

**MAHARSHIDAYANANDSARASWATIUNIVERSITY
AJMER**

SYLLABUS

SCHEME OF EXAMINATION AND
COURSES OF STUDY

**FACULTY OF MANAGEMENT STUDIES
Master of Business Administration (MBA)**

MBA I2019-20
MBA II 2020-21



**MaharshiDayanandSaraswatiUniversity
Ajmer**

Master of Business Administration (MBA)
ORDINANCE FOR MBA PROGRAMME
Programme of Study: 2019-21

1. Objective

MBA program of Maharshi Dayanand Saraswati University, Ajmer shall be a two year program designed to create middle level managers for the corporate. MBA graduates shall also be available for placement with small and mid - sized firms as functional experts. The MBA level education should also prepare learner to take up self-employment in a chosen area of expertise.

2. Programme

MBA program is designed as a four semester program spread over a two year period.

3. Eligibility

- a. Candidate seeking admission to MBA program shall have passed graduation in any faculty from the any University Grants Commission (UGC) recognized University in India or abroad recognized equivalent thereto in any discipline (Science, Arts or Commerce) with at least 50% marks (45% for SC/ST/OBC) marks in aggregate
- b. Candidates who have appeared or are going to appear in graduation final year examination may apply for admission to MBA program for the coming academic session. Admission of such candidates shall remain provisional until the specified date of that year, and if s/he fails to submit her/his marks sheet showing that s/he has passed graduation examination with at least 50% marks, in aggregate, her/his admission shall stand cancelled.

4. Admission

Admission procedure to MBA program shall be determined by relevant authorities/ university.

5. Course structure

Each semester shall have seven courses. Each course would be of 35-40 hours in instruction and equal hours of self- study.

Course structure for MBA Programme

Year 1					
Semester I		Papers		Marks	
		External	Internal		
101	Management Concepts	70	30		
102	Accounting for Management	70	30		
103	Managerial Economics	70	30		
104	Statistics for Management	70	30		
105	Organisation Behaviour & Managerial Skills	70	30		
106	Quantitative Techniques	70	30		
107	Computers applications for Management	70	30		
Total				700	
Semester II		Papers		Marks	
		External	Internal		
201	Marketing Management	70	30		
202	Financial Management	70	30		
203	Human Resource Management	70	30		
204	Production and Operations Management	70	30		
205	Business Environment	70	30		
206	Research Methodology for Business	70	30		
207	Viva-Voce	100	--		
Total				700	
Year 2					
Semester III		Papers		Marks	
		External	Internal		
301	Elective 1	70	30		
302	Elective 2	70	30		
303	Elective 3	70	30		
304	Elective 4	70	30		
305	Elective 5	70	30		
306	Elective 6	70	30		
307	Training Project Report & Viva-Voce	50	50		
Total				700	
Semester IV		Papers		Marks	
		External	Internal		
401	Business Policy and Strategic Management	70	30		
402	Management Information System	70	30		
403	International Business Management	70	30		
404	Project Management	70	30		
405	Entrepreneurship and Small Business Management	70	30		
406	Project Study	50	50		
407	Viva-Voce	100	--		
Total				700	
Grand Total				2800	

Master of Business Administration Examination (M B A Examination)
(Semester Examination Scheme)

Regulation 22

i. Eligibility:

- a. Candidates seeking admission to MBA programme shall have passed graduation in any faculty from any University Grants Commission (UGC) recognized University in India or abroad recognized thereto in any discipline (Science, Arts or Commerce) with atleast 50% marks (45% marks for SC/ST/OBC) in aggregate.
 - b. Candidates who have appeared or are going to appear in graduation final year examination may also apply for admission to MBA programme for the coming academic session. Admission of such candidates shall remain provisional until the specified date of that year, and if she/he fails to submit her/his marksheet showing that she/he has passed graduation examination with atleast 50% marks, in aggregate, her/his admission shall stand cancelled.
 - c. The final decision regarding the eligibility and/or the admission process would be as per the Rajasthan State designated body/ University.
- ii. There shall be 28 Papers (07 papers in Semester I and 07 papers in Semester II of Part I, 07 papers in Semester III and 07 papers in Semester IV of Part II). Every prescribed paper shall carry a total of 100 marks. There shall be 70 marks for term end examination and 30 marks for internal examination until and unless indicated otherwise. Courses 207, 307, 406 and 407 shall be evaluated as per scheme given in syllabus.
 - iii. There shall be an examination at the end of each semester as determined by the University.
 - iv. There shall be a semester-end external examination of 70 marks. This examination shall comprise of seven questions covering entire syllabus of the course. Students will have a choice of answering any 5 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. At the end of second semester, all the students will have to undergo compulsory Summer Training for a continuous period of 45 working days excluding holidays/ Sundays with an industrial, business or service organization by taking up a project. The student will undergo on the job training under the close supervision of a supervisor in the business organization. This training should help her/him develop a perspective of wholesome management of business activities. This would enable her/him to appreciate the importance of different business activities and see how different business activities are interrelated. She/He will have to submit a report on the organization she/he has undergone training and make a presentation before a panel of regular faculty members during Semester III of Part II. Training Report Evaluation shall be done as follows: 50 marks for Training Project Report to be evaluated by External Examiner and head of the Department based upon Viva-Voce, 50 marks for internal evaluation, 25 of which would be based on student presentation before the faculty members of the Department

- and the other 25 marks on the Summer Training Project Report submitted by the student.
- vii. Project Study would be based upon a topic of relevance under the supervision of one of the designated faculty members in writing on issues related to business management. This is a full term effort and Head of the Department will allocate the students to the regular faculty available in the department. 50 marks are to be evaluated by supervisor and rest 50 marks by the external examiner and H.O.D during term end Viva-Voce.
 - viii. The Viva-Voce examination will be held at end of Second Semester of Part I and also at the end of Fourth Semester of Part II. This shall be evaluated for 100 marks by a panel of one external expert, one internal expert (nominated by HOD) and the Head of the Department.
 - ix. In order to pass a semester, a student shall have to score a minimum of 40% marks in each course both in internal as well as external. **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 and also a minimum of 50% marks in aggregate in remaining papers except Allowed To Keep Terms (ATKT) papers..**
 - x. Internal examination shall consist of continuous evaluation. Each paper shall be evaluated on the basis of internal assessment by the concerned teacher administering feedback tests normally after 10-11 hours of teaching. Feedback tests may be a written exam, quiz, assignment, presentation and class participation, exercise, essay, personal interview, simulation etc.
 - xi. To pass each semester a student will be Allowed To Keep Terms (ATKT) to next semester if she/he obtains a minimum of 50% marks in aggregate excluding ATKT papers and fails in not more than two courses. In a semester examination a student can hold at most four ATKT at any point of time. Whenever a student appears at an ATKT examination she/he will do so according to syllabus at that time and fulfills the requirements of the course enforced at that time. A student has to clear all the papers of Semester I to be eligible for appearing in IV semester of Part II.
 - xii. Candidates reappearing at an examination in a subsequent year shall be examined in accordance with the scheme and syllabi in force (at the time of his admission) and shall be entitled to the award of degree of the year in which they clear the last failing/ unclear paper.
 - xiii. A student shall be required to successfully complete the program within a continuous span of four years from the date of admission. During this period if there is any ATKT in any course/s, the same has to be passed with a maximum of three chances within a span of four year from the date of admission.
 - xiv. A student shall be eligible for the award of Master of Business Administration (MBA) degree only if she/he fulfills the following conditions:
 - a) Passes all the four semesters as laid down in the syllabus as well as all the Viva-Voce examination and also secures minimum prescribed pass marks in the Project Study and Seminar on Training Project Report.
 - 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 two years.
 - c) Division of marks shall be awarded on the basis of aggregate marks obtained in all the papers prescribed for all the four semester examinations as follows:

Passed with I Division	Aggregate marks taken together of the Part I and Part II of MBA examinations should be 60% and above.
Passed with II Division	Aggregate marks taken together of the Part I and Part II of MBA examinations should be more than 50% and less than 60%.

Programme Structure

101 Management Concepts

Objective 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, Principles of Management

Unit 2 Functions of Planning, Organising, Staffing, Directing Coordination and Controlling

Unit 3 Social Responsibility and Management Ethics, New Dimensions in Management

Suggested Readings **Stoner, Freeman and Gilbert Jr. . Management. Prentice Hall of India, New Delhi.**
Certo, Samuel (2003). Modern Management. Pearson Education, New Delhi.

102 Accounting for Management

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

Unit 1 Concepts, scope of financial and management accounting, Concepts and conventions of Accounting, Review of Double Entry System, Journal, Ledger and trial balance.

Unit 2 Trading, Profit and Loss Account, Balance Sheet, Adjustments on final accounts, Financial Statement Analysis: Ratio analysis, Cash flow and fund flow analysis.

Unit 3 Marginal costing, Standard costing and variance analysis; Budgetary control.

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

103 Managerial Economics

Objective 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 Nature of business decision-making, Introduction to Managerial Economics, Theory of Demand and supply, demand forecasting; Elasticity of Demand, Income, Supply & advertising, influencing factors.

- Unit 2** Production and Cost - Returns to scale, Cost Curves, Market Structure – Perfect competition, Imperfect Competition, Monopoly, Oligopoly
- Unit 3** Macro Economics - Introduction to GNP and GDP, Inflation, Unemployment, Balance of Payments, Economic growth, Business Cycle and Recent Development in Economics
- Suggested Readings **Varshney, R.L.** and **Maheshwari K.L., Managerial Economics, Sultan Chand and Sons**, New Delhi.
- Adhikary, M., Business Economics. Excel Books**, New Delhi.

104 Statistics for Management

Objective 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, chi square test, ANOVA.

Suggested Readings **Levin** and **Rubin**. Statistics for Management. Prentice Hall of India, New Delhi.

Chandan, J.S. Statistics for Management. Vikas Publishing House, New Delhi.

S P Gupta, Statistics, Sultan Chand, New Delhi

105 Organisation Behaviour and Managerial Skills

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

Unit 1 Introduction to individual behaviour, learning, personality, perception; Interpersonal and group processes

Unit 2 Group behaviour; theories of motivation and leadership; culture, organisational change and development

Unit 3 Effective communication skills, process of communication, barriers and gateways in communication, Individual and group communication. Oral

communication- presentation of reports, reading skills, creativity, group discussion skills, public speaking and negotiation. Written communication.

- Suggested Readings **Luthans, F . Organisation Behaviour.** *Prentice Hall of India*, New Delhi.
Robbins, S.Organisational Behaviour. *Pearson Education*, New Delhi.
Pearse, C Glenn etc. Business Communications: Principles and Applications, *Prentice Hall of India*, New Delhi.
P D Chaturvedi and Mukesh Chaturvedi, Business Communication, *Pearson Education*, New Delhi

106 Quantitative Techniques

Objective This course will introduce the learner to the fundamentals of quantitative analysis

Unit 1 Need and importance of quantitative tools for decision making for management; Linear programming problem- graphical and simplex method, sensitivity analysis, introduction to integer and goal programming; Assignment and transportation problems.

Unit 2 Decision theory; Replacement Models- Individual and Group Replacement problems; Elementary Queuing Theory; Game Theory; Sequencing.

Unit 3 Markov Analysis; Monte Carlo simulation; Network techniques- PERT and CPM, Crashing

Suggested Readings **Render, B. and Stair, R.M.,** Quantitative Analysis for Management, *Prentice Hall of India*, New Delhi.

Kapoor, V.K., Operations Research. Sultan Chand, New Delhi.

107 Computers Applications for Management

Objective This course will introduce the learner to the fundamentals of Computers.

Unit 1 Introduction to Computers: Hardware and Software, Application of Computers in Business.

Unit 2 Elementary understanding Java and C++, Basic Operating Systems, LAN, WAN, Internet basics, Intranet, Multimedia, Database fundamentals: DBMS and RDBMS; Introduction to MS-Access.

Unit 3 MS-Word, Introduction to spreadsheet software; Creation of spreadsheet applications; Range, Formulas, Functions, Data Base Functions in spreadsheet; Graphics on Spreadsheet. Presentation Graphics - Creating a Presentation on a PC, Elementary Knowledge of Accounting Software

Suggested Readings **Burch, J. and Grudnitski G.** Information Systems: Theory and Practice, New York, John Wiley.

David, V. Foundations of Business Systems. Fort Worth, Dryden.

Eliason, A. L. On-line Business Computer Applications, Chicago, Science Research Associates.

Estrada, S. Connecting to the Internet. Sebastopol, C A, O'Reilly.
PK Sinha, Computer Fundamentals,

Semester II

201 Marketing Management

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

Unit 1 Importance and concept of marketing; meaning, definition, and basic concepts of marketing, concept of marketing mix, meaning and concept of consumer behaviour; buying decision process.

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

Unit 3 Product management; pricing and distribution; communication and promotion; marketing of services, recent trends in marketing; green, global and e-marketing etc.

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

202 Financial Management

Objective The objective of this course is to acquaint student with the broad framework of financial decision making in a business organisation.

Unit 1 Financial Management: Meaning, scope and objectives, Profit Maximisation v/s Wealth Maximisation, Functions of finance Manager in an organisation, Leverages.

Unit 2 Capital Structure and Optimum Capital Structure, Theory of Capital Structure, Working Capital Management: Meaning, Determinants, Overview of Components of Working Capital.

Unit 3 Capital Budgeting: Concept, Techniques, Sources of Long term finance, Cost of Capital: Debt, Preferred Stock and Equity, Dividend Policy

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

203 Human Resource Management

Objective 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 and recent trends in Human Resource Management

Suggested Readings **Dressler, Human Resource Management. Prentice Hall of India, New Delhi.**

Aswathappa, K, Human resources and Personnel Management. Tata McGraw Hill, New Delhi.

204 Production and Operations Management

Objective 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., Recent trends and development in production and operations management.

Suggested Readings **Adan EE and Ebert RJ. Production and Operations Management. PHI, New Delhi.**

Amarine Harold T manufacturing Organisations and Management. PHI, New Jersey

Dilworth, James B. Operations Management: Design, Planning and Control for Manufacturing & Services. Singapore, McGraw Hill

Moore, FG and Hendrick, T E. Production / Operations Management. Homewood, Illinois, Richard D. Irwin

205 Business Environment

Objective 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, economic, social, technological, Economic role of government, scanning techniques of the environment.
- Unit 2** Business and government policies: Fiscal policy, Monetary policy, industrial policy, policy for small scale sector, NRI investment, industrial sickness
- Unit 3** Business and Law, main provisions for Companies Act, MRTP, FEMA, Consumer Protection Act (CPA), Role and functions of SEBI, Patents & Trademarks
- Suggested Readings **Cherunilam F. Business and Government.** *Himalaya Publishing House, New Delhi.*
Ashwatthappa K. , Himalaya Publishing House, New Delhi
Mishra and Puri. Business Environment. *Himalaya Publishing House, New Delhi.*

206 Research Methodology for Business

- Objective** The course focuses on the analysis of business problems and the use of scientific research as a problem-solving tool. This encompasses the understanding and application of appropriate research designs, research statistics, data analysis, and report writing and presentation.
- Unit 1** Business Research An overview, Research process and Types of Research, problem formulation and Statement of Research Objectives, management problem v/s. research problem, Importance of literature review. Business Research Design: Steps involved in a research design. Exploratory research: Meaning, suitability, collection. Descriptive research: Meaning, types of descriptive studies, data collection methods. Causal research: Meaning, various types of experimental designs, internal and external validity; types of errors affecting research design.
- Unit 2** Sampling and Data Collection: Sampling and sampling distribution: Meaning, Steps in Sampling process, Types of Sampling - Probability and non probability Sampling Techniques, sample size determination. Data collection: Primary and Secondary data – Sources – advantages/disadvantages. Data collection Methods: Observations, Survey, Interview and Questionnaire design, Qualitative Techniques of data collection. Measurement & Scaling Techniques: Nominal, Ordinal, Interval and Ratio Scale, Criteria for good measurement, attitude measurement – Likert’s Scale, Semantic Differential Scale, Construction of instrument – Validity and Reliability of instrument.
- Unit 3** Data analysis: Data Preparation – editing – Coding –Data entry – Validity of data – Qualitative vs Quantitative data analyses, Hypothesis testing: ANOVA, Nonparametric tests- chi square test, sign test, run test, Mann-Whitney U Test, Kruskal-Wallis H test. Report Design : Research report – Different types – Contents of report – need of executive summary –

chapterization – contents of chapter – report writing – the role of audience – readability – comprehension – tone – final proof – report format – title of the report – ethics in research.

Suggested Readings Schindler and Cooper, Business Research methods, TMH, New Delhi
CR Kothari, Research Methodology,
Remenyi, Williams, Money and Swartz, Doing Research in Business and Managemnt, , Sage Publications , New Delhi
K R Sharma, Business Research methods, National Publishing House, New Delhi

207 Viva-Voce

For the term end viva-voce candidate shall be evaluated for 100 marks by a panel of external expert, an internal expert and the head of the concerned department/institute.

Semester III Marketing Electives

301M Brand Management

Objective 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 Identity, Position, Image, Personality Assessment and Change; Brand Revitalization; Financial Aspects of Brands; Branding in Different Sectors: Customer, Industrial, Retail and Service

Suggested Readings **Aaker, David, A. Managing Brand Equity.** *New York, Free Press.*
Kapferer, J N. Strategic Brand Management. *New York, Free Press.*
Murphy, John A. Brand Strategy. *Cambridge, The Director Books.*
Steward, P. Building Brands Directly. *London, MacMillan.*
Upshaw, LyhhB. Building Board Identity: A Strategy for success in a hostile market place. *New York, John Wiley.*
Subroto Sengupta Brand Positioning, *Tata McGraw Hill, New Delhi*

302M Sales and Distribution Management

Objective 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; International Marketing Channels.

- Suggested Readings
- Anderson, R. Professional Sales Management.**, Englewood Cliffs, New Jersey, Prentice Hall Inc.
 - Anderson, R. Professional Personal Selling.** Englewood Cliffs, New Jersey, Prentice Hall Inc.
 - Buskirk, R H and Stanton, W J. Management of Sales Force.** Homewood Illinois, Richard D. Irwin.
 - Dalrymple, D J. Sales Management: Concepts and Cases.** New York, John Wiley.
 - Johnson, E M etc. Sales Management: Concepts, Practices and Cases.** New York, McGraw Hill.
 - Stanton, William J etc. Management of a Sales Force.** Chicago, Irwin.
 - Cundiff, Stii, R R and Govoni. Sales Management,** Englewood Cliffs, New Jersey, Prentice Hall Inc.

303M Global Marketing Management

Objective The basic objective of this course is to acquaint the students with environmental, procedural, institutional and decisional aspects of 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 PHI, New Delhi**
 - International Marketing, Fayerweather PHI, New Delhi**
 - International Marketing: Analysis & Strategy, Onkvisit & Shaw PHI, New Delhi**
 - Bhattacharya, B. Export Marketing: Strategies for Success., Global Business Press, New Delhi**

304M Marketing of Services

The purpose of this paper is to acquaint the student with the concepts which are helpful in organizing and managing service firms.

Unit 1 Nature of service economy; characteristics of services; classification of

services; service quality; consumer behaviour; segmentation and targeting in services marketing.

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, small services; Introduction to CRM and e-CRM.

Suggested Readings **Balaji, B.: Services Marketing and Management.** *S.Chand and Company Ltd., New Delhi*
Zeithaml, Valarie A. and Bitner Mary Jo: Services Marketing.*Irwin/McGraw-Hill, NY*
Lovelock, Christopher: Services Marketing,*Prentice Hall Inc., NJ*
Kurtz, David L. and Clow, Kenneth E.: Services Marketing. *John Wiley & Sons, NY*
Payne, Adrian: Essential of Service Marketing, *Prentice Hall, NJ*

305 M CONSUMER BEHAVIOR

Unit 1 Studying consumer behavior, Environmental influence on consumer behaviour i.e. Culture, subculture, social class, social group, family, Personal influence

Unit 2 Individual determinants of consumer behaviour – Personality and self concept, motivation and involvement, attitudes, Consumer motives

Unit 3 Consumer satisfaction concept, consumer delight, Consumer objections, Consumer decision-making process, Consumer behaviour and marketing strategy, Consumerism

Suggested Readings **David Louden & Della Bitta,** Consumer Behaviour

306 M RETAIL MARKETING

Unit 1 Retailing - Definition - Significance and Importance Indian Vs. Global scenario - Types of Retailing Store Retailing - Non-store Retailing - Types of retailers, Retail location - Factors affecting retail location decision - Site selection - Factors affecting site selection - Steps in selecting site - Location based retail strategies; store design - Store layout - Types of layouts - Factors affecting store layout - Retailing image mix - Store Facade

Unit 2 Store administration - Floor space management Space mix - Managing store inventories and displays - Customer service - CRM in retailing - Cashiering process - Managing in-store promotions and events; Merchandising - Introduction and definition - Steps in merchandise planning - Merchandise hierarchy - Buying process - Category management manufacturer's brands Vs. private label brands

- Unit 3** Retail supply chain management - Definition Integrated supply chain planning - Vendor Development - Quick Response Inventory Planning - Floor Ready Merchandise - Electronic data exchanges and bar coding - Managing reverse logistics, Retail communication - Merchandise based - Store based - Service based - Steps in planning - Retail communication mix - Sales promotion - Advertising Public relations - Personal selling; New trends in retailing - Franchising in retailing Role of IT in retailing
- Suggested Readings** Retail Management - Gibson Vedamani
Retailing Management - Levy & Weitz
Retail Marketing Management - David Gilbert
Retailing Management - Swapna Pradhan
Retail Management - Ron Hasty & James Reardon
The Art of Retailing - A.J.Lamba
Retail Marketing Management - Swapna Pradhan
Retailing Management - W.Steward have
Retailing Management - Analysis, Planning & Control - David Walters

307 M MARKETING RESEARCH

- Unit 1** Introduction to Market Research Types of Research - Basic & Applied, Nature, Scope, Objectives, Importance & Limitations of Market Research; Sources and collection of Marketing Data. Secondary data - Advantages & Limitations, Sources - Govt. & Non Govt. Primary Data - Advantages & Limitations, Sources, Methods of Collection Primary Data - Observation, Mail, Personal Interview, Telephonic Interview, Internet Interviewing. Market Research Techniques. National readership survey, Retail Store Audit, Consumer Panels, Test Marketing, Research in Advertising Decisions, Marketing Audit, Data Base Marketing, Focus Group Interviews.
- Unit 2** Sampling, Questionnaire & Scaling Techniques.
Probability and Non Probability Sampling, Sampling methods, Sample Design. Questionnaire design and drafting. Scaling techniques like Nominal, Ordinal, Interval, Ratio, Perceptual Map, Semantic Differential, Likert, Rating & Ranking Scales. Setting up & Implementation of Marketing Research Project. Steps in formulating Market Research Projects, One project for consumer durables and one for non durables to be discussed.
- Unit 3** Illustrations/cases to be discussed for following topics of above mentioned chapters. Data collection methods, test marketing, focus group interviews, internet interviewing, sample design, questionnaire construction, scaling techniques. Application of Marketing Research. Product Research, Price Research, Market Segment Research, Promotion Research, Consumer Behavior Research, Distribution Research.
- Suggested Readings** Marketing Research by Ramanuj Majumdar
Readings Marketing Research by Mishra

Marketing Research by MV Kulkarni
Marketing Research by DM Sarawte.
Research for Marketing Decisions by Paul Green, Donald Tull.
Marketing Research-Rajendra Nargundkar (Tata McGraw Hill)

308 M RELATIONSHIP MARKETING

- Unit 1** Conceptual foundation of Relationship Marketing, evolution of relationship marketing, its significance in Indian context; Relationship marketing of Services V s. Relationship marketing in Consumer markets
- Unit 2** Buyer seller relationships, Relationship marketing in Mass markets, relationship marketing and marketing strategy; Relationship marketing and distribution channels.
- Unit 3** Role of Information Technology in building, maintaining and enhancing relationships; Customer profitability design and analysis
- Suggested Readings** Jagdish Sheth, Atul Parvatiyar, Handbook of Relationship Marketing
Richard Batterley , Leading Through Relationship Marketing
S. Shajahan, Relationship Marketing
Jagdish Seth, Atul Parvatiyar, G. Shainesh, Customer Relationship Management

309 M INTEGRATED MARKETING COMMUNICATION

- Unit 1** Integrated marketing communication - components, plan, and value of understanding promotional p, in the context of marketing mix (4P's); The communication process Understanding the consumer, Consumer segmentation. Demographic/ psychographics segmentation, SEC classification; Promotion opportunity analysis - Market analysis and segmentation, setting up communication objectives and budget
- Unit 2** Campaign Management - advertising positioning statement; Advertising design, appeals, message, strategy and its execution framework, DAGMAR.; Media types and media selection, Media buying, space & time marketing, reach and frequency; Ethics and social responsibility in marketing communication.
- Unit 3** Trade promotion and Consumer promotion - Types, Planning for sales promotion programme. - Push & pull strategies; Database and direct marketing programs, Internet marketing - E-com and its incentive; Evaluating marketing communication programs Message evaluation, reorganization test etc. Public Relations and sponsorship programs - PR department and its functions, integrating PR with IMC process.
- Suggested Readings** Integrated Advertising, Promotions and Marketing Communication by Kenneth down & Donald Bach PHI
Promotions and Integrated Marketing Communications by Richard Semantic, TL
Advertising and Promotions by Belch and Belch, Tata McGraw Hill

Otto Killipner's Advertising procedure -- The Prentice Hall
 Advertising, sales and promotion mgt - Himalayan publishing house
 Advertising - frank Jerkins - Prentice Hall
 Advertising and Promotion - An Integrated Marketing communications
 Perspective _ Tate McGraw Hill.
 Contemporary advertising = William Fares- Irwin / McGraw hill series.
 Advertising Management - Rajiv Batra, John G Myers, David Aaker
 David Ogilvy, Ogilvy on advertising

310 M DIRECT MARKETING

- Unit 1** Role and significance of corporate communications in Industry today
 Specific requirements and skills for a corp. com professional
 Role of corporate communications towards IMC Integrated Marketing
 Communications; In house communication - House journals - Design and
 Conceptualization, Customer Newsletter - Design and Conceptualization
 Reference Manuals, Sales promotion Brochures - Design and
 conceptualization, Customer Presentations - Design and Conceptualization
- Unit 2** Exhibitions Planning and conceptualization. Themes and design, Layouts and
 execution, Stall construction and Management, Feedback and analysis;
 Corporate Presentations - Audio and video Techniques to make effective
 presentations, Body language and voice modulation
- Unit 3** Public Relations - Press Releases - Drafting and releasing, Media selection and
 placements, Media tracking, Practical session on how a PR company functions
 Story angles, How to organize a press conference, Direct marketing - Direct
 Response - Direct mail Relearning.
- Suggested Readings** Integrated Advertising, Promotions and Marketing Communication by
 Kenneth clown & Donald Bach PHI.
 Promotions and Integrated Marketing communications by Richard Semantic,
 TL.
 Advertising and Promotions by Belch and Belch, Tata McGraw Hill
 Otto Clapper's Advertising Procedure - The prentice hall
 Advertising, Sales and Promotion Management- Himalayan publishing house
 Advertising - Frank Jerkins - Prentice Hall
 Successful direct Marketing methods-Bob Stone and Ron jacobs.

311 M INDUSTRIAL MARKETING

- Unit 1** The Industrial Marketing System - Participants, Channels, Nature of Industrial
 Marketing - Industrial Marketing Vs. Consumer Marketing - Economics of
 Industrial demand ~ The Resellers' market, Understanding Industrial Market -
 Organizational Customers, Buyers' strengths, Negotiation Skills, Government
 Agencies
- Unit 2** Classifying Industrial Products - Nature of Industrial buying - Interpersonal
 dynamics of Industrial buying; Strategic Planning Process in Industrial

- Unit 3** Marketing Segmenting, targeting and positioning industrial products
Channel Structure for Industrial Products - Formulating channel strategy - Channel Logistics; Price determinants for industrial products - Price Decision Analysis; Industrial Marketing in the international environment
- Suggested Readings** Industrial Marketing - Hill, Alexander, Cross
Industrial Marketing - Analysis, Planning and Control - Reeder, Brierty, Reeder
Industrial Marketing – Hawaldar

312 M ONLINE -MARKETING

- Unit 1** Marketing on the net: conceptual foundation of net marketing, market opportunity, managing in the e commerce world. Business models B2B, B2C, and C2C.
- Unit 2** Understanding internet consumer: B2C internet marketing; shopping agents and consumer behaviour, internet marketing communication; B2B internet marketing
- Unit 3** Customer relationship development, Developing and managing effective websites, Customer service and support in web space.
- Suggested Readings** **Chaston, E** Marketing Strategy, TMI
Paul S Richardson, Internet Marketing, TMI
Mary Lou Roberts, Internet Marketing, TMI
Thomas Eisenmann, Internet Business Models, TMI

Finance Electives

301 F Investment and Portfolio Management

- Objective** The objective of this course is to impart knowledge to students regarding the theory and practice of Security Analysis and Investment Decision Making Process.
- 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** **Amling, Frederic. Investment. Englewood Cliffs, Prentice Hall Inc., New**

- Readings Jersey
Bhalla, V K. Investment Management: Security Analysis and Portfolio Management.,S. Chand, New Delhi
Fischer, Donald E. and Jordan, Ronald J. Security Analysis and Portfolio Management. Prentice Hall of India, New Delhi

302 F Management Control Systems

Objective 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 - I: The conceptual foundations of control systems Meaning, Nature and purpose of control systems – The new paradigms of Management Control Systems, four elements of control, organizational structure, organizational goals, organizational climate, strategic planning – Balancing the four levers of control, balancing the tensions in control systems, six sources of tensions in control systems, opportunities and limitations of the span of control, mutual supportive management systems.

Unit - II: The traditional instruments of control in organizations External audit, internal controls, internal audit, role of financial controllers, multiple roles of an auditor, management control process, budgetary control, flexible budget, zero base budget, performance budgeting, master budget, analysis of variance, accounting aspect of control, management audit, marketing and distribution control, different types of audit.

Unit - III: The concept of responsibility centre, management control structure, responsibility accounting, cost centre, profit centre, investment centre, ABC costing, , CVP analysis, process control, The new dimensions of control with strategies Behavioral aspect of management control, motivations, morale, participative management, learning curves, HR accounting, knowledge management control, balanced score cards.

References

Sekhar.R.C., MANAGEMENT CONTROL SYSTEMS., Tata McGraw Hill Pub.Co., Delhi

Shanmugavel., MANAGEMENT CONTROL SYSTEMS., Margham Publications Chennai

Robert N. Anthony & Vijay Govindarajan, MANAGEMENT CONTROL SYSTEMS, Tata McGraw Hill Publishing Company Ltd. New Delhi.

Saxena V.K and Vashist C.D., MANAGEMENT ACCOUNTING DECISION MAKING., Sultan Chand & Sons

303 F 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.
Bhalla, V K And Dilbag, Singh. International Financial Centres. *Anmol*, New Delhi.
Ennew,C, Trevor Watkins & Mike Wright: Marketing of Financial Services, *Heinemann Professional* Pub.

304 F Financial Decisions Analysis

Objective The basic objective of this course is to impart an intensive knowledge about the use of managerial techniques in specified financial decision making areas.

Unit 1 Basic Concepts in Decision Making: Product Costing, behaviour characteristics of costs, Forecasting using Historical data, Least square method of Regression Analysis, Predictive quality of Regression line, Relevant cost concept in Decision making: Qualitative factors in Decision Making, Relevancy of Information.

Unit 2 Operation Research in Decision Making: Linear Programming, Sensitivity Analysis, Queing Theory, Decision Tree Analysis, Simulation Technique, Replacement Decisions,

Unit 3 Capital Expenditure Decision Under Conditions of Risk and Uncertainty; Cost-volume-profit Analysis under Conditions of Uncertainty; Leasing Vs. Borrowing Decisions, Mergers and Acquisitions, Takeover code.

Suggested Readings **Bhalla, V K. Financial Management and Policy.** 2nd ed., New Delhi, Anmol, Delhi.
Bierman, Harold. Lease Vs. Buy Decision. Englewood Cliffs, New Jersey, Prentice Hall Inc.
Fogler H and Ganpathy Financial Econometrics. Englewood Cliffs, New Jersey, Prentice Hall Inc.
Levy, H and Sarnat H. Capital Investment and Financial Decision. Englewood Cliffs, New Jersey, Prentice Hall Inc.
Van Horne, James C. Financial Management and Policy. Englewood Cliffs, New Jersey, Prentice Hall of India.

305 F Management of Financial Services

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 Services: Conceptual Framework, Meaning, Classification, Scope, Characteristics of Users of Financial Services, Providers of Financial Services, Challenges facing the Financial Services

Unit 2 Financial Services and Trade in financial Services, Factors affecting access to Financial Services, Financial Services and Value Addition, Innovative Financial Services, Financial Service Market and Instruments: Credit

Unit 3 An Overview of types of non-bank financial Services, Banking Services for Common man: Financial Inclusion, Security Credit Rating, Venture Capital, Credit Cards.

Suggested Readings **Bhalla, V K. Management of Financial Services.** Anmol, New Delhi
Bhalla, V K And Dilbag, Singh. International Financial Centres. New Delhi, Anmol.
Ennew,C, Trevor Watkins & Mike Wright: Marketing of Financial Services, Heinemann Professional Publication
Gordan and K.Natrajan Emerging Scenario of Financial Services, Himalaya Publishing House.
Meiden, Arthur Brennet M. Option Pricing: Theory & Applications. Toronto, Lexington Books.
Kim, Suk and Kim, Seung. Global Corporate Finance: Text and Cases. , Miami Florida, Kolb.

306F: WORKING CAPITAL MANAGEMENT

Objective The objective of the course is to acquaint the students with the importance of the working capital and the techniques used for effective 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

1. Bhalla, V.K. Working Capital Management: Text and Cases, Delhi, Anmol.
2. Hampton J.J. and C.L. Wagner Working Capital Management, John Wiley & Sons.
3. Mannes,T.S. and J.T. Zietiw Short -term Financial Management, West Publication Co.
4. Scherr, F.C. Modern Working Capital Management, Prentice Hall

5. Smith, Keith V. and G.W. Gallinger Readings on Short-term Financial Management, 3rd ed. West Publication Co.

307F: FINANCIAL DERIVATIVES

Objective The objective of this course is to give an in depth knowledge of the functioning of derivative securities market.

Unit 1 Derivatives: Meaning, Concept, Forward Contracts, Future Contracts, Other Derivative Securities, Types of Traders, Futures Markets and the use of Futures for Hedging.

Unit 2 Forward and Futures Prices, Interest Rate Futures, Swaps, Options Markets, Properties of Stock Option Prices, Trading Strategies Involving Options, Black-Scholes Option Model, Binomial Model.

Unit 3 Options on Stock Indices, Currencies and Futures Contracts, General Approach to Pricing Derivatives Securities, Interest Rate Derivative Securities, Derivatives Market in India.

- Suggested Readings**
1. Bhalla, V K. Investment Management.;Security analysis and Portfolio Management, New Delhi, S. Chand.
 3. Brennet, M. Option Pricing: Theory & Applications. Toronto, Lexington Books, 1993.
 4. Cox, John C and Rubinstein, Mark Options Markets. Englewood Cliffs, New Jersey, Prentice Hall Inc.
 5. Huang, Stanley S C and Randall, Maury R. Investment Analysis and Management. London, Allyn and Bacon.
 6. Hull, John C. Options, Futures and Other Derivative Securities. 2nd ed. New Delhi, Prentice Hall of India.
 7. Sharpe, William F. etc. Investment. New Delhi, Prentice Hall of India.

308F: INTERNATIONAL FINANCIAL MANAGEMENT

Objective The objective of this paper is to give students an overall view of the international financial system and how multinational corporations operate.

Unit 1 International Financial management: An Overview, International Financial System and Capital Flows, European Monetary System, Foreign Exchange Market.

Unit 2 Managing Short Term Assets and Liabilities: Working Capital Management, Financing of International Trade, Instruments of the International Money Market, Euro currency Market.

Unit 3 Managing Long Term Assets and Liabilities: Multinational Capital Budgeting, International Long term Financing, Cost of Capital and Capital Structure of the Multinational Firm, International Mergers, Acquisitions and Divestures.

- Suggested**
1. Abdullah, FA. Financial Management for the Multinational Firm. Englewood Cliffs, New Jersey, Prentice Hall Inc.

- Readings
2. Bhalla, V K. International Financial Management, New Delhi, Anmol, 2001.
 3. Buckley, Adrian. Multinational Finance. New York, Prentice Hall Inc.
 4. Kim, Suk and Kim, Seung. Global Corporate Finance: Text and Cases. 2nd ed. Miami Florida, Kolb.
 5. Shapiro, Alan C. Multinational Financial Management, New Delhi, Prentice Hall.

309F: INTERNATIONAL ACCOUNTING

Objective The objective of this course is to acquaint the students with the accounting needs of international financial markets and to analyse the accounting measurement and reporting issues unique to multinational business transactions.

Unit 1 International Dimensions of Accounting - Conceptual Development and Comparative Development Patterns, Currency Transactions, Financial Accounting among countries and International economic linkages.

Unit 2 Managing International Information Systems, International Perspective on Inflation Accounting, Financial Reporting and Disclosure, Analysing Foreign Financial Statements.

Unit 3 Financial Management of Multinational Entities, Transfer Pricing and International Accounting - International Standards and Multinational Corporations.

- Suggested Readings**
1. Arpon, Jeffrey S and Radebaugh, Lee H. International Accounting and Multinational Enterprises. New York, John Wiley.
 2. Choi, Frederick D S and Mueller Gerhard G. International Accounting. Englewood Cliffs, New Jersey, Prentice Hall Inc.
 3. Evans, Thomas G. International Accounting & Reporting. London, MacMillan.
 4. Gray, S J. International Accounting and Transnational Decisions. London, Butterworth.
 5. Holzer, H Peter. International Accounting. New York, Harper & Row.
 6. Prodhan, Simal. Multinational Accounting. London, Croom-Helm.
 7. Rathore, Shirln. International Accounting. Englewood Cliffs, New Jersey, Prentice Hall Inc.

310F: CORPORATE TAXATION

Objective The objective of the course is to acquaint the participant with the implications of tax structure and corporate profit planning in operational as well as strategic terms.

Unit 1 Basic Concepts of Income Tax, Residential status of a Company, Computation of Income under Different Heads of Income, Set off and Carry forward of Losses, Deductions and Exemptions in Additional Tax on Undistributed Profits, Companies Profit Surtax Act, Computation of Tax

- Liability.
- Unit 2** Meaning and Scope of Tax Planning and Location of Undertaking, Type of Activity, Ownership Pattern, Tax Planning Regarding Dividends Policy, Issue of Bonus Shares, Inter Corporate Dividends and Transfers, Tax Planning Relating to Amalgamation and Merger of Companies.
- Unit 3** Tax Considerations in respect of Specific Managerial Decision like Make or Buy, Own or Lease, Close or Continue, Sale in Domestic Markets or Exports; Replacements and Capital Budgeting Decisions, etc, Tax Planning in respect of Managerial Remuneration, Foreign Collaborations and Joint Ventures, Implications of Avoidance of Double Taxation Agreements.
- Suggested Readings
1. Ahuja, G K & Gupta, Ravl Systematic Approach to Income Tax. Allahabad, Bharat Law House.
 2. Iyengar, A C. Sampat Law of Income Tax. Allahabad, Bharat Law House.
 3. Kanga, J Band Palkhivala, N A. Income Tax. Bombay, VOI.1-3, N.M. Tripathi.
 4. Ranina, H P. Corporate Taxation: A Handbook. 2nd ed., New Delhi, Oriental Law House.
 5. Singhanian, V K. Direct Taxes: Law and Practice. Delhi, Taxman.
 6. Srinivas, E A. Handbook of Corporate Tax Planning. New Delhi, Tata McGraw Hill.

Human Resource Management Electives

301 H Human Resource Development

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

- 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. *New Concepts*, New Delhi

Dayal, Ishwar. Designing HRD Systems. *New Concepts*, New Delhi

Kohli, Uddesh & Sinha, Dharni P. HRD - Global Challenges & Strategies in 2000 A.D., *ISTD*, New Delhi

302 H : Management Training and Development

Objective The purpose of this paper is to provide an in-depth understanding of the role of Training in the HRD, and to enable the course participants to manage the

	Training systems and processes.
Unit 1	Training Process - an Overview; Role, Responsibilities and Challenges to Training Managers, Organization and Management of Training Function methods of training and development
Unit 2	Learning and training, Identification of training needs and Action Research
Unit 3	Planning, Designing and conducting training and development programme, , evaluation of training and development programmes, Training and Development in India.
Suggested Readings	<p>T Deb , Training and Development, Ane Books, New Delhi</p> <p>Beunet, Roger ed. Improving Training Effectiveness. Aldershot, Gower</p> <p>Buckley R & Caple, Jim. The Theory & Practice of Training. London, Kogan & Page</p> <p>Lynton, R Pareek, U. Training for Development. 2nd ed. New Delhi, Vistaar</p> <p>Pepper, Allan D. Managing the Training and Development Function. Aldershot, Gower.</p> <p>Rae, L. How to Measure Training Effectiveness. Aldershot, Gower</p> <p>Reid, M A. etc. Training Interventions: Managing Employee Development. London, IPM</p> <p>Senge, P. The Fifth Discipline: The Art and Practice of the Learning Organization. London, Century</p>

303 H Industrial Relations and Legislations

Objective 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	<p>Kochan, T.A. & Katz Henry. Collective Bargaining and Industrial Relations. <i>Hornewood, Illinois,</i></p> <p>Papola, T S & Rodgers, G. Labour Institutions and Economic Development in India.<i>Geneva, ILO</i></p> <p>Rarnaswamy, E A. The Rayon Spinners The Strategic Management of Industrial Relations.<i>OxfordUniversity Press, New Delhi</i></p>

304 H Human Resource Planning

Objective 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; Behavioural 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 **Dayal, Ishwar. Successful Applications of HRD, New Concepts, New Delhi**
Dayal, Ishwar. Designing HRD Systems. New Concepts, New Delhi.
Kohli, Uddesh & Sinha, Dharni P. HRD - Global Challenges & Strategies in 2000A.D., ISTD, New Delhi.

305 H Organisation structure and Development

Objective The main objective of this course is to help students gain an understanding of need and process of organization structure and development.

Unit 1 Organizational structure and development, meaning and definition, OD in perspective, assumptions and values in OD

Unit 2 Operational component of OD, Characteristics and foundation of OD process

Unit 3 OD Interventions, structural 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. TMH, New Delhi.

306 H Organizational Change and Intervention Strategies

Objective The objective of this paper is to prepare students as organizational change facilitators using the knowledge and techniques of behavioural science.

Unit 1 Organization Change - an Overview; Approaches to Problem Diagnosis

Unit 2 Some Major Techniques of Planned Change; Steps in OD, General OD Competencies, OD Skills

- Unit 3** Organization Change - an Overview; Approaches to Problem Diagnosis; Designing Interventions - Interpersonal, Team, Intergroup and System; Evaluation of OD, Ethics of OD Professional, Future of OD.
- Suggested Readings **Abad, Ahmad.** etc. Developing Effective Organization. New Delhi, Sri Ram Centre for Industrial Relations, 1980.
- De Nitish.** Alternative Designs of Human Organizations. London, Sage.
- French, W H. and Bell, CH.** Organisation Development. New Delhi, Prentice Hall of India.
- French, W L.,** etc. Organization Development Theory, Practice and Research. 3rd ed. New Delhi, Universal Book Stall.
- Harvey, D F. and Brown, D R.** An Experiential Approach to Organization Development. Englewood Cliffs, New Jersey, Prentice Hall Inc.
- Huse, FE. and Cummings, T G.** Organization, Development and Change. 3rd ed. New York, West.
- Sinha, Dharani, P.** etc. Consultants and Consulting Styles. New Delhi, Vision.

307 H Counselling Skills for Managers

Objective To develop basic skills among students to independently handle a wide range of employee counseling and performance counseling.

Unit 1 Emergence and Growth of Counseling Services; Approaches to Counseling; Counseling Process - Beginning, Developing and Terminating a Counseling Relationship and Follow up

Unit 2 Counselor's Attitude and Skills of Counseling; Assessing Client's Problems; Selecting Counseling Strategies and Interventions - Changing Behaviour through Counseling;

Unit 3 Special Problems in Counseling; Application of Counseling to Organizational Situations with a Focus on Performance Counseling.

Suggested Readings **Cormer, L S. and Hackney, H.** The Professional Counselor's Process Guide to Helping. Englewood Cliffs, New Jersey, Prentice Hall Inc.,

Maclennan, Nigel. Counselling for Managers. Aldershot, Grover,

Moursund, J. The Process of Counseling and Therapy. 2nd ed. Englewood Cliffs, New Jersey, Prentice Hall Inc.,

Munro, C A., etc. Counseling: A Skills Approach. Methuen,

Reddy, Michael. Counseling at Work. British Psychological Society and Methuen, London and New York,

308H Compensation Management

Objective The course is designed to promote understanding of issues related to the compensation or rewarding human resources in the corporate sector, public services and other forms of organisations and to impart skills in designing,

analysing and restructuring reward management systems, policies and strategies.

- Unit 1** Conceptual and Theoretical Understanding of Economic Theory Related to Reward Management; Competitive Imperatives: Productivity, Quality, Service, Speed, Learning; Planning for Improved Competitiveness; Diagnosis and Bench marking, Obtaining Commitment
- Unit 2** Determination of inter and Intra-industry Compensation Differences; Internal and External Equity in Compensation Systems; Understanding Tools Used in Designing, Improving and Implementing Compensation Packages; Compensation Designs for Specific Type of Human Resources like Compensation of Chief Executives, Senior Managers, R&D Staff, etc.;
- Unit 3** Understanding Different Components of Compensation Packages like Fringe Benefits, Incentives and Retirement Plans; Compensation Practices of Multinational Corporations and Strategic Compensation Systems; Statutory Provisions Governing Different Components of Reward Systems; Working of Different Institutions Related to Reward System Like Wage Boards, Pay Commissions
- Suggested Readings
- Armstrong, Michel and Murlis, Helen.** Reward Management: A Handbook of Salary Administration. London, Kegan Paul
- Bergess, Lenard R.** Wage and Salary Administration. London, Charles E-Merril
- Capernan, George.** Employees Share Ownership. New York, Kogan Page
- Hart, Robert A.** Economics of Non-Wage Labour Costs. London, George Allen and Unwin.
- Henderson, Richard** Compensation Management.- Rewording Performance. 6th ed. Englewood Cliffs, Prentice Hall Inc.
- Micton, Rock.** Handbook of Wage and Salary Administration

Operations/ Systems Management Electives

3010 Total Quality Management

Objective 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 **Sharma, D.D., Total Quality Management.** *Sultan Chand and Co.,* New Delhi.
Ehresman, Small Business Success Through TQM. *Tata McGraw Hill,* New Delhi.
Raju, Sundara, Total Quality Management. *Tata McGraw Hill,* New Delhi.

3020 Service Operation Management

Objective The key objective of this course is to acquaint the students with decision making in planning, design, delivery, quality and scheduling of service operations. The candidates are also expected to appreciate the role of service quality and operations in emerging services economy of India.

Unit 1 Matrix of Service Characteristics; Challenges in Operations Management of Services; Aggregate Capacity Planning for Services; Facility Location and Layout for Services; Job Design - Safety and Physical Environment; Effect of Automation

Unit 2 Operations Standards and Work Measurement; Measurement and Control of Quality of Services; Dynamics of Service Delivery System; Scheduling for Services Personnel and Vehicles

Unit 3 Waiting - Line analysis; Distribution of Services; Product-Support Services; Maintenance of Services; Inventory Control for Services; Case Studies on Professional Services.

Suggested Readings **Bowmen David E. etc. Service Management Effectiveness: Balancing Strategy, Organization and Human Resources, Operations and Marketing.** San Francisco, Jossey, Bass.
Collier David A. Service Management: Operating Decisions. Englewood Cliffs, New Jersey, Prentice Hall Inc.
Fitzsimmons, James A and Sullivan, Robert S. Service Operations Management. New York, McGraw Hill.
Heskett, James L. etc. Service Breakthroughs-Changing the Rules of the Game. New York, Free Press.
Murdick, R G. etc. Service Operations management. Boston, Allyn and Bacon.
Sharma, J.K. Service Operations Management, Delhi, Anmol.
Voss, C. etc. Operations Management in Service Industries and the PublicSector. Chichester, Wiley.

3030 O Production Planning and Control

Objective To develop a broad conceptual framework based on the research which has been done in the recent past and to bridge the gap between the theoretical solutions on one hand and the real world problems on the other in production planning and control.

Unit 1	Production Planning and Control Function; Material Requirement Planning; Production- Inventory Systems; Forecasting for Inventory and Production Control
Unit 2	Aggregate Planning; Job Shop Planning; Scheduling and Control; Just-in-Time Production; Line Balancing
Unit 3	Planning for High Volume Standardized Products; Procedures and Documentation in Production Planning and Control; Application of Computers; ERP
Suggested Readings	<p>Burbidge, John L. Principles of Production Control. London, Donald and Evans</p> <p>Caubang, Ted C. Readings on Production Planning and Control. Geneva, ILO.</p> <p>Greene, James H. Production and Inventory Control Handbook. New York, McGraw Hill.</p> <p>Mc Leavey, Dennis W and Narasimhan, S L. Production and Inventory Control. Boston, Allyn and Bacon.</p> <p>Peterson, R and Silver, E A. Decision Systems for Inventory Management and Production Planning New York, John Wiley.</p> <p>Vollmann, T E. etc. Manufacturing Planning and Control. Homewood, Illinois, Richard D Irwin.</p>

Information Technology Management Electives

301 I Management Support Systems

Objective This course has been designed to develop an understanding of the concepts and application of Information Technology based Management Support Systems.

Unit 1 Overview of CBIS Applications; Decision Making Concepts - A Need for Decision Support; Decision Modeling Exercises; Role of Decision Support Systems in Business; Modeling in Decision Support; Spread Sheet Software Systems as DSS Tool

Unit 2 Development of Planning Models in Various Functional Areas; Introduction to Integrated Financial Planning System for Financial Modeling. Group Decision Support Systems; Use of DSS Technology for Marketing, Finance, Production and HRM. Modeling of Multi-objective and Analytic Hierarchy Process.

Unit 3 Artificial Intelligence; Need and Application. AI Based Systems; Fuzzy Knowledge in RuleBased Systems; Expert System Shells; Working on an Expert System Shell; Development of a Expert System Model for a Functional Area. PROLOG - A Tool for AI Programming. Executive Information Systems and their Applications.

Suggested Readings **Davis, Michael W. Decision Support.** Englewood Cliffs, New Jersey, Prentice Hall Inc.

Jayashankar, R. Decision Support Systems. New Delhi, Tata McGraw

Hill.

Patterson, Dan W. Introduction to Artificial Intelligence and Expert Systems. Englewood Cliffs, New Jersey, Prentice Hall Inc.

Rolph, Paul. How to choose and Use an Executive Information System. New Delhi, Viva Books.

Sprague, Ralph H. Decision Support for Management. Englewood Cliffs, New Jersey, Prentice Hall Inc.

Turban, E. Decision Support & Expert Systems. 2nd ed., New York, MacMillan.

Bratko, Ivan. Prolog: Programming for Artificial Intelligence. 2nd ed. California, Addison-Wesley.

302 I Business Process Re-engineering

Objective This course has been designed to develop an appreciation of process view of business and redesign thereof. The participants would be able to develop an understanding of the use of Information Technology for process redesign.

Unit 1 Conceptual Foundation of Business Process Re-engineering; Role of Information Technology in BPR; Process Improvement and Process Redesign

Unit 2 Process Identification and Mapping; Role/Activity Diagrams; Process Visioning and Benchmarking. Business Process Improvement

Unit 3 Business Process Redesign; Man Management for BPR Implementation; Re-organizing People and Managing Change, BPR Experiences in Indian Industry

Suggested Readings **Carr, D K and Johansson, H J. Best Practices in Re-engineering.** New York, McGraw Hill.

Champy, James. Re-Engineering Management: The Mandate for New Leadership. London, Harper Collins.

Coulson-Thomas, C. Business Process Re-engineering: Myth & Reality. London, Kogan Page.

Davenport, T H. Process Innovation: Re-engineering Work through Information Technology. Boston, Harvard Business School Press.

Hammer, Michael. Re-engineering the Corporation: A Manifesto for Business Revolution. London, Nicholas Brealey.

Jayaraman, M S. etc. Business Process Re-engineering. New Delhi, Tata Mc-Graw Hill.

Peppard, J and Rowland P. The Essence of Business Process Re-engineering. New York, Prentice Hall Inc.

303 I System Analysis and Design

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

- Unit 1** 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.
- Unit 2** 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
- Unit 3** 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
- Suggested Readings **Awad. Elias M. Systems Analysis and Design**, New Delhi, Prentice Hall of India.
Coad, Peter and Edward, Yourdon. Object-Oriented Analysis, Englewood Cliff, New Jersey, Yourclon Press.
Hawryszkiewycz, I T. Introduction to Systems Analysis and Design, New Delhi, Prentice Hall of India
Marco,T.D. Structurted Analysis & System Specification, New Delhi, Yourclon Press
Rajaraman, V. Analysis and Design of Information Systems. New Delhi, Prentice Hall of India.
Van Over, David. Foundations of Business Systems. Fort Worth, Dryden Press.
Whitten, J L. etc. System Analysis and Design Methods. New Delhi, Galgotia.

304 I Data Base Management Systems

Objective This course has been designed to introduce the participants with the applications of systems designed to manage the data resources of organizations. It provides the participants an opportunity to study the hands-on implementation of a database in corporate environment.

Unit 1 Data Processing Concepts, Data Structures; File Processing and Access Methods; Taxonomy of Data Management Systems-, Various Data Base Management Models. Evaluation of Commercially Available Software

	Systems with Managerial Emphasis on Tradeoffs Among Cost, Capacity, and Responsiveness
Unit 2	Functions of Transaction Processes and their Communications Interface with Database Management Systems; Distributed Data Processing Systems and a Need for Database Environment for such a System. Physical Database Structures; Normalization and Logical Design; Query Languages for Relational Database Management Systems
Unit 3	Study of a Relational Database Management Systems for Successful Implementation of Distributed Systems Structured Query Language. Distributed Data Base Systems; On-line Data Bases; Object Oriented Data Bases. Managerial Issues Related to Data Base Management; Evaluation Criteria; Performance Analysis; Recovery Issues; Reorganisation Problems; Implementation and Maintenance Issues; Database Administration.
Suggested Readings	<p>Coad, Peter and Edward, Yourdon. Object-Oriented Analysis. 2nd ed., EnglewoodCliff, New Jersey, Yourdon Press, 1991.</p> <p>Kroenke, David M. Database Processing: Fundamentals, Design, Implementation. 41st ed., New York, McMillan, 1992.</p> <p>McFadden, Fred R and Hoffer, Jeffrey, A. Database Management. 3rd ed., Redwood City, Benjamin-Cummings, 1991.</p> <p>Pratt, Philip J. A Guide to SOL. Boston, Boyd and Fraser, 1990.</p> <p>Salemi, Joe. Client / Server Data Bases. Emeryville, California, Ziff-Davis Press, 1993.</p> <p>Systems and Developers Manuals for an RDBMS such as Oracle.</p>

307 Training Project Report

At the end of second semester, all the students will have to undergo Summer Training of continuous period of 45 working days excluding holidays/ Sundays with an industrial, business or service organization by taking up a project. The student will undergo on the job training under the close supervision of a supervisor in the business organization. This training should help her/him develop a perspective of wholesome management of business activities. This would enable her/him to appreciate the importance of different business activities and see how different business activities are interrelated. She/He will have to submit a report on the organization she/he has undergone training and make a presentation before a panel of faculty members. A seminar on Summer Training Project Report has to be delivered by the students during Semester III of Part II.

The Summer Training Report shall comprise of two parts- Part one, a general understanding of the industry and the firm and part two- a specific real time project with the consent of both the organization and the Department's Training and Placement Advisor/Officer.

The students who undergo this training are compulsorily required to arrange to deliver the confidential report of the training supervisor directly to the Training & Placement Officer/Advisor of the Department in the absence of which the student will not be allowed to join back at the Department and any Summer Training Report will not be allowed to be submitted and no viva-voce or presentations taken.

Training Project Evaluation shall be done as follows: 50 marks for Training Project Report to be evaluated by External Examiner based upon Viva-Voce, 50 marks for internal evaluation, 25 of which would be based on student presentation before the faculty members of the Department and the other 25 marks on the Summer Training Project Report submitted by the student.

Depending upon the needs of this student training, the Head of the Department may depute the Faculty Members to visit the organizations outside Ajmer where the students may be undergoing training to ensure the effectiveness of training and to sort out any of the training related issues on the spot, this would also be used as an opportunity to guide the students on the spot for training/project report.

Semester IV

401 Business Policy and Strategic Management

Objective 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

Unit 2 Grand strategies, different types of strategies; choice of strategy and tools for choosing the right strategy

Unit 3 Strategy Implementation – organizational structure, management policies, leadership implementation and resource allocation, strategic appraisal

Suggested Readings **Jauch Lawrence R., Gupta Rajiv, Glueck William F.**
Kazmi, A., Business Policy and Strategic Management. *Tata McGraw Hill*, New Delhi.
Wheelen, T.L. and Hunger, J.D., Strategic Management and Business Policy. *Pearson Education*, (LPE), New Delhi.

402 Management Information System

Unit 1 Introduction to Management information System: definition, components, types; informational needs; systems concept; application of information systems in business organisation;

Unit 2 Introduction to information system technology: hardware and software resources, database management systems, telecommunication and networking systems.

Unit 3 Building information systems: Life cycle and prototype approach; Decision support system and enterprise information system; information system security and control

Suggested Readings **Laudon and Laudon, Management information System,** Pearson Education , new Delhi
O Brain, Management Information System, *PHI*, New Delhi
Jaiswal Mittal, Management information System, *Oxford*, New Delhi
Jawadekar, Management information System, *Tata McGraw*, New Delhi

403 International Business Management

Objective 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; Influence on Trade and Investment Patterns; Recent World Trade and Foreign Investment Trends;

Unit 2 Balance of Payments Accounts and Macroeconomic Management; Theories and Institutions: Trade and Investment - Government Influence on Trade Investment; Determination of Trading Partner's Independence, Interdependence and Dependence; World Financial Environment Cross-national Cooperation and Agreements; Tariff and Non-Tariff Barriers

Unit 3 WTO, Regional Blocks; International production; Internationalisation of Service Firms; Operation Management in International Firms; World Financial Environment: Foreign Exchange Market Mechanism;

Suggested Readings **Justin Paul. International Business.** Prentice Hall India, New Delhi
Francis Cherunilam. International Business: Text & Cases Prentice Hall India, New Delhi

404 Project Management

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

Unit 1 Concept, Characteristics and types of Project, Project Management: Concept, Meaning, Objectives, Participants in Project Management, Project Life Cycle.

Unit 2 Project Planning, Project Organisation, Project Report, Project Design and Network Analysis: PERT, CPM, crashing, levelling and smoothing

Unit 3 Social Cost benefit Analysis, Project Financing, Incentives and Subsidies, Project Monitoring and Control.

Suggested Readings **Maylor, Harvey, Project Management,** Pearson Education, New Delhi.

405 Entrepreneurship and Small Business Management

Objective 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, MSMED Act 2006 and further amendments.

Unit 2 Role and importance of small business; defining small business; forms of organisation for small business Setting up a Small Venture; 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., Fundamentals of Entrepreneurship and Small Business Management.** Kalyani Publishers, Ludhiana.
Desai, Vasant, Small-Scale Industries and Entrepreneurship. Himalayan Publishing House, Mumbai.
Ramachandaran, K., Managing a New Business Successfully. Global Business Press, New Delhi.
Shukla, M.B., Entrepreneurship and Small Business Management. Kitab Mahal. New Delhi.

406 Project Study

Work outline In this program the student would work upon a topic of relevance under the supervision of one of the designated faculty members in writing on issues of contemporary relevance. This is full-term effort. 50 marks are to be evaluated by the designated supervisor and 50 marks by a panel of external examiner and Head of the Department through relevant Viva Voce Exam.

407 Viva-Voce

For the programme end viva-voce candidate shall be evaluated for 100 marks by a panel of external expert an internal expert and the head of the concerned department.