaining papers (other than ATKT). A student has to clear all the papers of Semester I and II to be eligible for appearing in V semester / III year. Wherever a student appears at an ATKT examination s/he will do so according to the syllabus at that time and fulfill the requirements of the course **in force at that time**.

5. Attendance:

As per prevalent university rules.

- 6. There shall be upto 10 super ordinate seats for business families' candidates. There shall be a 5% point relaxation in minimum admission eligibility for business families' candidates (45% for General candidates and 40% for SC/ST/OBC candidates).

7. Seats

Admission may be offered to 40 seats of which 20 seats may be reserved for candidates with work experience and remaining 20 seats for other postgraduates. Seats remaining vacant in any of these categories may be filled by the candidates from other category. 1 super-numeral seat may be allowed for **Maharshi Dayanand Saraswati University employees** so that we can gradually have a bunch of trained executives in times to come.

- 8. There will be reservation for SC/ST/OBC candidates as per rules of Maharshi Dayanand Saraswati University, Ajmer.
- 9. There will be one super numeral seat for ward of Maharshi Dayanand Saraswati University employees/ teachers.

10. Course Structure

	Year 1				
	Semester 1	Introduction	Internal	External	Total
101	Management Concepts		50	50	100
102	Financial Statement Analysis		50	50	100
103	Managerial Economics and Quantitative techniques		50	50	100
104	Statistics for management		50	50	100
	Total				400
	Semester 2	Functional Areas	Points		
201	Marketing Management		50	50	100
202	Financial Management		50	50	100
203	Human Resource Management		50	50	100
204	Production and Operations Management		50	50	100
	Total				400
	Year 2				
	Semester 3	Points			
301	Organisation Behaviour		50	50	100
302	Business Environment		50	50	100
303	Project Management		50	50	100
304	Entrepreneurship and Small Business Management		50	50	100
	Total				400
	Semester 4	Integration	Points		
401	Business Research and Communication		50	50	100
402	International Business Management		50	50	100
403	Family Business Management		50	50	100
404 A	Business Plan Development Or New Venture creation		50	50	100
404 B					
	Total				400
	Year 3				
	Semester 5	Points			
501	Elective 1		50	50	100
502	Elective 2		50	50	100
503	Elective 3		50	50	100
504	Elective 4		50	50	100
	Total				400
	Semester 6	Points			
601	Business Policy and Strategy		50	50	100
602	Management Information System		50	50	100
603	Total Quality Management		50	50	100
604	Dissertation		100	50	100
					400
	Grand Total		2400		

Master of Business Administration in Entrepreneurship - Executive Programme
(MBA – EP) Examination
(Semester Examination Scheme)

Regulation 22A

Master of Business Administration in Entrepreneurship (Executive Program) is a professional program to be offered at Center for Entrepreneurship and Small Business Management and is a 3-year part time MBA programme. Each year consists of two semesters. There shall be six semesters of taught programmes.

- i. There shall be 24 Papers (04 papers in Semester I and 04 papers in Semester II of Part I, 04 papers in Semester III and 04 papers in Semester IV of Part II, 04 papers in Semester V and 04 papers in Semester VI of Part III). Every prescribed course shall carry a total of 100 marks. There shall be 50 marks for term end examination and 50 marks for internal examinations until and unless indicated otherwise.
- ii. **A student has to appear in both external and internal examination and shall have to secure 40% marks in external and internal examination separately to pass.**
- iii. Internal examination shall consist of continuous evaluation. Each paper shall be evaluated on the basis of internal assessment by the concerned teacher administering 3 feedback tests normally after 10-11 hours of teaching. Feedback test may be a written exam, quiz, presentation and class participation, exercise, essay, personal interview, simulation etc. Each feedback test shall be of 25 marks. Two best scores shall be added to obtain the total of internal scores.
- iv. Term end examination shall comprise of seven questions covering entire syllabus of the course, student will have a choice of answering any five questions. Paper setter may choose to give a case study equivalent to two questions. In that case the student in addition to solving case study will have to answer any three from a total of five questions asked.
- v. The medium of instruction will exclusively be in English and student has to answer all the question papers in the prescribed course in English only in both internal and external examinations.
- vi. In fourth semester, student is expected to opt from Business Plan Development (404A) or New Venture Creation (404B). Whosoever opts for New Venture Creation will have to appear for the internal and external exam. Those who opt for Business Plan Development will have to submit a Business Plan based on survey and research. The student has to make a presentation, which will be evaluated by experts including invitee from financial institution and an internal examiner. There are 100 marks for the Business Plan (50 marks for report and 50 marks for the evaluation of the presentation).
- vii. The number of courses and the maximum marks for each course (internal and external separately) shall be shown in the syllabus for the subject concerned. In order to pass a semester a student shall have to score 40 % marks in each course and also 50% marks in aggregate in remaining papers except ATKTK (Allowed To Keep Terms) papers.
- viii. A student will be Allowed To Keep Term (ATKTK) in two (02) papers in one (01) semester and maximum four (04) papers during one year (two semesters). Student should obtain 50% marks in aggregate of the remaining papers (other than ATKTK). A student has to clear all the papers of Semester I and II to be eligible for appearing in V semester / III year. Wherever a student appears at an ATKTK examination s/he

will do so according to the syllabus at that time and fulfill the requirements of the course in force at that time.

- ix. A student shall be required to successfully complete the programme within a continuous span of six year from the date of admission. During this period if there is any ATKT in any course/s, the same has to pass with a maximum of next three chances within a span of six year from the date of admission.
- x. A student shall be eligible for the award of Master of Business Administration in Entrepreneurship (Executive Programme) degree only if he/ she fulfills the following conditions:
 - (a) Passes all the six semesters/ three year as laid down in the syllabus as well as all the viva-voce examination and also secures minimum prescribed pass marks in the Dissertation.
 - (b) Fulfills all other requirements prescribed by the competent authority from time to time for satisfactory completion of each course of study in each of the three year.
 - (c) Division of marks shall be awarded on the basis of aggregate marks obtained in all the papers prescribed for all the six semesters/ three year examinations as follows:

Passed with I Division

Aggregate marks taken together of the Part I, Part II and Part III of MBA (EP) examinations should be 60% and above.

Passed with II Division

Aggregate marks taken together of the Part I, Part II and Part III of MBA (EP) examinations should be more than 50% and less than 60%.

Program Structure Semester I

101 Management Concepts

This course will introduce the learner to the fundamentals of business management.

Unit 1 Nature, meaning and significance of management; Managerial processes, functions, skills, and roles in organisation.

Unit 2 Overview of functions of Planning, Organising, Staffing, Directing and Controlling.

Unit 3 Concept of Managerial Ethics, Social responsibility, and Value based Management.

Suggested Readings **Koontz "O" Donnell**, Management, Latest Edition
L M Prasad, Principles and Practices of Management, Sultan Chand & Sons, New Delhi
J S Chandan, Management Theory and Practice, Vikas Publishing House Pvt Ltd, New Delhi

102 Financial Statement Analysis

Unit 1 Introduction to accounting, concepts & conventions of accounting, Recording of Business Transactions: Brief outline of Journalizing, Posting & Trial Balance.

Unit 2 Trading, Profit & Loss Accounting, Balance Sheet, Adjustment Entries, Ration Analysis.

Unit 3 Standard Costing & Variance Analysis.

Suggested Readings **Maheshwari, S.N.**, Management Accounting and Financial Control. Sultan Chand and Sons, New Delhi.
Bhattacharya, S.K. and Dearden, J. (1996). Accounting for Management: Texts and Cases. Vikas Publishing, New Delhi.

103 Managerial Economics and Quantitative Techniques

The objective of this course is to acquaint the participants with concepts and techniques used in Economics and enable them to apply this knowledge in business decision-making.

Unit 1 Microeconomics- Concepts of demand and supply, elasticity of demand, demand forecasting; cost concepts and analysis

Unit 2 Production analysis; Nature of competition in markets and price and output determination: Perfect Competition, Imperfect Competition, Oligopoly, & Monopoly.

Unit 3 Linear Programming - Basic Concepts, Model Formulation, Solution Methods, Duality, Assignment and Transportation problems

Suggested Readings **Ahuja H. L.** Micro Economics, Himalaya Publishing House, New Delhi
Mehta P. L., Managerial Economics: Analysis, Problems and Cases, Sultan Chand & Sons, New Delhi.
Siddiqui S A and Siddiqui A S, Managerial Economics and Financial Management, New Age International Publishers, New Delhi

Statistics for Management

This course shall acquaint the students with the concepts and techniques used in Statistics and enable them to apply this knowledge in business decision-making.

Unit 1 Statistics; Characteristics, functions, limitations and scope; statistics in business management; Data collection and presentation, frequency distribution and analysis, measure of central tendency and dispersion, correlation and regression.

Unit 2 Basic concepts of probability and probability distribution- binomial, poisson and normal; Probability and non probability sampling, sampling distribution of means and proportions, estimation.

Unit 3 Hypothesis testing of means and proportions for large and small samples.

Suggested Readings **Pillai R S N and Bagavathi**, Statistics, S Chand and Co., New Delhi
Sharma J K, Business Statistics, Pearson Education
Gupta S P, Statistics, S Chand & Company, New Delhi
Hooda R P, Statistics for Business and Economic, Macmillan, New Delhi
Levin and Rubin, Statistics for Management; Prentice-Hall of India, New Delhi

Semester II

201 Marketing Management

This course shall introduce the learner to the basic marketing concepts, functions; market environment and decision variables.

Unit 1 Role and importance of marketing in business; meaning, definition, and basic concepts of marketing; meaning and concept of consumer behaviour; buying decision process.

Unit 2 Market segmentation, targeting and positioning; market research; competitive advantage and strategic positioning;

Unit 3 Product, Place, Price and Promotion.

Suggested Readings **Kotler, P.** (2002). **Marketing Management**. *Prentice Hall of India*, New Delhi.
Ramaswamy, V.S. and Namakumari, S. (2002). **Marketing Management, Planning and Control**. *Macmillan India Ltd.*, New Delhi.

202 Financial Management

Unit 1 Meaning, scope, aims and objectives of financial management; finance function; Fund Flow Statement & Cash Flow Statement Analysis, cost of capital.

Unit 2 Capital budgeting- concepts, Capital Structure: Planning & Theories, Dividend policy.

Unit 3 Management of working Capital, Budgeting & Budgetary Control.

Suggested Readings **Chandra, P.** (2000). **Financial Management: Theory & Practice**. *Tata McGraw Hill*, New Delhi.
Bhattacharya (2003). **Financial Accounting for Business Managers**. *Prentice Hall of India*, New Delhi.
Pandey, I.M. (2003). **Finance: A Management Guide for Managing Company Funds and Profits**. *Prentice Hall of India*, New Delhi.

203 Human Resource Management

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

- Unit 1** Concept, meaning and importance of human resources management; Corporate objectives and human resource planning;
- Unit 2** Process of human resource planning- job analysis, job description, and specifications; recruitment and selection; induction; training and development; career planning; employee records and audits.
- Unit 3** Principles of wage determination, salary structure; job evaluation; and performance appraisal; wage policies, monetary and non-monetary incentives.
- Suggested Readings** **Aswathappa, K.** (1997). **Human resources and Personnel Management.** *Tata McGraw Hill*, New Delhi.
Dressler (2000). **Human Resource Management.** *Prentice Hall of India*, New Delhi.

204 Production and Operations Management

To familiarise learner with the concept of operations management. Learner must be able to assimilate the techniques of managing operations that include production planning and control.

- Unit 1** Role of operations management in business; Operations strategy; types of production systems; plant location and layout; new product development; managing processes;
- Unit 2** Production planning and control- forecasting; routing, scheduling, expediting; aggregate planning; master scheduling, MRP; PPC in job shop, batch production, mass production and projects; Inventory control- quantity control and selective control;
- Unit 3** Quality control; housekeeping and maintenance; work study- method study and work measurement; Contemporary issue- JIT, lean manufacturing, Concurrent, engineering, optimised production technology, etc.
- Suggested Readings** **Bedi Kanishka**, production and Operations Management, Oxford University Press, New Delhi
Adam, E. Everett, Ebert J. Ronald, Production and Operations Management *concept, models, and behaviour*, Fifth Ed. Prentice Hall of India, New Delhi.
Russell S. Roberta, Taylor W. Bernard, Operations Management, Fourth Edition, Pearson Education.

Semester III

301 Organisation Behaviour

This course will introduce the learner to the fundamentals of business management and nature and importance of individual and group behaviour.

- Unit 1** Individual behaviour: Value, Attitude, Personality and Perception; Motivation.
- Unit 2** Group behaviour; Stages of group development, group structure and Group decision making; Communication; leadership, Conflict management
- Unit 3** Organisational Behaviour; Organization structure and design, Organizational culture and organization change.
- Suggested Readings** **Khanka S S**, Organizational Behaviour, S Chand and Company, New Delhi
Luthans, F (2002). **Organisational Behaviour**. *Prentice Hall of India*, New Delhi.
Robbins, S. (2003). **Organisational Behaviour**. *Pearson Education*, New Delhi.

302 Business Environment

To develop the ability to analyse the competitive business environment, to understand government policies and current issues.

- Unit 1** Nature and significance of business environment, macro environment, political- legal, technological, economic. Economic role of government.
- Unit 2** Business and government policies like monetary, fiscal, trade, EXIM policy, Industrial policy and Main features of Indian Economy, NRI investment, industrial sickness, policy for small scale sector.
- Unit 3** Business and Law, main provisions for Companies Act, MRTP and Competition Act, FEMA, Consumer protection act, role and functions of SEBI
- Suggested Readings** **Francis Cherunilam**, Business Environment: Text and Cases, Himalaya Publishing House
Mishra S K and Puri V K, Economic Environment of Business, Himalaya Publishing House, New Delhi
F Cherunilam, International Business Environment, Himalaya Publishing House, New Delhi
F Cherunilam, International Trade and Export Management, Himalaya Publishing House, New Delhi

303 Project Management

The objective of the course is to familiarise the learner with management and techniques of Project Management.

- Unit 1** Definition and concept of project; organisation and structure for projects; management and leadership in managing projects;

Unit 2	Planning, scheduling and controlling projects; Network techniques- PERT and CPM, crashing, levelling and smoothening of projects;
Unit 3	Cost and quality planning; supply chain issues, project completion and review; and improving project performance.
Suggested Readings	Chandra Prasanna , Project Management, Tata McGraw Hill, New Delhi Maylor, Harvey , Project Management, Pearson Education, New Delhi.

304 Entrepreneurship and Small Business Management

This course aims at providing student an insight into the nature of small scale industry. He will be exposed to various aspects of establishment and management of a small business unit.

Unit 1	Concept of entrepreneurship- nature and historical evolution; entrepreneurship and economic development, effect of culture on entrepreneurship
Unit 2	Role and importance of small business; defining small business; forms of organisation for small business; Setting up a SSI; formalities of launching a new venture; product selection; problems of SSI
Unit 3	Challenges of marketing for small businesses; sources of funds for small businesses; Human resource management issues in small businesses; managing small business operations.

Suggested Readings	Arora, R. and Sood, S.K. (2003). Fundamentals of Entrepreneurship and Small Business Management . Kalyani Publishers, Ludhiana. Desai, Vasant (1997). Small-Scale Industries and Entrepreneurship . 3/re, Himalayan Publishing House, Mumbai. Ramachandaran, K. (1993). Managing a New Business Successfully . Global Business Press, New Delhi. Ministry of small, micro and Medium Enterprise –www. msme.gov.in
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Semester IV

401 Business Research and Communication

To familiarise learner with the principles and techniques of accounting and using financial and accounting information for managerial decision making.

Unit 1	Definition, importance and types of business research, nature and scope of research methodology; Problem Formulation and Statement of Research Objectives, research process, research designs - Exploratory, Descriptive and Experimental Research Designs; Methods of Data Collection - Observational and Survey Methods; Questionnaire Design, Attitude Measurement Techniques; Administration of Surveys; Sample Design
Unit 2	Data analysis: measures of central tendency and dispersion, correlation and regression, probability distribution (Binomial, Poisson, Normal), sampling distribution, hypothesis testing, non parametric tests.
Unit 3	Nature, role, scope and importance of business communication, effective communication skills, process of communication, barriers and gateways in communication, Individual and group communication. Oral communication- presentation of reports, public speaking and negotiation. Written communication.
Suggested	Donald R. Cooper, Pamela S. Schindler . Business Research Methods, Tata

Readings *McGraw Hill Publication*, New Delhi.
Kothari C.R. (2006). Research Methodology Methods and Techniques, *New Age International Publication*, New Delhi

402 International Business Management

To help the learner in developing the ability to analyse the competitive international business environment

- Unit 1** International Business: An overview - Types of International Business; The External Environment; The Economic and Political Environment, The Human Cultural Environment
- Unit 2** Balance of Payments, World Financial Environment Cross-national Cooperation and Agreements; Tariff and Non-Tariff Barriers
- Unit 3** WTO, Regional Blocks; International production; Foreign Exchange Market Mechanism
- Suggested Readings **F Cherunilam**, International Business Environment, Himalaya Publishing House, New Delhi
F Cherunilam, International Trade and Export Management, Himalaya Publishing House, New Delhi

403 Family Business Management

- Unit 1** Defining family business; Why family businesses are special, Family business dynamics: people, systems & growing complexity, The family's relationship with the business: developing a strategic vision & building teamwork
- Unit 2** The next generation: Human resource management and leadership perspective, Getting help: making the most of outside resources
Professionalizing the boardroom: the role of balanced board of directors
Cousin companies: family governance in multigenerational family firms
- Unit 3** Succession Planning: Managing succession: the leadership challenge, Building financial security and relinquishing control, Wealth management: family offices and philanthropy.
- Suggested Readings **Peter Leach**, Family Business
Jain, Rajesh, Chains that Liberate: Governance of Family Firms, Macmillan India Ltd.

404 A Business Plan Development

This component of program would result in development of a business plan based on research and survey.

- Work outline** Based on academic inputs and training, the candidate would finally develop a business plan that can be submitted for funding. The candidate will undertake the necessary research, survey and field work to develop a viable business plan in a format acceptable to financial institutions. This will be evaluated by experts including invitee from financial institution and an internal examiner.
There are 100 marks for the business plan. There are 50 marks by the panel

evaluating the presentations and another 50 for report.

404 B New Venture Creation

Unit 1 Entrepreneurial revolution and entrepreneurial process, Analyzing and Evaluating Business Opportunities, Structural analysis of industries, Criteria for New Venture Screening

Unit 2 Resources one needs to start a new business, Forms of Business Ventures: Retail, Franchising, Manufacturing, Services Enterprise. Financial issues in New Venture Creation, New Venture Team: the role of teams in entrepreneurial process.

Unit 3 Financial issues & resources in New Venture Development, New Venture Team: The role of teams in entrepreneurial process

Suggested Readings **Timmons A Jeffry and Spinelli Stephen**, New Venture Creation- Entrepreneurship for the 21st century, Tata Mc Graw Hill.

Kuratko F Donald & Hornsby S Jeffry, New venture Management- The Entrepreneur's Roadmap, Pearson Education.

Sahay A, Sharma V, Entrepreneurship and New Venture Creation, Excel Books.

Semester V

Marketing Electives

501 M Brand Management

The objective of this course is to impart in-depth knowledge to the students regarding the theory and practice of Brand Management. The objective of this course is to impart in-depth knowledge to the students regarding the theory and practice of Brand Management.

Unit 1 Understanding Brands - Brand Hierarchy, Brand Personality, Brand Image, Brand Identity, Brand Positioning; Brand Equity;

Unit 2 Value addition from Branding - Brand-customer Relationships, Brand Loyalty and Customer Loyalty; Managing Brands; Brand Creation, Brand Extensions, Brand-product Relationships, Brand Portfolio;

Unit 3 Brand Assessment through Research - Brand Assessment and Change; Brand Revitalization; Branding in Different Sectors: Customer, Industrial, Retail and Service

Suggested Readings **Keller Kevin Lane**, Strategic Brand Management, Pearson Education, New Delhi
 Kumar Ramesh S, Managing Indian brands: Marketing Concepts and Strategies, Vikas Publishing House Pvt Ltd, New Delhi

Moorthi Y L, Brand Management: The Indian Context, Vikas Publishing House Pvt Ltd, New Delhi

Aaker A David, Managing Brand Equity

Subroto Sengupta Brand Positioning, TMH, New Delhi

502M Sales and Distribution Management

The purpose of this paper is to acquaint the student with the concepts which are helpful in developing a sound sales and distribution policy and in organising and managing sales force and marketing channels

Unit 1	Nature and Scope of Sales Management; Setting and Formulating Personal Selling Objectives; Recruiting and Selecting Sales Personnel; Developing and Conducting Sales Training Programmes; Designing and Administering Compensation Plans;
Unit 2	Supervision of Salesmen; Motivating Sales Personnel; Sales Meetings and Sales Contests; Designing Territories and Allocating Sales Efforts; Objectives and Quotas for Sales Personnel; Developing and Managing Sales Evaluation Programme; Sales Cost and Cost Analysis.
Unit 3	An Overview of Marketing Channels, their Structure, Functions and Relationships; Channel Intermediaries - Wholesaling and Retailing; Logistics of Distribution; Channel Planning, Organisational Patterns in Marketing Channels; Managing Marketing Channels; Marketing Channel Policies and Legal Issues; Information System and Channel Management; Assessing Performance of Marketing Channels; Recent developments in sales and distribution scenario in India.
Suggested Reading	Panda T K and Sahadev Sunil , Sales and Distribution Management, Oxford University Press, New Delhi Stanton, William J etc. Management of a Sales Force. Chicago, Irwin, 1995. Still, R R., Cundiff, Govoni , Sales Management: Decisions, Strategies and Cases, Prentice Hall India Pvt Ltd.

503M International Marketing

Unit 1	The globalization imperative, global marketing environment economic, financial, cultural, political and legal environment
Unit 2	Development of competitive marketing strategy – global marketing research, global segmentation & positioning, global marketing strategies, identification of markets, global market entry strategies, global sourcing strategies
Unit 3	Global Product Policy, International Product Life Cycle, global promotion strategy, global Pricing Strategy and Distribution Strategy; various Forms of International Business
Suggested Readings	International Marketing , Srinivasan <i>PHI</i> , New Delhi International Marketing Fayerweather 2e <i>PHI</i> , New Delhi International Marketing: Analysis & Strategy 3e Onkvisit & Shaw <i>PHI</i> , New Delhi Bhattacharya, B. Export Marketing: Strategies for Success. , <i>Global Business Press</i> , New Delhi

504M Marketing of Services

Unit 1	Nature of service economy; characteristics of services; classification of services; service quality; consumer behaviour; segmentation and targeting
Unit 2	Services marketing triangle; implications for marketing mix; marketing mix for services- product, place, price, promotion, people, process and physical evidence.
Unit 3	Strategic options for services- marketing strategies; globalization of services, Introduction to CRM.
Suggested Readings	Chowdhary Nimit & Chowdhary Monika (2005). Textbook of Marketing of Services The Indian Experience. Macmillan India Ltd. Lovelock, C. (2003). Services Marketing: People Technology, Strategy 5/e, <i>Pearson Education</i> , New Delhi.

Zeithaml, V. and Bitner, M. (2003) Services Marketing, McGraw Hill, New York.

Finance Electives

501F Investment and Portfolio Management

- Unit 1** Investment: Meaning, Principles and Avenues, Operations of Indian Stock Market; New Issue Market; Valuation Theories of Fixed and Variable Income Securities.
- Unit 2** Stock Market Analysis - Fundamental and Technical Approach, Efficient Market Theory; Recent Developments in the Indian Stock Market.
- Unit 3** Portfolio Management: Meaning, Importance, Markowitz Theory, Capital Asset Pricing Model, Arbitrage Pricing Theory, constructing efficient frontier and optimum portfolio.

Suggested Readings

Bhalla, V K. Investment Management: Security Analysis and Portfolio Management., S. Chand, New Delhi

Pandian Punithavathy, Security Analysis and Portfolio Management, Vikas Publishing House Pvt Ltd, New Delhi.

Avadhani V A, Security Analysis and Portfolio Management., Himalaya Publishing House, New Delhi

Avadhani V A, Investment Management., Himalaya Publishing House, New Delhi

Sharpe W F, Alexender G J and Bailey J V, Investments, Prentice Hall India Ltd., New Delhi

502F Working Capital Management

- Unit 1** Working Capital management: Meaning, Concept, Importance, Levels of Working Capital Investment, Working Capital Policies, Cash Management Systems.
- Unit 2** Managing Corporate Liquidity and Financial Flexibility: Determining the optimum levels of Cash Balance- Baumol Model, Beranek Model, Miller-Orr Model, Stone Model, Receivable Management --Determining the Appropriate Receivable Policy.
- Unit 3** Inventory Management: Kinds of Inventories, Benefits and Costs of Holding Inventories, Inventory Management and Valuation, Inventory Control Models, Short-term financing, Programming Working Capital Management.

Suggested Readings

Bhalla V.K., Working Capital Management: Text and Cases, Anmol, New Delhi

Mathur S B, Working Capital Management and Control: Principles and practice, New Age International Publication, New Delhi

Sharma Dheeraj, Working Capital Management: A conceptual approach, Himalaya Publishing House, New Delhi

503F Management Control Systems

The main objective of the course is to appraise the students the about the concept of management control system as well as its role in efficient management of public system

- Unit 1** Management Control - An Overview: Nature, Scope and Concept of Management Control Systems. Organization Goals, Strategic Planning and Implementations, Organisation Structure, Contingency Theory, Organizational climate, Position of Controller in the Organisation Structure of an Organization. Management Control

Process: Programming, Budgetary Planning and Procedures.

- Unit 2** Budgetary Control, Analysis of Variances, Flexible Budgeting, Zero-base Budgeting, Performance Budgeting, Accounting Aspects of Control including Internal Audit and Control and Value for Money, Analysis and Reporting, Variance Reporting. Management
- Unit 3** Control Structure: Responsibility Centre, Responsibility Accounting, Cost Centre, Profit Centre, Inter-divisional Transfer Pricing, Measurement of Divisional Performance including Performance Evaluation Qualitative and Quantitative, Investment Centre. Behavioural Aspects of Management Control: Motivation and Morale, Goal Congruency, Participative and Responsive Management. Human as a Part of Information Process, Learning Curves. Management Control in Specialised Organisation: Selected Case Studies on Non-profit and Public Service Organizations.
- Suggested Readings** **Ghosh N**, Management Control System, Prentice Hall India Ltd., New Delhi
Gupta S.L., Financial Derivatives – Theory Concepts and Problems, Prentice Hall of India.
Anthony, R N and Govindrajana V. Management Control Systems. 8th ed., Taraporevala, Chicago, Irwin, 1995.
Emmanuel, C and Otley D. Accounting for Management Control. London, Nostrand Reinhold, 1985.
Ghosh, P K and Gupta, G S. Cost Analysis and Control. New Delhi, Vision 1985.

504F Management of Financial Institutions

Objective The main objective of this course is to help students to learn the various financial services and their role in the overall financial system.

- Unit 1** Financial Institution: Meaning, Nature, Role of Financial Institutions, Types of Financial Institution: Kinds of Money Market and Capital Market Institutions, Challenges before Financial Institution in India.
- Unit 2** Management of Commercial Banks in India: Overview of Commercial banks in India, Corporate Governance in banks, Liquidity Management, Management of Deposits, Management of Loans and Asset-Liability, Management in Commercial Banks, Non Performing Assets in Banks.
- Unit 3** Management of Development Banks & Investment Institutions: Overview of Development Banks and Investment Institutions in India, Resource Planning, Resource Mobilisation and Project Evaluation by Development Banks in India.
- Suggested Readings** **Bhalla, V K. Management of Financial Services.** *Anmol*, New Delhi, 2001
Bhalla, V K And Dilbag, Singh. International Financial Centres. *Anmol*, New Delhi, 1997.
Ennew,C, Trevor Watkins & Mike Wright: Marketing of Financial Services, *Heinemann Professional Pub.*,1990

Human Resource Management Electives

501H Industrial relations and Legislations

The main objective of this course is to help students to learn the multidimensional complexities of trade unions.

- Unit 1** Industrial Relations Perspectives; Industrial Relations and The Emerging Socio-economic Scenario; Industrial Relations and the State; Legal Framework of Industrial Relations;;

Unit 2	Role and Future of Trade Unions; Trade Union and the Employee; Trade Union and The Management; Discipline and Grievance Management; Negotiation and Collective Settlements;
Unit 3	Participative Management and Go-ownership; Productive Bargaining and Gain Sharing" Employee Empowerment and Quality Management; Industrial Relations and Technological Change.
Suggested Readings	Srivastava S C. Industrial Relations and Labour Law. New Delhi, Vikas Publishing House Pvt Ltd, New Delhi Kochan, T.A. & Katz Henry. Collective Bargaining and Industrial Relations. <i>Hornewood</i> , Illinois, Papola, T S & Rodgers, G. Labour Institutions and Economic Development in India. <i>Geneva, ILO</i>

502 H Human Resource Development

Unit 1	Introduction to HRD - Concepts, Goals, Challenges; HRD system and strategies, HRD Climate;
Unit 2	Designing HRD Systems: Development system; Career system; Employee counseling, coaching and mentoring
Unit 3	HRD for Workers; HRD Intervention; HRD Approaches for coping with Organisational Changes; Case Studies of HRD in Indian Organizations.
Suggested Readings	T Deb , HRD Theory and Practice , Ane Books, New Delhi Dayal, Ishwar. Successful Applications of HRD. <i>New Concepts</i> , New Delhi Dayal, Ishwar. Designing HRD Systems. <i>New Concepts</i> , New Delhi Kohli, Uddesh & Sinha, Dharni P. HRD - Global Challenges & Strategies in 2000 A.D., <i>ISTD</i> , New Delhi

503H Human Resource Planning

The main objective of this course is to help students to learn the needs and methods of human resource planning in an organization.

Unit 1	Macro Level Manpower Planning and Labour Market Analysis; Organisational Human Resource Planning; Stock Taking; Work Force Flow Mapping; Age and Grade Distribution Mapping;
Unit 2	Models and Techniques of Manpower Demand and Supply Forecasting; Behavioral Factors in Human Resource Planning - Wastage Analysis; Retention; Redeployment and Exit Strategies; Career Management and Career Planning; Performance Planning; Potentials Appraisal and Career Development;
Unit 3	HRD Climate; Culture; OWL and Management of Change; TOM and HRD Strategies; HRD in Strategic Organisations; Human Resource Information System; Human Resource Valuation and Accounting.

Suggested Readings	To be suggested by the instructor.
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504H Organisational Change and Development

Unit 1	Organizational change and development, meaning and definition, OD in
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	perspective, assumptions and values in OD
Unit 2	Operational component of OD: Characteristics and foundation of OD process, Action Research and OD, issues in consultant- client relationships.
Unit 3	OD Interventions: structural, team and comprehensive intervention.
Suggested Readings	French and Bell , Organisational Development, PHI, New Delhi Chris Arygis , Management and Organization Development: The Path from XA to YB, Tata McGraw Hill, New Delhi.

Semester VI

601 Business Policy and Strategy

	This course should help learner develop understanding of process of developing and implementing strategy.
Unit 1	Nature, importance and concept of strategy; process of strategic management; vision, mission, objectives and goals; components of environmental scanning- SWOT analysis, capability factors, and organisational appraisals.
Unit 2	Grand strategies, different types of strategies; corporate portfolio analysis; industry and competitor analysis, subjective factors in strategic choices; strategic plan
Unit 3	Project and procedural implementation; resource allocation, structural implementation and functional implementation.
Suggested Readings	Kazmi, A. (2002). Business Policy and Strategic Management . <i>Tata Mcgraw Hill</i> , New Delhi. Wheelen, T.L. and Hunger, J.D. (2003). Strategic Management and Business Policy . <i>Pearson Education</i> , (LPE), New Delhi.

602 Management Information System

	The basic purpose of this course is to train student in managing information systems in an organisation.
Unit 1	Meaning and role of MIS, systems approach, management process, informational needs.
Unit 2	Information system for decision making
Unit 3	Designing management information system
Suggested Readings	Laudon K C and Laudon J P , Management Information systems: Managing the digital Firm, Prentice Hall India Ltd., New Delhi Henry Lucas , Information system Analysis and design , TMH, New Delhi. O Brain , Management information System, Prentice Hall India Ltd., New Delhi

603 Total Quality Management

	To create customer consciousness and concept of organisation wide quality. This course should also introduce learner to common tool of improvement.
Unit 1	Defining quality; concept of total quality management; Quality gurus; Malcolm Baldrige National Quality Award (MBNQA) model; elements of total quality management.
Unit 2	Seven QC tools; Quality function deployment; benchmarking; business process re-engineering. Introduction to ISO 9000 and ISO 14000.
Unit 3	Relationship management- CRM concepts; Relationship marketing and strategy; e-CRM.

Suggested Readings	<p>Sharma, D.D. (2001). Total Quality Management. <i>Sultan Chand and Co.</i>, New Delhi.</p> <p>Ehresman (1996). Small Business Success Through TQM. <i>Tata McGraw Hill</i>, New Delhi.</p> <p>Raju, Sundara (1996). Total Quality Management. <i>Tata McGraw Hill</i>, New Delhi.</p>
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604 Dissertation

Work outline	<p>The student would work upon a topic of relevance under the supervision of one of the designated faculty member in writing a technical essay on issue/ issues of contemporary relevance. This is full-term effort. This must be followed by a presentation before the panel of experts. 50 marks are to be evaluated by supervisor and 50 marks by the external examiner during term end presentation.</p>
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