

PROGRAMME PROJECT REPORT (PPR)

Name of the Programme: MASTER OF BUSINESS ADMINISTRATION

Duration: Minimum 2 years (4 Semesters)
 Maximum 4 years

Recognition: This Programme was recognized by the DEC-IGNOU and now by the UGC-DEB

A. PROGRAMME'S MISSION & VISION

Mission:

MBA (*Master of Business Administration*) is a master degree programme in business administration. The MBA degree shall produce the sound management professional equip with the basic and advanced knowledge to stand the business administration. Today, the world is growing in the fields of marketing, industrialization, financing and education. The MBA programme has specially been designed for the candidates who are executing the administration of the industries or related field. The MBA is most popular and well-known courses among the students. It has a vast area of specializations. Many colleges and Universities are offering MBA programme as full-time and part-time or through online or distance learning education.

Vision:

- The student can choose the core courses according to the interest.
- MBA is the kind of degree that will always have scope in any country.
- There is a lot of scope for you after an MBA in India especially because compared to the absolutely developed nations like U.S, U.K, Canada, etc.

B. RELEVANCE OF THE PROGRAM WITH HEI'S MISSION AND GOALS

Kuvempu University is an affiliating State University in Karnataka. Established in 1987, it is a University with a distinctive academic profile, blending in itself commitment to rural ethos and a modern spirit. It has 37 Post-Graduate departments of studies in the faculties of Arts, Science, Commerce, Education and Law. It also has 4 constituent colleges at Shankaraghatta and Shimoga, and two outlying regional Post-Graduate Centres at Kadur and Chikkamagalur.

The Vision and Mission of the University are:

Vision:

Kuvempu University shall strive to become an international centre of excellence in teaching and research to provide high quality value based education to all through various modes to meet the global challenges.

Mission:

Foster creativity in teaching, learning and research to build a knowledge base and promote quality initiative.

Provide access to education to all.

Develop human resources to meet the societal needs.

The Distance Education Programmes are a part of the University's outreach programmes for the rural masses and also to foster University-Society relationship with the motto of "**Education for All**", to provide quality education at the doorsteps of desirous individuals who want to take up higher education, for the discontinued who could not take up formal education, housewives and employees who want to improve and enhance their knowledge. The University firmly believes that education and seeking knowledge is a **Lifelong Learning** concept.

Offering higher education through Distance Mode is an important step taken by Kuvempu University so as to help the student community in their zeal to pursue higher education at UG and PG Level. The University felt the necessity of this when a large number of students, who wanted seats for PG. Studies, could not be accommodated in our regular P.G. Programmes. The University believes that Distance Education Mode is an equally good avenue to be made available to interested students. With these view, Kuvempu University started offering courses through distance mode since 2002-2003. At present it is offering 31 Programmes (earlier called Courses) in various faculties at the U.G., P.G. and PG Diploma levels. These courses were approved by the erstwhile DEC-IGNOU, and now by the UGC-DEB.

Goals & Objectives of Distance Mode Programmes

- Reach out to larger sections of society seeking non-formal education.
- Capacity Building using the non-formal mode platform.
- Concentrate on planning & constant upgrading of facilities to meet new challenges in education through Distance Mode.
- Provide counseling & consultancy to students.
- Offer area/ region wise educational requirements.
- Skill Development and Enhancement.
- To impart quality training through interactive learning module.
- Interactive Pedagogy of teaching-learning and flexible learning environment.
- Provide supportive academic environment and effective teaching.

C. NATURE OF PROSPECTIVE TARGET GROUP OF LEARNERS

The specialisation in MBA is also important. Although there is scope for all specialisation, new companies are coming up every day and new companies need HR managers. So Human Resource is a very good specialisation to choose. Various fields like sales, human resources, finance, economy and management, etc. are valuable specialisations of MBA.

Another specialisation is Business Development. Whether the company is new or is old and looking to grow or expand, business development managers are in demand everywhere.

In today's ever growing era of industrialization the need for such professionals who not only have the experience but can also multi-task is increasing rapidly. Financial crisis is being counted amongst the biggest crisis on a global scale. Graduates of MBA with specialization in Business Management are the ones who can start their business and give jobs to many.

- MBA freshers have career in accounting and financial planning.
- MBA students are directly preferred for senior posts of managers board members.
- MBA graduates can find job in both public and private sectors.

D. APPROPRIATENESS OF PROGRAMME TO BE CONDUCTED IN OPEN AND DISTANCE LEARNING MODE TO ACQUIRE SPECIFIC SKILLS AND COMPETENCE

MBA is one of the most popular as well as widely chosen courses amongst the other entire business related course. This is because MBA has its own values that make it superior to other courses, and hence it has wide scopes and job prospects.

After completion of MBA, a wide range of jobs and career prospective are available in the industrial sector. One can easily get jobs of Managerial or executive level after successfully completing their MBA degree. This job acts as the first step of the ladder of success, after which one can reach to the top most position. With growing number of companies and rapid industrialization, the scope of MBA is increasing every single day.

After completion of MBA degree, one can work as marketing manager, in which one needs to manage the marketing processes of the company which includes sales, advertisement, and promotion of the products of the company. One can also work as the financial manager, whose responsibility is to control the investment of the capital of the company. Another important post on which one can work after completion of MBA degree is the Human Resource Manager. He or she manages the man power of the company, and hence holds one of the most important positions in the company.

E. INSTRUCTIONAL DESIGN:

(i) Programme Formulation:

Proposal from the concerned PG department to commence the programme was placed before Monitoring Committee of the DDE/Syndicate. Then it will be referred to the BOS concerned for formulation and approval of the syllabus scheme pattern, time allotment for each paper, marks allotment, scheme of examination etc., then it was placed in the Faculty meeting and then Academic Council (the highest body) of the University for its approval. After approval by both the bodies, the programme was introduced. The academic advisory body of DDE refers the matter to the concerned subject/parent department council for preparation of study material. The concern subject faculty will coordinate with the DDE and the department

council, as he/she is on the member in it. Workshops for preparing study material in SLM mode are regularly conducted (with the help of IGNOU experts).

- (ii) **Curriculum design:** The Programme is 2 of years duration with semester examinations. Two semesters per year. The maximum period allowed is 4 years (double the duration). The Programme structure is as below.

Year	Papers	Marks		
		Term End Exams	Continuous Evaluation/IA	Total
I Semester	Course 1: Principles of Management and Behavioral Process	80	20	100
	Course 2: Accounting for Managers & Managerial Economics	80	20	100
	Course 3: Business Communication	80	20	100
	Course 4: Quantitative Techniques	80	20	100
	Course 5: Production and Operations Management	80	20	100
	Course 6: Computer Applications	80	20	100
	Total marks	480	120	600
II Semester	Course 7: Human Resource Management	80	20	100
	Course 8: Marketing Management	80	20	100
	Course 9: Financial Management	80	20	100
	Course 10: Research Methodology	80	20	100
	Course 11: Management Science	80	20	100
	Course 12: Business Law	80	20	100
	Total marks	480	120	600
III Semester	Course 7: Entrepreneurship Development & Small Business Management	80	20	100
	Course 8: Business Ethics & Corporate Governance	80	20	100
	SPECIALIZATION			
	Course 9: MM: Consumer Behavior and Retail Marketing Management	80	20	100
	Course 9: FM: Financial Decision Analysis			
	Course 9: HRM: Counseling and Interpersonal Skills for Managers			
	Course 10: MM: Advertising and Brand Management	80	20	100
	Course 10: FM: Security Analysis and Portfolio Management			
	Course 10: HRM: Industrial Relations and Legal Frame Work			
	Course 11: MM: Sales and Distribution Management	80	20	100
	Course 11: FM: Management of Financial Institutions			
	Course 11: HRM: Management of Training & Development			

	Total marks	400	100	500
IV Semester	Course 12: Strategic Management & Business Policy	80	20	100
	Course 13: International Business	80	20	100
	SPECIALIZATION			
	Course 14: MM : International Marketing	80	20	100
	Course 14: FM : International Financial Management			
	Course 14: HRM: International Human Resource Management			
	Course 15: MM : Industrial and Service Marketing	80	20	100
	Course 15: FM : Corporate Taxation			
	Course 15: HRM: Human Resource Development Strategies and Systems			
	Project Work	100	--	100
	Viva-voce	50	--	50
Total marks		470	80	550
Grand Total - I, II, III & IV Semesters		1830	420	2250

(iii) Medium of Instruction:

The medium of instruction shall be English. DDE offering MBA course in three specialisations viz.,

- Marketing Management,
- Finance Management &
- Human Resource Management.

Candidates shall opt any one of these three specialisations in their III & IV Semesters.

(iv) Detailed syllabi: Given as Appendix-01

(v) Faculty and Supporting Staff Requirement

Full time faculty in regular department will be involved in orientation counseling, and face to face programmes. Such programmes are scheduled during the vacation time of the regular department, which will meet the faculty availability and infrastructure need of ODL Programme. Coordinator of the programme, who is a regular faculty member and the Research and Teaching Assistant (RTA) will be in-charge of the Programme, who will address the day to day academic and learner/student support aspects of the Programme.

Regarding supporting staff, DDE has a separate and well equipped wing/office to take care of all the administration and delivery aspects of ODL Programmes.

There is a separate DDE wing in the Office of the Registrar (Evaluation) for all the evaluation and certification aspects headed by a Deputy/Assistant Registrar.

The DDE and Evaluation wings are fully computerized and technical staff assist in all the activities.

(vi) Instructional Delivery Mechanism

Instructional delivery mechanism is through study materials prepared by the experts in the subjects concerned. Study materials (SLM) are prepared in-house by the faculty of the department and the faculty from sister universities.

The study material provided is the general guide and covers the course content in order the learner understand core content of the course concerned. Learner are advised to make use of the reference books in the list of books provided along with the syllabus.

Contact Programme: There will be a contact programme for a minimum duration of 10 days normally. A minimum of 10 days for instruction by experienced and scholarly faculty will be arranged for each paper. There shall be interaction built around lectures, discussions, individual and group activities. A test will be conducted for the candidates in each paper at the end of the contact programme.

Student support service: Students can interact with the Office/Faculty through e-mails and personal visits. SMS alert facility for the students regarding dissemination of information relating to conduct of PCPs/Orientation Programme and Production file submission deadlines etc. Student Support Service is provided through online mode and grievance handling mechanism is adopted with the help of supporting technical staff. All necessary and relevant information are uploaded in the dedicated website: www.kuvempuuniversitydde.org. Internal Assignments with Guidelines, previous years question papers, notifications timetables and results are available from the website.

F. PROCEDURE FOR ADMISSIONS, CURRICULAM TRANSACTION AND EVALUATION:

As outlined in Section-B, Kuvempu University has a policy to provide opportunity to maximum number of eligible and desirous candidate from all sections of the Society including a class having of low-level of disposable income, rural dwellers, women unskilled men minorities etc.

(i) Eligibility for the Programme

Need to have completed any Undergraduate degree. It can be of Engineering/ Science/ Commerce/ Education-Teaching streams etc.

Any student with a minimum aggregate score of 50% in his/her graduation or degree exam from a recognized university is eligible for an MBA degree.

There shall be an Entrance Test for 100 marks, candidates scoring 45% marks in entrance test shall be admitted to MBA course.

(ii) Admission Process

- Notification issued by the Directorate of Distance Education (DDE) in Regional and National News papers and in the official website.
- Uploading of the Application by the candidate through Online only.

- Payment of fee through online (various options like net banking etc.) or through banks/post offices using printout of the challan.
- Submission of the printout of the application by the candidate to DDE along with original documents for eligibility, date of birth etc., and along with fee paid receipt.
- Verification of applications- for fulfillment of eligibility criteria (marks cards) documents, fee paid details.
- Approval of the admission and issue of self learning material (Study Materials) to the students.

(iii) Fee Structure

Figures in rupees as prescribed for the academic year 2017-18

SN	Fee Component	First Semester	Second Semester	Third Semester	Fourth Semester
Admission Orientation and Other Components					
1	Registration	2800	--	--	--
2	Admission	1400	1400	1400	1400
3	Orientation/ Tuition fee	2800	2800	2800	2800
4	Study materials	6720	6720	6720	6720
5	Liaison	140	140	140	140
6	IA Books	420	420	420	420
7	Postage	420	420	420	420
8	UDF (DDE)	250	--	--	--
Examination , Certification and Other Components					
9	Examination	2420	2420	2420	2420
10	Project Report/ Dissertation	--	--	--	--
11	PPC	--	--	--	365
12	Convocation	--	--	--	900
13	UDF	140	140	140	140
TOTAL (Rupees)		17510	14460	14460	15725

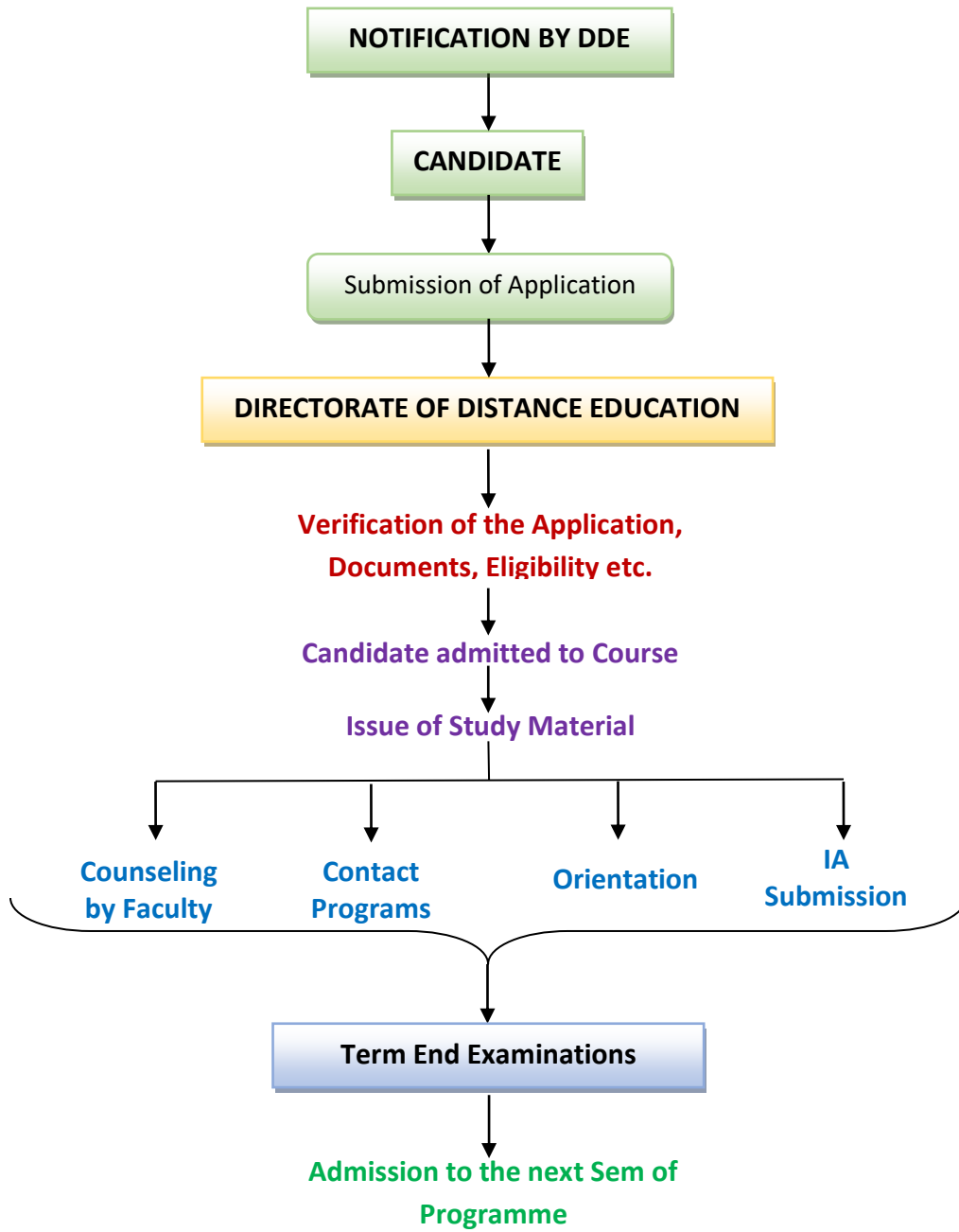
Financial Assistance:

- SC/ST and OBC Students can avail scholarship/fee reimbursement from the concerned State Departments/Agencies
- Fee Concession to Physically Handicap Candidates.
- Fee concession to Employees of the University and their dependents.
- Fee concession to Ex- servicemen.
- Scholarships and education supports extended by various Governmental and Non-Governmental agencies.

(iv) **Academic and Activity Planner**

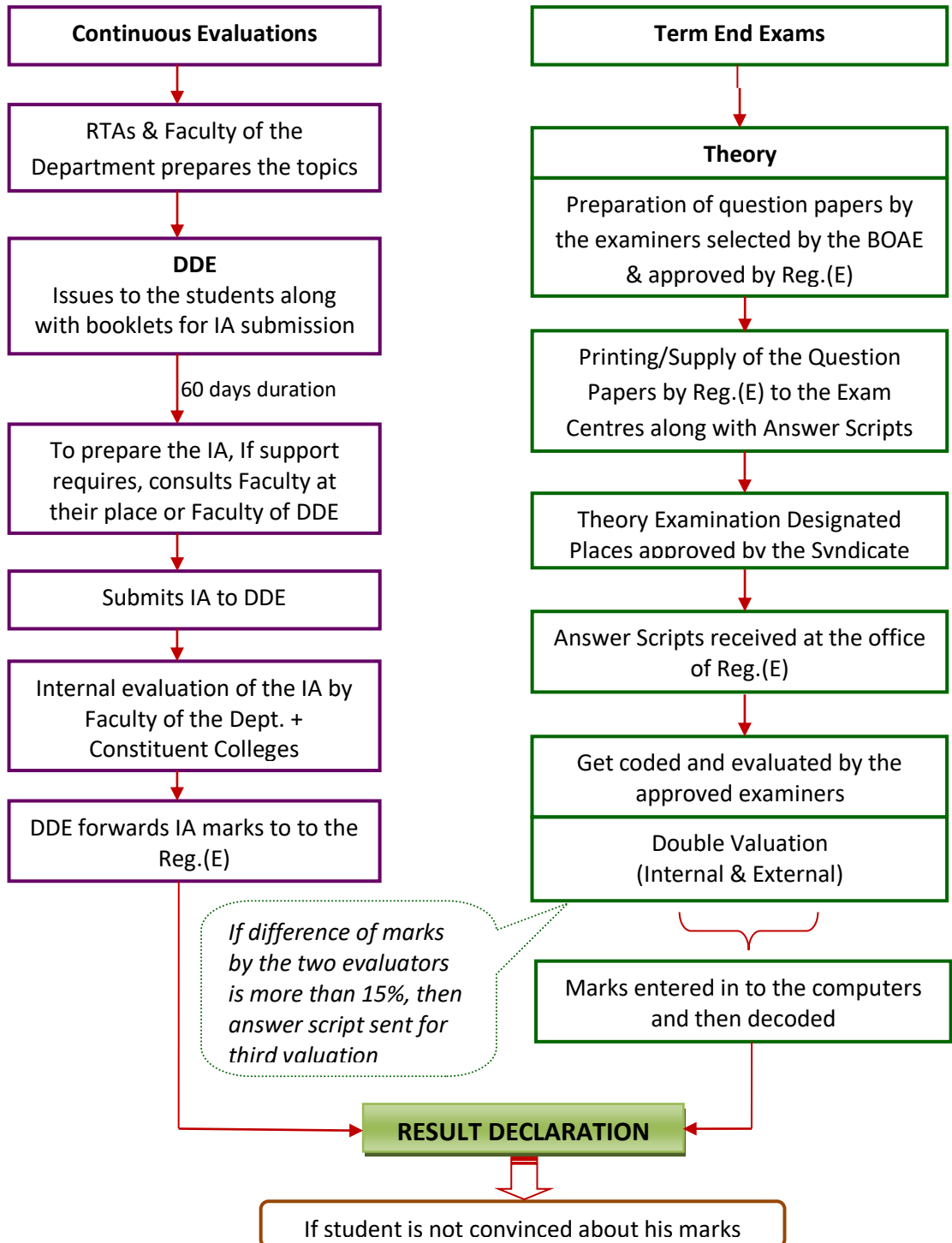
Calendar Year-I		
1	Issue of Notification	July / August
2	Commencement of Online Admissions	July / August
3	Last Date for submission of online applications by the students without Late Fee	October 31
4	Last Date for submission of online applications by the students with late fee	December 31
5	Issue of Study Material and Assignment Books (immediately after verification of the applications)	July to December
Calendar Year-II		
6	Issue of assignment topics Commencement of Counseling sessions	December - January
7	Commencement of Face-to-Face (Orientation) Sessions	February –March
8	Completion of all Orientation Sessions	April 30
9	Last date for Submission of Internal Assignments/ Project Reports	April 30
10	Tentative date for commencement of Examination.	May / June
11	Declaration of Examination Results	August / September

Generalised Academic Flow Chart for the Distance Mode Learners



(v) **Evaluation of Learner Progress**

Evaluation Process is given here in the form of Flowchart. This Flowchart is common to all Programme at UG, PG and PG Diploma level offered by the University.



Internal Assessments:

- As a part of continuous assessment the candidates will have to complete assignments in the booklets provided by DDE and submit them to the Directorate of Distance Education within the specified date. The Topics & Instructions for I.A. will be notified in the Students Corner section of the website and also issued to the students directly or through Student Counseling Centres.
- It is mandatory to submit the I.A. in the same year of registration. However, if the candidate failed to take up the theory examination, for any reason, such candidate can submit the I.A. in the next year with prior permission from the DDE.
- All students are expected to complete the above assessments before taking the Term end Examination.
- There is no provision for resubmission of I.A.

Provision for class tests and workout exercises: during Counseling and Face-to-Face (Orientation/Contact) programmes.

(vi) Term End (written) Examination:

Duration: Duration: 3 hours, **Maximum marks:** 80

Questions pattern

Section	Type of Questions	Marks	Total
A	Five long answer type with internal choice	5x 2	10
B	Two short answer type questions out of 4	5x 7	35
C	Two questions carries ten marks each	10x 2	20
D	One question carries fifteen marks	15x1	15
Total			80

Declaration of class: At the completion of course evaluation (the Programme) the class will be awarded on the basis of the aggregate of marks at both previous and final examinations taken together.

Pass Class : 40% of marks or above but below 50% of marks.
Second class : 50% of marks or above but below 60% of marks.
First Class : 60% of marks or above.

Separate Ranks and Medals are awarded to ODL Learners. Policy for awarding ranks and medals are same as the one followed for the Regular Programme.

Reappearing for Exams: The unsuccessful candidates at the P.G. Examinations of a particular year are required to reappear for those papers/examinations only as per the syllabus of that year. The repeaters are therefore advised to preserve the syllabus and study material until they pass the final year of the course.

Candidates will have to complete all the exams within double the durations of the course (and not the number of attempts). The double the duration is reckoned from the year of registration.

A candidate is permitted to register for the final year examination irrespective of the number of courses failed at the previous theory exams.

(vii) Other Policy/Provisions

Renewal of Registration: Students of II year who have failed to pay the II year programme fee in the respective year are permitted to renew their registration by paying the specified course fee along with registration renewal fee and continue their programme. However they should complete the programme with in the maximum permissible period ie., 4 years.

Bonafide student certificate: Those candidates who require Bonafide Certificate/ Study Certificate can obtain by submitting a written request or a filled in prescribed application form (available from the KUDDE website) along with a fee of Rs. 100/- paid either through Bank Challan or Demand Draft.

Change of Address: Any change in the address of the students should be intimated to the Directorate with a fee of Rs. 100/- paid through a challan of Electronic Transfer. No change of address will be entertained once the students receive their examination hall ticket. The Directorate of Distance Education is not responsible for missing correspondence due to change of address without getting address changed at DDE.

Name Correction: Change of Name, if any required, candidate has to make a written request along with relevant documents as proof of change of name, and by paying specified fee.

Duplicate Registration Card: For issue of duplicate Admission/Registration/ Enrollment card- Rs. 200/- will be charged.

Transfer Certificate: A Transfer Certificate is not required for admission to any of the KUDDE courses. The Directorate will also not issue Transfer Certificate at the time of completion of the course. However, for Lateral Entry admissions a migration and transfer certificate will be required from such students.

Change of Examination Centre: DDE will not entertain any change of exam centre unless there is a proof of change of address and it is permissible.

Discrepancies in Marks cards and certificates: In case of any discrepancies observed in the marks card/ certificates etc., candidates have to bring it to the notice of the Director, DDE through a written request within a period of 3 months from the date of issue of the document.

Miscellaneous: All the original certificates submitted by the candidates in connection with their admission, registration will be returned to them from the Office of the DDE along with the registration certificate. In case any of their certificates are not received back, they must bring the same to the notice of The Director, DDE, Kuvempu University, immediately. The original records will be maintained for a minimum period of three months. If the candidates ask for the originals before three months, their requests will not be entertained.

Preservation of Answer Scripts / IA Scripts: The answer scripts of Theory Exams will be preserved for a maximum duration of 6 months from the date of announce-

ment of results/ revaluation / challenge valuation results. Any query or request for verifications may be submitted, through a written request, within the notified period only.

Similarly, written IA Scripts of the students will be preserved for a period of six months from the date of announcement of the results (First announcement of results). Any discrepancy observed regarding IA marks may be informed to DDE through a written request within three months from the date of issue of results. Later request may not be accepted.

Students are advised to refer the website for notifications regarding preservation of various documents, issued from time to time.

Notwithstanding any conditions mentioned above the University reserves the right to change, alter, and amend any of the above clauses/conditions. In matters of fees for unforeseen issues / certificates/ endorsements the University may fix the amount subject to the existing fee structure or change it from time to time.

Post-Examination Related Issues: For all matters regarding post-examination Certifications - such as, issue of Convocation (Degree) Certificates, Duplicate Marks Cards, Provisional Pass Certificate (PPC), Name Correction, Consolidated Marks Cards, removal of NCL, Academic Transcript, verification of genuineness of Marks Cards and Certificates, and Processing Certificates - enquiries can be made directly at the Office of Registrar (Evaluation). Candidates are informed to contact, for any related information/clarifications, the Helpdesk at the O/o Registrar (Evaluation) by telephone and e-mail ID given the website.

G. LIBRARY RESOURCES

A well established library facility shall be made available with the support of the university library. In the campus we have modern and well equipped building of library in Kuvempu University offers excellent infrastructure facilities in reading, browsing and reference to the students, teachers and research scholars. The library has kept pace with modernisation by introducing CD ROM data base, internet and e-mail facilities. It is also a nodal centre for INFLIBNET, access is available to 10,000 + e-journals online under the UGC-infonet Consortia. There is a well developed digital library and campus network interconnecting all the Post-Graduate departments and offices in the campus.

Further, the DDE will made special effort to upgrade the existing DDE Library exclusively for distance learners with an emphasis on distribution of information and course material online by making use of the state-of-art information and communication technologies.

Library Card: Candidates who are desirous to avail themselves the facilities of Kuvempu University Main Library on the campus will be permitted. They have to obtain a separate Library / ID Card on payment of Rs. 100/- (through Challan of Electronic Transfer). However, no books will be issued to them.

H. COST ESTIMATE OF THE PROGRAMME AND THE PROVISIONS

Cost Estimated of the Programme is based on following components
– calculated for an admission of 100 Students:

SN	Component	Estimate in Lakh Rupees
1	Study Material Development – Course Writer honorarium, Review vetting, editing, SLM conversion etc	26.88
2	Printing and Distribution of SLM	16.13
3	Publicity, Awareness Information Decimation Programmes*	0.34
4	Conduction of Counselling, Orientation/Face to Face, etc.	8.40
5	Student Support Services*	0.84
6	TA/DA Meeting Expenses*	0.28
7	Continuous Evaluation / IA	0.51
8	Examination and Certification	7.66
9	Office Automation/ICT/ Communication Related Infrastructure*	0.56
10	Library*	1.34
11	Staff Salaries/ Remunerations/ Other Honorariums – Teaching, Non-Teaching/Technical/Supporting*	4.48
12	Office Infrastructure*	1.2
13	Learner Centre Expenses*	0.51
14	Others – Office Contingence, Post/Courier, Vehicle Maintenance, Fee reimbursement and such others.*	1.34

Note: * costs that will be incurred collectively for all the Programmes, but given here are the fractions of the total, considering 100 students admission to the Programme.

I. QUALITY ASSURANCE MECHANISM AND EXPECTED PROGRAMME OUTCOMES

(a) Organizational Structure, Management and Monitoring Mechanism

The Organizational Structure of the Kuvempu University Directorate of Distance Education (KUDDE) is given below in the form of flowchart.

For the administrative and policy decisions, and reviewing and monitoring of the ODL activities, Kuvempu University has a Monitoring Committee (MC) Chaired by the Honorable Vice-Chancellor. The Registrar, Registrar (Evaluation), Finance Officer, Deans of all the Faculties, Chief Librarian, One Syndicate Member, One Academic Council Member and the Regional Director of the IGNOU, are its members. The Director, DDE is the Organising Member. The operational plans, goals and policies are decided by the MC, and all the decisions and policy matters are placed before the

Monitoring Committee before implementation. The Committee normally meets twice a year to review the ODL Programmes and activities.

Academic Advisory Committee (AAC) of the DDE will review the academic programme performance, content delivery mechanism. Issues regarding course content and syllabi revision of all the Programme offered in ODL mode are discussed and decided in AAC. The Registrar will be the Chairman of the AAC, and Registrar (Evaluation), Chairpersons of all BOSs of the concerned Departments will be the members. The Director/ Deputy Director of the DDE is the Organising Member.

All the major decisions including financial, planning and implementation which are discussed in the MC meeting are placed before the Syndicate of the University and after its approval they will come into force.

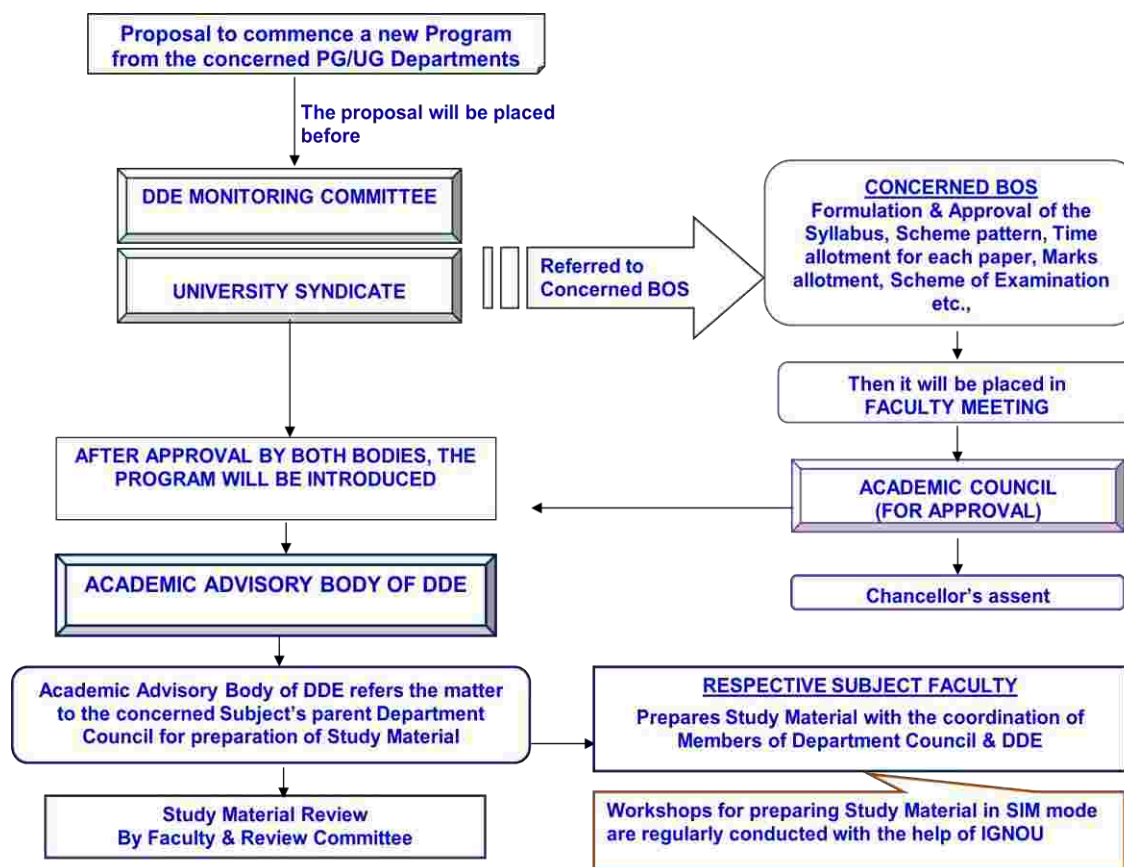
The decisions taken by the AAC are placed through the concerned bodies like, BOS/ Examination wing (for evaluation and certification issues) and finally placed before the Academic Council of the University for its approval.

For the internal quality assurance mechanism there is a Internal Quality Assurance Cell of the University.

(b) Programme Development and Approval Processes.

Proposal from the concerned PG/ UG department to commence a new Programme will be placed before Monitoring Committee of the DDE/ Syndicate. Then it will be referred to the BOS concerned for formulation and approval of the syllabus, programme structure, time allotment for each paper, marks allotment, scheme of examination etc., then it will be placed in the Faculty meeting and then Academic Council for its approval. After approval by both the bodies, the programme will be introduced. The Academic Advisory Body of DDE refers the matter to the concerned Subject's/ parent Department Council for preparation of Study Material. The concern subject Faculty will coordinate with the DDE and the Department Council, as he/ she is one of the member in it. Workshops for preparing Study Material in SIM mode are regularly conducted (with the help of IGNOU experts) and preparation of course material in SLM mode is in progress.

The various steps involved in programme development, approval and implementation are depicted in the flowchart given below.



(c) Programme Monitoring and Review

As a part of the regular monitoring mechanism, feedback from the Learners is obtained at the end of each of the face-to-face programmes - both through discussion and through written feedback form. Feedback form includes mainly three aspects – about appropriateness/ usefulness of learning (study) materials, effectiveness of orientation/ face-to-face programmes and internal assessments/continuous assessment process. Learner can give their opinion, suggestions and complaints, if any, through the feedback form. Issues raised in feedback are addressed at appropriate level.

There is also Student Support Service and Grievance Cell in DDE in order to address the day-to-day issues faced by the Learners. The Research and Teaching Assistants at DDE and the Coordinator in the concerned the subjects are available for the learner support services. These apart, regular meetings of concerned faculty are conducted in order to plan the orientation and practical session's activity.

It is the policy of the KUDDE to make available the expert faculty of the PG Departments/ Colleges (for UG) and experts from the sister universities in the state who are regular faculty in the respective subjects for the ODL programmes. The same is followed for the Learner Support Centres (LSC). Programme delivery/academic activities at the LSC are also monitored from the Headquarter.

DDE is organizing Coordinators Meet every year wherein all the issues related to ODL programmes – academic, examination, learners related and administration are discussed and remedial measures are considered under the ODL framework of the university. During the Meet academic activities/learners' issues at the LSC are also reviewed.

Detailed Syllabi of M.B.A Programme.

I SEMESTER M.B.A PROGRAMME

MBA DP101: PRINCIPLES OF MANAGEMENT AND BEHAVIOURAL PROCESS

OBJECTIVE: The Objective of this paper is to provide foundation for understanding basic management concepts and to familiarize with current management practice.

* COURSE CONTENTS*

MODULE I: - The Basic of Management theory and Practice.

Unit 1: Introduction and Definition of Management, Nature, purpose and functions, level and types of Managers.

Unit2: Managerial roles, Essential managerial skills, key personal characteristics for managerial success.

Unit 3: Evolution and various schools to management thoughts, Japanese management and its unique features in management practice.

MODULE: II: - Management Functions: Planning and Organizing.

Unit 1: Planning: Meaning, Nature, types and Purpose of Planning, steps in planning process, planning premises.

Unit 2: guidelines for effective planning, Failure of plans.

Unit 3: Organizing: organizing as managerial function, organization structure, Formal and Informal organization.

Unit 4: Organization Structure- Functional, Divisional and Matrix Structure. Organizing Trends and Practice- Chain of Command, Unity of Command, Department ion, Power, Authority, Centralization V/S Decentralization. Cases

MODULE III: - Managerial Decision Making and Controlling.

Unit 1: Decision Making: Meaning and Nature, Steps in Decision making, Guideline for Effective Decision Making.

Unit 2: Coordination: Principles and Techniques of Coordination

Unit 4: Controlling: Controlling functions in Management, Systems and Process of Control, Problems in Controlling Process.

Unit 5: Control Techniques and Tools, Temporal and Behavioural dimensions of control. Cases.

MODULE: IV: - Organizational Behaviour- The Individual.

Unit 1: Introduction: Definition, Fundamental concepts, Models of OB.

Unit 2: Individual: Individual Differences, Models of Man, Personality, Determents and Theories of Personality.

Unit 3: Perception- Meaning, Factors influencing perception, Theories of Perception.

Unit 4: Attitudes: Definition, Sources of Attitude, Types of Attitude, Changing Attitude and its Barriers. Cases.

MODULE: V: The Organization and Group.

Unit 1: The Group: Meaning and Nature of Group, States and Types of Group Development.

Unit 2: Motivation- Meaning and Importance of Motivation, Motivational Theories and Techniques.

Unit 3: Leadership- Nature and Characteristics of Leadership, Leadership theories.

Unit 4: Conflict Management- Meaning and Nature of Conflict, Types and Sources of Conflict.

Unit 5: Organization Culture- Meaning and Nature of Culture, Types and Functions of Culture.

Unit 6: Organizational Change and Development.

REFERENCE BOOKS:

1. "Management" by J.A.F.Stoner, R.E.Freemass and D.R.Gilbert. Jr.
2. "Business Legends" by Gita Piramal.
3. "Principles of Management" by George.R.Terry and Franklin. All India Travelers Book sellers, AIBITS Delhi-51.
4. "Principles of Management" by Horold.d.Koontz and Cyril J.C.Donnel, Mc Graw Hill Co., Publication.
5. "Management: Theory and Practice" by Ernest Dale. Mc Graw Hill Co., Publication.
6. The Practice of Management' by Peter.F.Drucker.
7. "Management: Tasks. Responsibilities and Practice" by Peter.F.Drucker.
8. The Effective Executive' by Peter.F.Drucker.
9. "Technology, Management and society" By Peter.F.Drucker 'Management' by Peter.F.Drucker.
10. Robbins, S P. Organizational Behaviour, Prentice Hall of India.
11. Robert A. Baron and Jerald Green Berg, Organizational behaviour, Prentice Hall of India.
12. Luthans, F. Organizational Behaviour, Tata Mc-Graw Hill, New York.
13. Keith Davis and Newstrom, Organizational Behaviour, Tata Mc-Graw Hill, New York.
14. Sharma, R.A. Organizational theory and behaviour, Tata Mc-Graw Hill New York.
15. Gregory Moorhead and Ricky W Griffin, Organizational behaviour, Jaico Publishing House, Mumbai.
17. Davis, Human Behaviour at Work and Organization Behaviour, Tata Mc-Graw Hill New York.

MBA DP102: ACCOUNTING FOR MANAGERS & MANAGERIAL ECONOMICS

OBJECTIVES: The basic purpose of this subject is to develop an insight of postulates, principles and techniques of accounting and utilization of financial and accounting information for planning, decision-making and control.

*** COURSE CONTENTS***

MODULE I: Accounting Principles And Process

Unit 1: Meaning, Scope, Principles of Accounting and Journalizing Transactions.

Unit 2: Ledger Posting, Sub-Division of Journal, Trial Balance and Final Accounts.

Unit 3: Depreciation Provisions and Reserves: Concepts & methods of depreciation, Problems on straight line & WDV methods

Unit 4: Inventory concepts & methods, Problems on LIFO, FIFO & weighted average.

Unit 5: Introduction to Tally Package.

MODULE II: Management Accounting

Unit 1: Analysis and Interpretation of Financial Statements: Types of Analysis Objectives - Tools of Analysis - Ratio Analysis: Objectives, Uses and Limitations - Classification of Ratios: Liquidity, Profitability, Financial and Turnover Ratio.

Unit 2: Funds Flow Statements and Cash Flow Statement: Sources and Uses of Funds, Preparation of Funds Flow statement, Uses and Limitations.

Unit 3: Budget and Budgetary Control: Functional Budgets - Flexible Budgets.

MODULE III: Cost Accounting

Unit 1: Basics of Cost Accounting: Relationship with Financial Accounting - Elements of Cost - Preparation of Cost Sheet. Materials Cost - Materials purchasing, receiving, storing, issuing including pricing of issues.

Unit 2: Methods of Costing: Process Costing and Job Costing.

MODULE IV: Basics of Managerial Economics

Unit 1: Meaning and Scope of Managerial Economics.

Unit 2: Theory of Demand and Supply.

Unit 3: Theory of Production.

Unit 4: Revenue and Cost Concept.

Unit 5: Market Structure and Price Determination.

REFERENCE::

1. Made Gowda, J, 1994 “Financial and Managerial Accounting” Davangere, Imp publishers.
2. Jawaharlal- “Accounting for Managers”
3. Khan and Jain.P.K. -“Management Accounting”
4. Mahesh Wari.S.N. -“Financial Accounting”
5. Managerial Economics’ by Mote V.L. Paul Samuel & Gupta G. S. Tata Mc Graw Hill Publication.
6. ‘Managerial Economics’ by Joel Dean, Prentice Hall of India Publication.
7. ‘Managerial Economics – Analysis and Cases’ by Haynes, William Warren Etal Vakils, Peffer & Sons (Pvt.) Ltd., Bombay Publication.
8. ‘Managerial Economics’ by P. L. Mehta Sultan Chand & Sons Publications.

MBA DP103: BUSINESS COMMUNICATAION

OBJECTIVES: The subject is aimed at equipping the students with the necessary techniques and skills of communication to inform others inspire them and enlist their activity and willing cooperation in the performance of their jobs.

*** COURSE CONTENTS***

MODULE I: Basics of Communication:

Unit 1: Meaning – Nature – Scope of Communication, is Communication an Art or Science - Types of Communication - Communication is a social process; human Process; and universal process - Elements of Communication process – Noise in the Communication.

Unit 2: Essentials of good communication (Ten Commandments/ 7 C’s of effective Communication) – Benefits of communication – objectives of communication – Factors responsible for growing importance of communication.

MODULE II: Foundations of Business Communication:

Unit 1: Patterns of communication in organizations – Formal communication Channels, Informal Communication channels, Problems in communication, Developing message, Transmitting message, Receiving message, understanding Message and special problems of business communication.

Unit 2: How companies manage communication, Handling routine messages, Handling crisis communication, Management style.

MODULE III: Oral Communication:

Unit 1: Speaking and listening - Preparing to speak , Defining the purpose –Analyzing Audience, planning your speech or presentation, Formal speeches and Presentations: Introduction –body-ending – question and answer period –visual aids mastering the art of delivery – Preparing for successful speaking – Delivering the speech –Handling questions.

Unit 2: Interviews – Categorizing interviews – planning interviews Meetings – Understanding group dynamics –arranging meetings –running a productive Meeting.

MODULE IV: Written Communication:

Unit 1: Business Messages – i) Preparation of effective business messages – Identify your Purpose – Analyze your audience – Choose your ideas – Collect your data – organize Your message ii) Design of Business Messages – Business letters- Standard parts of the Letter –optional parts of the letter – letter layout. Memorandum – parts of Memorandum Layout of the memorandum Time saving message media – Electronic mail – Facsimiles (faxes) – Teleconferencing.

Unit 2: Reports and Proposals – i) Features of a good business report – Accuracy – Go Judgment – Responsive format, style and organization ii) Planning and organizing of Short and long reports iii) Proposal – purposes of proposals – kinds of proposals- parts of Proposal – short and long proposal – writing style and appearance.

MODULE V: Special Types of Communication

Unit1: Intercultural Business Communication: i) Basics of Intercultural communication – Understanding culture, Developing Intercultural communication skills ii) Difficulties of Intercultural Business communication skills –Language Barriers Cultural Barriers, Ethnocentric Barriers iii) Tips for communicating with people from other cultures – Learning about a culture, Handling written communication,

Handling oral Communication

Unit 2: Employment Communication: Introduction – writing CVs – Group discussions – interview skills, Impact of Technological Advancement on Business Communication networks – Intranet – Internet – e mails – SMS –teleconferencing – videoconferencing

REFERENCE::

1. “A Text Book of Business Communication” by Chappel R T & Red W L kacdonald Evans Plymouth publication.
2. “Communication” by deverell CS Gee & co., London.
3. “The Art of communication” by layton A.C pitman, London.
4. “Communications” in business” by P littele, Longmans, London.
5. “Communication” by Williams R chatto 7 windus, London.
6. “Effective communications” by E.C.Eyre.
7. “Functional Business communication” by jerasuman daw & willim lord.
8. “Organizational communication” The key stone to Managerial Effectiveness” By Jerry C.Wofford, Edwin A., Geroff & Robert C Cummins.
9. “ Communications in Business & Industry” by Dennies Murphy.
10. “ Effective Business Communication” by M.V. Hodrigues, Concept Publishing Co., New Delhi.
11. Excellence in Business communication by John V.Thill and court land L Bovee – MC Graw Hill cos.
12. Executive Business communication by Herta Murphy, Herbert W. Hilde-branot and Jane P.Thomas. MC Graw Hill cos.

MBA DP104: QUANTITATIVE TECHNIQUES

OBJECTIVES: The objective of the course is to make the students Familiar with some basic statistical techniques. The main focus, however, is in their applications in business decision-making.

*** COURSE CONTENTS***

MODULE I- Functions

Unit 1: Application of functions some special functions. AP and GP and their Managerial Applications matrices – their operations, Ad-joint, Determinant, Rank

Unit 2: Inverse of a matrix and their applications.

MODULE II- Calculus

Unit 1: Differentiation rules, standard derivatives, criteria for maxima and minima, Partial differentiation Partial derivatives of two or more variables, Maximum and Minimum values of functions of two or three variables.

Unit 2: Integration, the idea of definite and indefinite integrals their valuation in Simple Cases.

MODULE III-Frequency Distribution And Analysis

Unit 1: Data analysis – Measures of central tendency – Mean, Median, and Mode.

Unit 2: Measures of Dispersion mean deviation and standard deviation.

Unit 3: Co-efficient of variation.

Unit 4: Simple correlation and regression analysis.

Unit 5: Time series analysis, forecasting and Index Numbers.

MODULE IV- Probability Theory

Unit 1: Probability theory and Probability Distribution Binomial, Poisson, normal and Exponential Distribution.

MODULE V-Sampling

Unit 1: Methods of sampling, probability and Non-probability Methods. Judgment, Quota and convenience sampling, simple Random Sampling, stratified Sampling, and Cluster sampling.

Unit 2: Estimating the parameters (Mean, Variance, and SD) standard Error.

Unit 3: Determination of the sample size.

REFERENCE::

1. S.P. Gupta and M.P.Gupta. Business Statistics. New Delhi, sultan chand 1997.
2. Levin Richard I and Rubin David S. Statistics for management New Jersey prentice Hall Inc 1995.
3. N. Raghavachari – Mathematics for management. Tata MC Graw Hill Co., publication.
4. D.N. Elthanco Fundamentals of statistics. Sultan chand & Co. publication.
5. V.K. Kapoor. Problems and solutions in Business Mathematics. Sulatn chand & Sons. Publication.
6. V. Sundareshan and S.D. Jayasheelan. Business Mathematics S. chand and Co. publication.
7. Gorak Prasad. Text Book on Differential calculus. Pothishala private Co- Ltd., Allahabad Publication.
8. Abe Mizrahi and Michael Sullivan. Calculus with application in Business. John Wiley and son's publication.

MBA DP 105: PRODUCTION AND OPERATIONS MANAGEMENT

OBJECTIVES: To acquaint the students with the basic of Production and Operations Management.

*** COURSE CONTENTS***

MODULE I: Nature and Scope of Production Management

Unit 1: Evolution of production functions.

Unit 2: Industrial Location – Location of facilities,

Unit 3: Plant Layout – Meaning, principles and types,

Unit 4: Plant Utilities-Lighting, Ventilation and Industrial sanitation.

MODULE: II: Operations Decisions

Unit 1: Production planning, and control.

Unit 2: Scheduling,

Unit 3: Work-study

MODULE: III: Purchase Management

Unit 1: Purchasing Fundamentals-Importance of Purchasing, Objectives.

Unit 2: Purchasing Polices-Vendor Rating, Value analysis, Make or Buy Decisions

Unit 3: Stores Management.

MODULE: IV: Material Management:

Unit 1: Inventory Management

Unit 2: ABC and other classifications of materials,

Unit 3: Material requirement planning, JIT.

Unit 4: Material Handling

MODULE V: Managing For Quality

Unit 1: Definition and Concept of Quality, Producer's and Consumer's Risk.

Unit 2: Statistical Quality Control – Control Charts.

Unit 3: ISO 9000-Benefits, ISO-9001-9003, requirement of ISO 9000.

Unit 4: Six Sigma-Meaning, Steps for Implementation.

REFRENCE::

1. Productions and Operations Management - Everett. Adam Jr, Ronald.J. Ebert, Prentice Hall of India.
2. Productions and Operations Management-Howarde J.Weiss, Mark E.Gershon, Allyn and Bacon
3. Productions and Operations Management -Keith Lockyer, Alan Muhlemann, John Oakland ELBS.
4. Productions and Operations Management-S.N. Chary Tata McGraw – Hill Publishing Company Ltd.,
5. Productions and Operations Management-K Aswathappa and Bhat, Himalaya Publishing House.
6. Productions and Operations Management-Kanishka Bedi, Oxford Publications
7. Production and Operations Management- Chunawalla, Himalaya Publishing House.
8. Production and Operations Management-Ray Wild, ELBS

MBA DP 106: COMPUTER APPLICATIONS

OBJECTIVE: To acquaint the students with the fundamentals of Management information system, Computers and ‘C’ Programming.

*** COURSE CONTENTS***

MODULE I : Introduction and Basics Management Information Systems

- Unit: 1** Management Information Systems-MIS concept, Definition, Role of MIS, MIS and Computers.
- Unit: 2** Information Concepts – information Concepts, 3 dimensions of quality Information, classification of information, Value of information, MIS and Information concepts
- Unit: 3** Systems Concepts- Systems concept, Systems control, Types of systems, MIS and System concept.
- Unit: 4** Systems Analysis and Design –Introduction, the need for system analysis, system Development model, system development life cycle, structural system analysis and design (SSAD)
- Unit 5** Ethics in an Information System-Basics concepts- Responsibility, accountability and liability, Candidate ethical principles, Professional code of conduct, ethical issues, social issues political Issues, trade secrets, copyrights, patents.

MODULE II: Applications of Management Information Systems

- Unit: 1** Introduction to ERP-Evolution of ERP, What is ERP, Reasons for growth, Advantages of ERP
- Unit: 2** Benefits of ERP-reduction of lead-time, on time shipment, reduction in cycle time, better customer satisfaction.
- Unit: 3** Businesses Modeling for ERP-An overview, Building the business model, ERP and Competitive Advantage
- Unit: 4** ERP Implementation Life Cycle

MODULE III: Introduction to Computers

- Unit: 1** History of Computers, Types of Computers, Components of Computer, and Generation of Computers.
- Unit: 2** Computer Hardware-Input, Output and Storage Devices.
- Unit: 3** Computer Memory-RAM, ROM, EPROM.etc., Computer Architecture.

MODULE VI: Computer Software and Internet Concepts.

- Unit: 1** Computer Software-System, Applications Software.
- Unit: 2** Generation of Programming Languages, compilers and Interpreters
- Unit: 3** Modes of Processing-Batch, Time Real Time etc.
- Unit: 4** Computers Networks-Meaning Types.
- Unit: 5** Understanding the Internet.
- Unit: 6** Emails, URL Protocols, and TCP/IP
- Unit: 7** Telnet, Usenet, Gopher, Archie, Jughead, Veronica, and WWW

MODULE V: Introduction to ‘C’ Programming

C-Programming Fundamentals-Data types, arithmetic and logical operators, if-else, Multiple if-else, Do-while, while loops, 1- dimension array 2-dimension arrays

REFERENCE::

1. Management Information Systems-Jawadekar, Tata McGraw Hill
2. Management Information-Sadagopan, Prentice Hall of India
3. Management Information Systems -James Obrein,Tata McGraw Hill

4. Management Information Systems-James Laudon and Keneith Laudon, Prentice Hall of India
5. Management Information Systems -Oslo Davis
6. Enterprise Resource planning-Sadagopan, Prentice Hall of India
7. Enterprise Resource Planning-Alexis Leon
8. Enterprise resource planning-Kumar Garg and N.K.Venkatakrishna, Prentice Hall of India
9. Let Us C-Yashwant Kanetkar, BPB Publications
10. Anci C-G.Balaguruswamy Tata Mc Graw Hill
11. Computer Concepts-P.B.Kotur
12. Internet in Nutshell-Alexis Leon and Mathew Leon
13. Computers For Your Future.

II SEMESTER M.B.A PROGRAMME

MBA DP 201: HUMAN RESOURCE MANAGEMENT

OBJECTIVES: The objective of this course is to sensitize students to the various facets of managing people and create an understanding of the various policies and practices of Human Resource Management.

* COURSE CONTENTS*

MODULE I: Introduction to Human Resource Management

Unit 1: Introduction- Definition, Nature, Scope, Objectives.

Unit 2: Evolution and Development of HRM.

Unit 3: Functions of HRM

Unit 4: Personnel Policy, Records and Reports.

MODULE II: Human Resource Planning and Procurement

Unit 1: Human Resource Planning- Meaning and importance of HRP, Need, Process of HRP.

Unit2: Job Analysis- Meaning, Importance, purpose, Job Description and Job Specification.

Unit 3: Recruitment and Selection- Importance, Process of Selection, Methods, Placement and Induction.

MODULE III: Human Resource Appraisal and Development

Unit 1: Human Resource Appraisal- Meaning and importance of HRA, Methods and Evaluation.

Unit 2: Human Resource Training- Meaning, Importance, Need, Methods and Evaluation.

MODULE IV: Human Resource Motivation and Compensation

Unit 1: Human Resource Motivation- Meaning and importance of Motivation, Need, Types, Techniques, Theories of Motivation.

Unit 2: Human Resource Compensation- Meaning, Importance, Objectives, Principals, Factors influencing Wage Fixation, Methods of Compensation, Compensation Policy, Incentive Schemes, Benefits and Services.

Unit3: Human Resource Mobility- Importance and purpose, Promotion, Demotion, Transfer, Separation, Absenteeism, Labour Turnover.

MODULE V: Industrial Relations and Administrations

Unit 1: Administration of Discipline – Meaning and importance, Objectives, Guidelines and Procedure.

Unit 2: Management of Grievances- Meaning, Causes, Handling and Redressal Procedure.

Unit3: Labour Management Relations- Industrial Disputes, Types, Causes, Procedure for settlement, Government and Industrial relations programmes.

Unit 4: Trade Unions- Features, Objectives, Principals, Functions of Trade Union.

REFERENCE::

1. C.B.Memoria, Personnel Management,
2. K.Aswhathappa, Human Resource Management, Tata Mc-Graw Hill New York.
3. C.S.Venkata Ratnam, Personnel Management, Tata Mc-Graw Hill New York.
4. C.B.Gupta, Human Resource Management, Sultan chand & Sons, New Delhi.
5. Tripathi, Personnel Management & Industrial Relations, Sultan chand & Sons, New Delhi.
6. P.Subba Rao, Human Resource Management & Industrial relations, Himalaya Publishing House, Mumbai.
7. V.P.Michael, Human Resource Management & Industrial relations, Himalaya Publishing House, Mumbai.
8. A.M.Sharma, Personnel Management and Human Resource Management, Himalaya Publishing House, Mumbai.

MBA DP 202: MARKETING MANAGEMENT

OBJECTIVE:- The Purpose of this course is to develop and understanding of the underlying concepts, Strategies and issues involved in the Marketing of products and services.

*** COURSE CONTENTS***

MODULE I: Understanding Marketing Management

Unit 1 : Marketing Management: Meaning – Definition – Core concepts –Scope of Marketing – Company Orientation towards the market place – How Business and Marketing are changing.

Unit 2: How Business and Marketing practices are changing – Business practices: Internet Domains - B2B, B2C, C2C, and C2B Marketing Practices– Setting up web site – CRM.

Unit 3: Building Customer Satisfaction, Value, and Retention – Defining and Delivering customer value and satisfaction – Attracting and retaining Customers Nature of High performance Business – Customer Profitability, Company Profitability and Total Quality Management.

Unit 4: Strategic Planning – Corporate and Division Strategic Planning –Business Unit Strategic Planning – The Marketing process -Product planning.

MODULE II: Analyzing Marketing Opportunities

Unit 1: Scanning the Marketing Environment – Identifying and Responding to the Major Macro Economic Forces – Demographic – Economic – Natural – Technological – Political-Legal and Socio-Cultural Environments

Unit 2: Market Segmentation and Target Markets –Levels and patterns of Market Segmentation – segmenting consumer and Business Markets – Market Targeting

Unit 3: Analyzing Consumer Markets and Buyer Behaviour – factors influencing Buyer behaviour – Buying Decision process –stages of the buying decision Process.

Unit 4: The Components of a Modern Marketing Information System –Internal Records – Marketing Intelligence System –Marketing Research System, Marketing Decision Support System- Forecasting and Demand Measurement.

MODULE III: Market Offering and Marketing Strategies

Unit 1: Setting the product and branding strategy – Product and product mix –product line decisions - Brand decisions –Packaging and Labeling.

Unit 2: Developing new product offerings – Challenges in new product Development – Organizational Arrangements – Managing the Development process –The Consumer Adoption process.

Unit 3: Product Life Cycle Marketing Strategies

Unit 4: Developing price strategies and programs: Setting the price –Adapting the price – Initiating and responding to price changes.

MODULE IV: Shaping the Market Offering

Unit 1: A. Designing and Managing Value Networks and Marketing channel, What work is performed by marketing channels? – Channel-Design Decisions Channel Management Decisions – Channel Dynamics.

B. Managing Retailing, Wholesaling, and Market Logistics.

Unit 2: Managing Integrated Marketing Communications – Communication, Process Developing Effective Communications – Deciding on the Marketing Communications Mix – Managing the integrated Marketing.

Unit 3: Managing Advertising, Sales Promotion, Public Relations, and Direct Marketing – Developing and Managing an Advertising Program -Deciding on Media and Measuring Effectiveness - Sales Promotion – Public Relations Direct Marketing

Unit 4: Managing the Total Marketing Effort: Trends in Company organization – Marketing organization –Marketing Implementation – Evaluation and Control.

REFERENCE::

1. “Marketing Management- analysis planning & Control”-By Philip Kotler.
2. “Fundamentals of Marketing”-By William. J. Stanton. Mc Graw Hill publication.
3. “Marketing” by Michael banker.
4. “Marketing Management” by Donald S. Tull & kahle.
5. “Marketing Environment: concept & cases” by Subhas, C. Mehta.

MBA DP 203: FINANCIAL MANAGEMENT

OBJECTIVES:- The purpose of this course is to acquaint the students with the broad framework of financial decision-making in a business unit.

MODULE I: Introduction

Unit 1: Scope of Financial Management& Evolution of financial Management

Unit 2: Goals of financial management.

Unit 3: Financial Planning.

Unit 4: Financial decision areas.

Unit 5: Organization for Financial Management.

MODULE II: Capital Structure decisions

Unit1: Measure of Leverage and effects of Leverage,

Unit 2: Leverage and Valuation.

Unit 3: Theories of Capital Structure: N.I. theory, NOI theory, Traditional Approaches, M.M .Theory

Unit 4: Leverage and Value of the Firm E.B.I.T.-E.P.S. analysis,

Unit 5: Risk-return-trade off

Unit 6: Factors affecting capital structure.

Unit 7: Sources of finance-ownership securities, creditor ship securities, convertible and Tradable warrants.

MODULE III: Investment Decision

Unit 1: Capital Budgeting-Methods

Unit 2: Non-discounted and time-adjusted methods

Unit 3: Risk and Uncertainly time-adjusted methods

Unit 4: Risk and uncertainty in capital Budgeting.

MODULE IV: Dividend Decision

Unit 1:Factors Affecting Dividend Policy

Unit 2: Types of dividend.

Unit 3: Theories of dividend: Walter’s, Gordon Model, and M.M. Theory.

Unit 4: Types of dividend policies & Bonus shares

Unit 5: Corporate dividend policy in Practice.

MODULE V: Working Capital Management.

Unit 1: Receivables, Inventories, &Cash Management.

Unit 2: Analysis of Working capital components.

Unit 3: Working capital leverage.

Unit 4: Financing Current Assets.

MODULE VI: Market for Capital Securities

Unit 1: Stock exchange

Unit 2: Trading Procedure in stock exchanges.

Unit 3: Financial Services, Leasing, Mutual Funds,

Unit 4: SEBI and stock market regulation.

REFERENCE::

1. “Techniques of Financial Management”-By V.S. Murthy, Sindhu Publications, Bombay.
2. “Financial Management &Policy”-By James.C.Van Home. Prentice Hall of India Publication.
3. “Working Capital Management”-By V.E.Ramamorthy, Institute of Financial Management.
4. “Financial Decision-Making”-By J.Hampton, Prentice Hall of India Publication.
5. “Managerial Finance” – By Weston J.F.& P. Birmingham. Holt, Ranchor and Winston Publication.
6. “Financial Management & Control”- By S.K chakravorthy, K.K. Bhattacharya, N.K. Rao and P.K. Sen. Mac Millan India Ltd., Publication.
7. “Essentials of financial Management” – By Walker – prentice Hall of India publication .
8. “Financial Management” –By R.M. Srinivastava, pragati prakashan, Meerut publication.
9. “Financial Management” –By praanna Chandra.

MBA DP 204: RESERCH METHODOLOGY

OBJECTIVE :- To equip the students with the understanding of the Research Methodology and to provide an insight into the application of Modern analytical tools and techniques for the purpose of management decision-making.

*** COURSE CONTENTS***

MODULE I: Research Methodology: An Introduction

Unit 1: Nature and scope of Research Methodology

Unit 2: Types of research

Unit 3: Research Process

Unit 4: Defining the research Problem.

Unit 5: Research Design.

Unit 6: Hypothesis Testing Parametric and Non Parametric tests.

MODULE II: Methods Of Data Collection And Sampling

Unit 1: Primary and secondary Methods of Data collection

Unit 2: Sample Design: types of sample Design.

Unit 3: Sampling error.

Unit 4: Sampling single and its Determination: Bayesian statistics.

Unit 5: Selection of appropriate statistical technique.

MODULE III: Processing And Analysis Of Data

Unit 1: Processing and analysis of Data.

Unit 2: Measurement and scaling technique

Unit 3: SPSS and other statistical software Packages.

Unit 4: Advanced techniques for data analysis-ANOVA, discriminate analysis, Conjoint Analysis, Multidimensional scaling.

MODULE IV: Interpretation and Reporting

Unit 1: Interpretation of Data

Unit 2: Report writing

REFERENCE BOOKS: -

1. Marketing Research-D.D.Sharma.
2. Research Methodology-Cooper Scheduler
3. Research Methodology-Kotari.C.R.
4. Statistical Methods-Gupta.S.P.
5. Research Methodology-Gupta.S.P.

MBA DP 205: MANAGEMENT SCIENCE

OBJECTIVE:- The objective of this course is to develop understanding of Basic management science techniques and their role in Managerial decision-making.

*** COURSE CONTENTS***

MODULE I: Introduction to Management Science

Unit 1: Basics of Management Science- Introduction, Definition, Development Management Science, Characteristics, Scope of Management Science.

Unit 2: Phases and Models of Management Science- Main Phases of Management Science, Modeling, Different types of Models.

MODULE II: Linear Programming

Unit 1: Formulation Technique of LP Problems- Introduction, Formulating the Problems.

Unit 2: Graphical Solution of Two-Variable LP Problems- Graphical Procedure, Graphical Solution.

Unit 3: Simplex Method- Introduction, Basic Terminologies, Simplex Procedure and Solution to the Problems, Artificial Variable Technique (Big-M Method), Degeneracy.

MODULE III: Assignment and Transportation Models

Unit 1: Assignment Models- Introduction, Mathematical Formulation, Method for Solving Assignment Problems, Unbalanced Problems, Travelling Salesman Problems.

Unit 2: Transportation Models- Introduction, Mathematical Formulation, Methods for finding Initial Basic Feasible Solution, Optimality Test, Degeneracy, Unbalanced Problems.

MODULE IV: Theory of Games, Replacement and Inventory Models

Unit 1: Games Theory- Introduction, Basic Definitions, Characteristics, Saddle Point, Optimal Strategy, Value of the Game, Minima / Maxima Criteria, Rectangular Game Without Saddle Point, Two-by-Two Games without Saddle Point (Algebraic, Arithmetic Method), Concept of Dominance, Graphical Solution, Method of Sub Games.

Unit 2: Replacement Models- Introduction, Types of Replacement Problems, Money Value and Present worth Factor, Individual Replacement Policy, Group Replacement Policy, Other Problems.

Unit 3: Inventory Management- Introduction, Functional Classification of Inventories, Benefits, Characteristics, Objectives, Economic Order Quantity (EOQ), Deterministic Inventory Models with No Shortages and Shortages.

MODULE V: Project Management by Pert – CPM

Unit 1: Introduction- Importance, Basic Concepts, Historical Evolution, Applications, Network Terminologies, Network Representation,

Unit 2: Critical Path Method- Introduction, Critical Path, Early Start, Late Finish, Total and Free Slack of the Project.

Unit 3: PERT Model - Meaning, Expected Time, Probability of activities and Project Completion, Standard Deviation, Variance.

Unit 4: CPM Model- Introduction, Cost of the Project, Cost of Crashing, Minimum and optimum Project Duration through Crashing.

REFERENCES BOOKS:

1. S.D.Sharma, "Operation Research" Kedarnath Ram Nath & Co. Meerut.
2. Prem Kumar Gupta, "Operation Research", S. Chand & Co. td. New Delhi.
3. V.K.Kapoor, "Operation Research", Sultan Chand & Sons, New Delhi.
4. K.K.Chawla, "Practical Problems in Operation Research", Kalyani Publishers, Ludiyana.

MBA DP 206: BUSINESS LAW

OBJECTIVES: - The Course is designed to assist the students in understanding basic laws affecting the operations of a business enterprise.

* COURSE CONTENTS*

MODULE: I - Contract

Unit 1:

- A) Definition of Contract and Agreement; Offer and Acceptance; Kinds of Contract.
 - B) Essential requirements of: Contract; offer and Acceptance.
 - C) Definition of Consideration; essentials of consideration, exceptions to the rule “No consideration no Contract”.
 - D) Capacity to contract; Minors Agreement, Unsound Mind Person and person disqualified under law.
 - E) Consent Definition, free consent: Fraud, Coercion, Undue influence, Mis-Representation and mistake.
 - F) Unlawful Agreement:-Forbidden by Law, Defeat any Law, Fraudulent, Injuries to person or property, Immoral, Public policy
- Void Agreement:** -Agreements unlawful in part, Agreements without consideration, Restraint of marriage, Restraint of Trade, Exceptions to above, Wagering Agreements.
- G) Discharge of a contract: - Modes of Discharge: By performance, By impossibility of performance, By agreement, By breach.
 - H) Remedies for Breach of contract.

Unit 2:

- A) Indemnity: Definition, Rights of the indemnity holder.
 - B) Guarantee: Definition, essential features: Extent of surety’s liability; Discharge of surety from liability; rights of the surety.
 - C) Bailment: Definition; Essential features of bailment, Duty and rights of Bailor; Duty and rights of Bailee.
 - D) Pledge: Definition; essentials of pledge , rights and duties of Pawnee; rights and duties of the Pawnor.
- Unit 3:** Agency:- Definition; essentials of agency; creation of the agency; Duties and rights of the Agent.

Unit 4: Sale of Goods:

- A) Definition of sale and Agreement to sell; Essentials of Sale.
- B) Conditions and Warranties: Implied condition, Implied Warranties
- C) Passing of Property.
- D) Transfer of Title
- E) Rights of Unpaid seller against goods
- F) Remedies for Breach of contract.

Unit 5: Consumer Protection Act-1986: Definition, Different Authorities and Bodies established under the Act, Consumer awareness, Consumer redressal forums, their power, functions and jurisdiction, Offences and Penalties.

MODULE: II: Negotiable Instruments Act-1881

Unit 1: A) Definition of Negotiable Instruments.

- B) Kinds of Negotiable Instruments: Promissory note, Cheque, Bill of Exchange
- C) Holder and Holder-in-Due course. Rights and privileges of holder in due Course.

Unit 2: Assignment and Negotiation.

Unit 3: A) Indorsment: - Kinds of Indorsment, Discharge from liability, Crossed cheques: Kinds of Crossing.

MODULE: III: Companies Act –1956

- Unit:1** A) Nature and Incorporation of Company, Corporate personality and Advantages, Disadvantages of company, Registration and Incorporation; Pre-incorporation contracts. Kinds of Company: Unlimited company, Guarantee companies, Private companies, Foreign companies, Government companies Holding companies and subsidiary company
- B) Memorandum of Association: Contents, Alteration, Doctrine of Ultra Vires.

C) Articles of Association: Its relation to memorandum, Binding force of Memorandum of Association and Articles of Association, Doctrine of constructive notice; Indoor management.

D) Prospectus and Promoters: Definition; Issue of Prospectus; Remedies for misrepresentation and criminal liability. Promoters; duties and liability.

Unit 2: Shares, Membership and Share capital:

A) Shares: Definition; Allotment, certificate of shares, Transfer of Shares, Transmission of Shares.

B) Share Holders or Members: Member, Call on Shares, Register of Members, Rectification of Register, Lieu on Shares.

C) Share capital: Kinds of Share capital, Alteration and Reduction of capital, Share Warrants.

Unit 3: A) Directors: Position of Directors, Appointment, Qualification, Removal, Powers of Directors, Duties of Directors and Liability.

B) Meetings: Statutory meeting, Annual General Body Meeting, Extraordinary general meeting, kinds of resolution, Minutes.

C) Dividends: Dividend fund, Statutory provisions

D) Minority Protection: Rule in Foss v/s Harbottle, Prevention of opposition and mismanagement, Company Law Board: Constitution and Powers.

Unit 4: Reconstruction and Amalgamation. Winding up of Company: Kinds of winding up, By court, Voluntary winding up.

MODULE: V:

Unit 1: Patent Provisions: Definition, Patentable and Non-Patentable Inventions, Filing of patent application, revocation, cancellation, Infringement of patent right, remedies for infringement, Powers and Functions of controller of patent and central government.

Unit 2: Copyright Provisions: Definition, Works in which copyright subsist, Nature of copyright, Copyright board, powers and functions, Infringement of copyright, remedies for infringement.

Unit 3: Trade Marks Provisions: Definition, What marks are good Trade Marks, Deceptive similarity, Trade Label, Offences and Penalties.

Unit 4: Cyber Law: Meaning, Electronic media, Information Technology, Cyber Space, Internet, Website, E-Commerce, Digital signature, Cyber crime., Remedies for Cyber offences.

Unit 5: Environmental Protection: Definition, Kinds of Pollution, Measures to protect environment, Authorities established under the Act, Offences and Penalties.

REFERENCE::

1. Dr. Niraj Kumar- Business Legislations, Himalaya Publishing House.
2. N.D. Kapoor- Mercantile Law, Sultan Chan & Sons.
3. Ashok K Bagrial- Company Law, Vikas Publishing House.

III SEMESTER M.B.A. PROGRAMME

MBA DP 301: Entrepreneurship Development & Small Business Management

*** COURSE CONTENTS***

MODULE I: Concept of Entrepreneur and Managers.

Unit: 1.Types and Functions of Entrepreneurs

Unit: 2.A Conceptual Model of Entrepreneur

Unit: 3.Theories of Entrepreneurship Schumpeter, Walker and Drunker

Unit: 4.Entrepreneurs an emerging class.

MODULE: II: .Role of Entrepreneur in Indian Economy with reference to Self Empowerment.

Unit: 1: Creating Entrepreneurial Ventures: Business Planning process-Environmental analysis-identifying problems & opportunities-defining business ideas-basic government procedures to be compiled with.

Unit: 2: Project Management-technical, financial, marketing, personnel & management feasibility-preparation of project report-tools of appraisal.

MODULE III: .Development of Women entrepreneurs

Unit: 1.Functions and role of women entrepreneurs.

Unit: 2.Rural Women Entrepreneurs

Unit: 3.Problems of Women entrepreneurs

Unit: 4.Rural Entrepreneurship-entrepreneurship in agriculture-TRYSEM.

Unit: 5.Risk taking among rural Entrepreneurs-development strategy.

Unit: 6.Entrepreneurial development in backward areas.

MODULE IV: Significance of small Industries

Unit: 1.Steps to start small units.

Unit: 2.Organisation of small scale units.

Unit: 3.Government policy regarding small scale units Reservations and Concessions

Unit: 4.Role of central and state Government agencies in the promotions of SSI's.

MODULE V: Financial Management in Small Scale Industries

Unit: 1.Production Management-Marketing Management –Financial Management Personal Management in SSI's

Unit: 2.Sickness in small-scale industries.

Unit: 3.Role of BFIR.

REFERENCE::-

1. "Entrepreneur Development" by C.B.Gupta and N.P. Srinivasan (Sultan Chand & Sons Publication)
2. Entrepreneurship and Ventura Management" by C.M.Bamback and J.R.Manscusu (Prentice Hall Publication)
3. "Entrepreneurship Reflections and Investigations" By N.S.Bisht (Caugh Publication Allahabad)
4. "Entrepreneurship Management " by C.A.Dailey (Mex Graw Hill Publication)
5. "Entrepreneurship Management " by A.N.Desai (Ashish Publishing Houses, New Dehli)
6. Entrepreneurship Development in India" by Murthy Bevlon (Nittal Publications, New Dehli)
7. "Small Business Management"by Hall B.L., Pickle and Yance. Brahamson (John Wiley & sons, USA)
8. " Entrepreneurship & Small business Management" by Kenneth.R.Van Vloorthis (Boston, Allyn and Bacon USA)
9. Entrepreneurship and Small Business Management"
10. "The Role of Small Enterprises in Indian Economic Development" by P.N.Dhar and Lyadall.H.R. (Asia Publishing House, Delhi)
11. "Management of small scale Industry" by Vasanta Desai (Himalayn Publishing House, Bombay)

MBA DP 302: BUSINESS ETHICS AND CORPORATE GOVERNANCE

OBJECTIVE: The purpose of this paper is to provide an insight on ethical Concepts and Corporate Governance in Business.

*** COURSE CONTENTS***

MODULE I: Ethical Decision Making :

Unit1: Overview of Ethics- Normative Framework –Principle of personal benefit, Principle of Social Benefit, Principle of Neutralization, Categorical Imperative, Principle of Duty, Principle of Justice and Principle of Lawfulness. Approaches / Theories of ethics – Gandhian Approach, Friedman’s Economic theory, Kant’s Deontological theory, Mill & Bentham’s Utilitarianism theory, Aristotle’s Virtue based ethics and Narrative based ethics – Values impact in Business: Indian Value System and Values, Teaching from scriptures and tradition. (Geeta,Ramayana,Mahabharata,Upanishads,Vedas,Bible and Quran)

MODULE II: Ethics impact in Business:

Unit 1: Ethical Issues in Capitalism and market systems, Ethics and social responsibility, Ethics and marketing, Ethics in finance, Ethics and human resource, Ethics and Information Technology. Ethical theories and approaches, Intellectual property rights like designs, patents, trademarks, copy rights,

MODULE III : Corporate Governance:

Unit 1: Issues, need of corporate governance code, Code of Corporate Practices, social responsibility of corporate, Corporate Social Reporting, Corporate Governance and the Role of Board (BOD), Corporate Governance System Worldwide, Corporate Disclosure and Investor Protection in India

REFERENCE::

- 1) S.S. Iyer - Managing for Value (New Age International Publishers, 2002)
- 2) Laura P Hartman Abha Chatterjee - Business Ethics (Tata McGraw Hill, 2007)
- 3) S.K. Bhatia - Business Ethics and Managerial Values (Deep & Deep Publications Pvt.Ltd, 2000)
- 4) Velasquez – Business Ethics – Concepts and Cases (Prentice Hall, 6th Ed.)
- 5) Reed Darryl – Corporate Governance, Economic Reforms & Development (Oxford).
- 6) Mathur UC – Corporate Governance & Business Ethics (Mc Mill

MBA DP 303: MM-CONSUMER BEHAVIOR AND RETAIL MARKETING MANAGEMENT

OBJECTIVE:- The basic objectives of this course is to develop an understanding about the consumer decision making process and to acquaint the decisional issues in Retail marketing Management.

*** COURSE CONTENTS***

MODULE I: Introduction to Consumer Behaviour

Unit 1: Consumer value, satisfaction and retention. Factors influencing consumer behaviour, Nature of consumer behavior, Interdisciplinary dimension of consumer behaviour.

Unit 2: Models of consumer behaviour, Economic Model, Sociological Model, Psychoanalytical model, Howard Sheth model, Nicosia model.

MODULE II: Consumer Involvement and Decision Making

Unit 1: Consumer decision making process and levels of consumer decision making.

Information search process, nature of information search, types of information sought, sources of information, cost versus benefits of external search.

Evaluative criteria and decision rules; nature of evaluative criteria, individual judgment and evaluative criteria, types of decision rules.

MODULE III: Motivational influences on the consumer

Unit 1: Information processing and consumer perception; Elements of perception, dynamics of perception, consumer imagery – perceived price, perceived quality, price/quality relationship, information processing for consumer decision making.

Unit 2: Personality and consumer behaviour- nature of personality, consumer innovativeness and related personality traits, self and self image.

Unit 3: Consumer attitude formation and change, attitude functions, sources of influence on attitude formation, models of attitude - component attitude model, multi-attribute attitude model - attitude towards object model, attitude towards behaviour model, theory of reasoned action model, strategies of attitude change

Unit 4: Consumer learning; nature of learning, learning under conditions of high and Low involvement.

MODULE IV: Reference Group influence and diffusion of innovations.

Unit 1: Reference group influences; factors affecting reference group influence, selected consumer related reference groups, celebrity and other reference group appeals.

Unit 2: Family decision making process; Socialization of family members, household decision making process, family life cycle.

Unit 3: Opinion Leadership – concept of opinion leadership, surrogate buyers versus opinion leaders – interpersonal flow of communication - two-step flow and multi step flow of communication theory.

Unit 4: Diffusion of innovations – diffusion process and adoption process.

MODULE V: The World of Retailing

Unit 1: Introduction to retailing- what is retailing? Retail industry and economy, Functions of retailing, Trends in retail formats, Retail strategy, Changing face of retailing

Unit 2: Types of retailers-retailers characteristics, food retailers, general merchandise retailers, service retailing, type of ownership.

Unit 3: Retail customers-Consumer behaviour, Factors affecting consumer decision making, Stages of consumer decision process, Types of consumer decision –making, Consumer decision rules, Influence of situational variables on shopping behavior.

MODULE VI: Retailing Strategy

Unit 1: What is retail strategy, Building sustainable competitive advantage, Growth strategies.

Unit 2: Retail location strategy- Importance of location decision, Levels of location decision and it's determining factors, Type of retail location, Types of consumer goods and location, Retail location theories.

Unit 3: Retail Pricing

Unit 4: Retail Franchising

MODULE VII: Merchandise Management and Stores Layout Design

Unit 1: Planning merchandise assortment –Product management, Brand management and retailing, Merchandise management, assortment planning process, Types of suppliers, Category management, Merchandise management planning in various retail segments.

Unit 2: Buying systems-staple merchandise buying system.

Unit 3: Atmospherics and Retail space planning - Objectives of a good store design, Store layout, Space planning, Atmospherics.

REFERENCE::

1. Hawkins, Best & Coney; Consumer Behaviour, Tata McGraw Hill Publishers, 2004.
2. Leon.G.Schiffman and Leslie Lazar Kanuk; Consumer Behaviour, Pearson Education. 2004.
3. Assael Henry, Consumer Behaviour and Marketing Action.
4. Retail Management, Chetan Bajaj, Rajnish Tuli, Nidhiv Srivastava, Oxford Press
5. Retailing Management-Levy Weitz ,Tata McGraw Hill
6. Retail Management, Gibson G. Vedamani, Jaico Books.

MBA DP 304: MM-ADVERTISING AND BRAND MANAGEMENT

OBJECTIVES: The objective of this course is to acquaint the students with concepts, techniques and give experience in the application of concept for developing an effective advertising and Branding programme.

*** COURSE CONTENTS***

MODULE I: Fundamentals of Advertising Management

Unit 1: Introduction to Advertising - Definition, Importance, History of advertising participants in advertising, classification of advertising, advertising functions, Role of advertising in Modern business world.

Unit 2: Advertisement and Society – Advertising benefits, Types of advertising, controversies regarding advertising, The impact of ads on children, Women and advertising, Ethics and Codes of ethics in advertising.

MODULE II: Advertising Business

Unit 1: Advertising Department- Importance, Organization Structure, Functions.

Unit 2: Advertising Agency- Functions, Agency selection and Compensation.

Unit 3: Advertising Budget- Importance, Methods.

Unit 4: Advertising Media- Types of Media, Media planning and selection.

MODULE III: Managerial / Technical Aspects of Advertising

Unit 1: Advertising Appeals- Meaning and Importance, Buying Motives, Types of Appeals.

Unit 2: Advertising Messages- Importance, Message Design and Development, Process.

Unit 3: Advertising Layout- Meaning and Importance, Components of Layout.

Unit 4: Advertising Aids- Trade Mark, Slogans, Headline, Copy, Logo etc.

Unit 5: Creativity in Advertising-Meaning and importance, elements of creative advertising, creative process.

Unit 6: Advertising Research and Effectiveness-Purpose of advertising Research components of advertising research, advertising evaluation and its types.

MODULE IV: Brand Management

Unit 1: Brands and Brand Management - What is brand? Why do brands matter? Can anything be branded? Branding challenges and opportunities, Brand equity, Strategic brand management process.

Unit 2: Customer Based Brand Equity- Customer based brand equity, Brand knowledge, Sources of brand equity, Building a strong brand, Brand building implications

Unit 3: Brand Identity

MODULEV: Growing and Sustaining Brand Equity

Unit 1: Designing and implementing branding strategies

Unit 2: Brand Extensions

Unit 3: Brand Positioning and value

REFERENCE::

1. Advertising: Principles and Management cases “by Dirkson C.J., Kroeger (Richard.D.Irwin Inc. USA).
2. “Adverting theory and practice” by Simson (Prentice Hall, USA)
3. “Management of advertising” by Sandage.C.H. Pryburer.V. and Rotaxoll.K.B.(Richard.D.Irwin Inc.USA).
4. “The Marketing Communication Process” by Deloxzier (MC Graw Hill Book Co., USA).
5. “Public relations: Principles, cases and Problems” by Moore.H.F. (Richard Irwin Inc., USA).
6. “Adversting Management” by B.S.Rathor (Himalaya Publishing Co., Bombay).
7. “Foundation of Advertising” By Chunawala and Patel (Himalaya Publishing Publishing Co., Bombay).
8. “ Managing Brand Equity” By Aaker, David A (New York, Free Press)
9. “ Strategic Brand Management” By Jean- Noel Kapferer (Kogan page India Pvt. Ltd)
10. “Strategic Brand Management” By Kevin Lane Keller (Pearsons Education)
11. Building, measuring, and Managing brand equity , Kevin Lane Keller, Prentice –Hall
12. Strategic Brand Management, Jean –Noel Kapferer
13. Brand Management, S.L Gupta, HPH

MBA DP 306: MM-SALES AND DISTRIBUTION MANAGEMENT

OBJECTIVE: The purpose of this paper is to acquaint the students with the concepts which are helpful in developing a sound sales and distribution policy and in organizing and managing sales force and marketing channels.

* COURSE CONTENTS*

MODULE I: Nature and Scope of Sales Management

Unit 1: Introduction to sales management, setting and formulating personal selling objectives, Recruiting and selecting sales personnel, Developing and conducting sales training programs.

Unit 2: Designing and Administrating Compensation Plan

Supervision of salesman, Motivating sales personnel, Sales meeting and Sales contests.

Unit 3: Designing Territories And Allocating Sales Effort

Objectives and quotas for sales personnel, Developing and managing sales evaluation programs, Sales cost and Cost analysis.

MODULE II: Overview of Marketing Channels

Unit 1: Distribution channel management- An Introduction, Designing customer oriented marketing channels, Wholesaling, Retailing, and Customer oriented Logistics management

Unit 2: Organizational Patterns in Marketing Channels

Marketing channel policies and legal issues, Information system and channel management, assessing performance of marketing channels, International marketing channel management.

REFERENCE::

1. Sales Management ,Richard Still and E.W. Cundiff , Prentice –Hall Publications
2. Sales and Distribution Management Tapan Panda and Sunil Sahadev, Oxford
3. Marketing Channels, Coughlan, Anderson, El-Ansary , Pearson Education
4. Selling and Sales Management David Jobber and Geoff Lancaster, Pearson Education
5. Sales Management, Charles m. Futrell, Thomson

MBA DP 303: FM: FINANCIAL DECISION ANALYSIS

OBJECTIVE: The basic objective of this is to impart an intensive knowledge about the use of quantitative techniques in specifies financial decision-making areas.

*** COURSE CONTENTS*****MODULE I:**

Unit 1: Valuation of Share, Bonds, Debentures and Good Will.

Unit 2: Leasing V/s Borrowing Decision.

Unit 3: Business Valuation Models.

Unit 4: Business Failure and Re-organization.

Unit 5: Simulation.

Unit 6: Multiple Discriminate Analyses.

MODULE II:

Unit 1: Estimating Working Capital Requirement.

Unit 2: Integration of Working Capital and Capital investment Process.

Unit 3: Determining Optimum Cash Balance: Baumol Model (Inventory Model).
Miller Orr Model (Statistical Model).

Unit 4: Determining and monitoring the appropriate Receivable Policy.

Unit 5: Inventory Control Models and Inventory Valuation.

REFERENCE::

1. Bhalla.V.K. “Financial Management & Policy
2. I.M.Panday “Financial Management
3. Van Horne, James .C.”Financial management & Policy”
4. S.P.Gupta “Statically Methods.”
5. Damodaran “Valuation”
6. Hampton, “Financial Decision Making” PHI

MBA DP 304: FM: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

OBJECTIVE: The objective of this study is to give the students an in depth knowledge of the theory and practice of security analysis and portfolio management.

*** COURSE CONTENTS*****MODULE I- Investment And Cost Of Investing In Securities**

Unit 1: Investment objectives Risk and Return

Unit 2: Operations of Indian stock market and new issue market

Unit 3: Listing of securities

- Unit 4:** Mechanics of investing and investment companies
- Unit 5:** Stock market indices
- Unit 6:** Security credit rating

MODULE II- Objectives Of Security Analysis And Stock Market Analysis

- Unit 1:** Investment alternatives
- Unit 2:** Government securities
- Unit 3:** Non-security forms of investment
- Unit 4:** Real estate investment
- Unit 5:** Stock market analysis: fundamental analysis, technical analysis, and efficient Market theory.

MODULE III- Introduction To Portfolio Management

- Unit 1:** An optimum portfolio selection problem
- Unit 2:** portfolio choice: utility theory and indifference curve
- Unit 3:** Markowitz portfolio selection model
- Unit 4:** Mean variance criteria
- Unit 5:** construction of efficient frontier

MODULE IV- Investment In Liquid Assets And Application Of Market Model In Portfolio Construction

- Unit 1:** Portfolio of two and three risky securities
- Unit 2:** Relation between leveraged and unleveraged portfolio
- Unit 3:** Sharpe: the single index model
- Unit 4:** Market models: CAPM. Factor models and arbitrage pricing theory
- Unit 5:** Construction of optimum portfolio

MODULE V- Portfolio Investment Process And Corporate Portfolio Management

- Unit 1:** Portfolio investment process
- Unit 2:** Bond portfolio management strategies
- Unit 3:** Investment timing and portfolio performance evaluation: Sharpe, Treynor, and Jensen Models
- Unit 4:** corporate portfolio management in India.

REFERENCE::

1. Security analysis and portfolio management, Punithavathy Pandian, Vikas publishing house
2. Investment management, V. K. Bhalla, S Chand and co,
3. Security analysis and portfolio management, Fischer and Jordan, Pearson's education
4. Sharpe, Alexander, Bailey, Investments, Prentice hall India
5. Prasanna Chandra, Investment Management, Tata McGraw hill

MBA DP 305: FM: MANAGEMENT OF FINANCIAL INSTITUTIONS

OBJECTIVES: The objective of the course is to impart and acquaint the students with the specific financial management problems of financial institutions and to know the operational policy of the leading financial institutions in India.

*** COURSE CONTENTS***

MODULE I: Role and Importance of Financial Institutions

Unit 1: Financial Management models and their applications in Financial Institutions.

Unit 2: Application of the Wealth Maximization model to Financial Decision

Unit 3: Evaluating Risks and Returns of Assets and Liabilities of Financial Institutions, Asset Liability Management in commercial banks

Unit 4: Interest Rate Analysis and Interest Rate in Financial System.

MODULE II: Financial Management of Commercial Banks and Insurance Companies

Unit 2: Banking Law and Regulation

Unit 3: Provision of RBI's Functions -Narasimham committee

Unit 4: Credit and Monetary Planning

Unit 5: Insurance Company and Thrift Companies.

Unit 6: Non- performing assets norms and capital adequacy ratio

MODULE III: Development Banks

Unit 1: Role of Development Banking in Industrial Financing in India

Unit 2: Capital adequacy and Capital Planning

Unit 3: Strategy of Growth

MODULE IV: Organization and Working of development Financial Institutions in India

Unit 1: Organization and Working of: IFCI, IDBI, UTI and LIC

Unit 2: International Aspects of Financial Institutions.

REFERENCE BOOKS:

1. Management of Financial Institutions, Srivastava
2. Financial Institutions, Market and Money, David Richard and David Blackwell.
3. Indian Financial System, V.K.Bhalla.
4. Management of Financial Institution in India, Vij Madhu
5. Indian financial system, Machiraju
6. Indian financial system, L. M. Bhole

MBA DP 303: HR-COUNSELING AND INTERPERSONAL SKILLS FOR MANAGERS

OBJECTIVE: The purpose of this paper is to provide an in-depth understanding of the role of training in HRD and to enable the course participants to manage the training systems and processes.

*** COURSE CONTENTS***

MODULE I: Group and Group Influence

Unit 1: Groups: What is a group? Definition, Types of Group, Dynamics of Group Formation, structure and dynamics of work groups, Group Cohesiveness And effectiveness.

Unit 2: Interpersonal Communication-Interpersonal Communication process. Communication effectiveness Johari window, interpersonal awareness, Social facilitation, social loafing Interpersonal Trust, - Inter personal Conflicts, Group Decision Making, Group Synergy.

MODULE II: Decision Making

Unit 1: Interpersonal Trust: Building trust, validating and measuring Interpersonal trust, managing interpersonal trust, managing interpersonal trust and Distrust.

Unit 2: Group decision making: Approaches to decision making, individual v/s Group decision makes, and group decision making techniques.

Unit 3: Team Building: Concept of Teams, Distinguishing team from Groups, Types of Teams – Dysfunctions of groups and teams, Dynamic of Informal Groups, Creating Teams, Making Team successful obstacles to success, Training in team Skills developing successful team.

MODULE III: COUNSELLING SKILLS FOR MANAGERS

Unit 1: Counseling: Emergence and Growth of Counseling Services; Approaches to Counseling;

Unit 2: Counseling process - Beginning, Developing and terminating counseling Relationship and follow up. Counselor's attitude and skills of Counseling; Assessing Clients problems. Selecting Counseling Strategies and Interventions – Changing Behavior through Counseling

Unit 3: Special problems in counseling; Application of Counseling to Organizational situations with a focus on Performance counseling.

REFERENCE::

1. J.Vincent Peterson, Bernard Nisenholz; Orientation to counseling
2. Stephen P. Robbins; Organizational Behaviour Pearson's Education. 2005.
3. V.S.P Rao & Gangadhar Rao, Organizational Behaviour

MBA DP 304: HR- INDUSTRIAL RELATIONS AND LEGAL FRAME WORK

OBJECTIVE: Organizational efficiency and performance are intricately interlinked with industrial relations. Understanding the legal framework is important for the decision-making relating man management and industrial relations.

*** COURSE CONTENTS***

MODULE I: Industrial Relations Perspectives

Unit 1: Evolution of industrial relations; impact of industrial revolution, scope of industrial relations, components of industrial relations system, factors affecting industrial relations, approaches to industrial relations.

Unit 2: Trade Unionism: Trade union movement in India; objectives and functions of trade union, Trade Union Act 1926 – functions of the Acts, definitions under the Act, registration of trade union, rights and privileges of registered trade union.

MODULE II: Industrial Conflicts and Settlement Machinery

Unit 1: Grievance procedure and management of industrial discipline; objectives Of standing orders, - concept and causes of grievance, grievance procedures, indiscipline/misconduct, causes and forms of misconduct, domestic enquiry, disciplinary procedures and approaches to manage discipline.

Unit 2: Industrial conflict: Nature of conflicts and its manifestation, types and prevention of industrial conflicts, settlement of industrial conflicts.

MODULE III: Participative Management

Unit 1: Workers participation in management: concepts, objectives of workers' participation in management, workers participation in management in India.

Unit 2: Collective Bargaining: Importance of collective bargaining, collective bargaining process, prerequisites and trends in collective bargaining.

MODULE IV: Overview of the following Labour enactments covering the definition, applicability, provisions, penalties for non-implementation, other major provisions and the latest amendments

1. Factories Act 1948.
2. Industrial Disputes Act 1947.
3. Employee State Insurance Act – 1948.
4. Industrial Employment Standing Orders Act 1946.
5. Payment of Wages Act 1936
6. Workmen’s compensation Act
7. Minimum wages Act –

MODULE V:

Unit 1: Reward Management, Evaluation & development of reward process and Team Rewards

Unit 2: Job & role analysis

Unit 3: Equal pay for work of equal value.

Unit 4: Grade pay & structure – Types of grade & pay structure, and its design. Implementing new grade & pay structures, Performance Management.

Unit 5: Contingent Pay - Introduction, definition, types of contingent pay, significance, rational for contingent pay. The criteria for pay related to performance, competence or skill, types of contingent pay for individuals, Competency pay, Employee benefits and profit sharing.

REFERENCE::

1. Mamoria, Mamoria, Gankar – Dynamics of Industrial Relations, Himalaya Publishing House. 2006.
2. P.C.Tripathi – Personnel Management & Industrial Relations, Sultan Chand & Sons. 2004.
3. Arun Monappa – Industrial Relations, Tata McGraw Hill 2006
4. Michael Armstrong & Heln Murlis – Reward Management.
5. Bergen & Lenard. R. “ Wage & Salary Administration”

MBA DP 306: HR- MANAGEMENT OF TRAINING AND DEVELOPMENT

OBJECTIVE: The purpose of this paper is to provide an in-depth understanding of the role of training in HRD and to enable the course participants to manage the training systems and processes.

*** COURSE CONTENTS***

MODULE I: Introduction to the concepts of training.

Unit 1: Fundamentals concepts related to training: Scope, objectives and benefits Of training, role of training in organization, difference between training, development and education.

Unit 2: Training principles and learning principles.

Unit 3: Challenges to training managers

Unit 4: Training Process

MODULE II: Identifying training needs and designing the training programme.

Unit 1: Training Need Analysis: Purpose of training need analysis, Process and Techniques, framework for conducting a training need analysis: organization analysis, requirement analysis, Task and KSA analysis, person analysis.

Unit 2: Training Design: Structure of objectives, dealing with behavioral objectives, value of training objectives, factors that influence the design of training.

MODULE III: Learning environment

Unit 1: Motivational theories: Social learning theories, goal setting, expectancy theory, reinforcement theories, equity theories.

Unit 2: Incorporating learning principles: conditions for effective learning, learning strategies, learning curves and plateau.

Unit 3: Learning organization: Concept, fundamental characteristics of a learning organization. Challenges to become a learning organization, Stages in learning, learning styles and Kolbs learning cycle.

Unit 4: Transfer of Training: Concept, theories- identical elements theory, and transfer through principles theory.

MODULE IV: Training delivery

Unit 1: Trainers skills and styles: role of a trainer, characteristics of a good trainers, trainer skills, changing role of the trainer.

Unit 2: Training methods and techniques: Traditional instructional approaches; classroom instructions- lectures, discussions, case studies and role playing, self directed learning programs, simulated working settings. Emerging training technologies; CD-ROM and interactive multimedia, web-based instruction, intelligent tutorial systems, virtual reality training.

MODULE V: Training Evaluation and Management Development

Unit 1: Introduction to the evaluation process: need, barriers to training evaluation, Methods of Training evaluation, Evaluation of criteria – criterion relevancy, criterion deficiency, criterion contamination, criterion reliability, Kirkpatrick levels of criteria.

Unit 2: Experimental Designs: Pretesting and post testing, experimental and control groups, types of experimental designs.

Unit 3: Management development: Over view of the managerial job, need for executive development, objectives of management development programmes, steps in organization of a management development programme.

REFERENCE::

1. Buckley R & Cable Jim, The Theory and Practice of Training, Kogan & Page.
2. Lynton.R Pareek U, Training in Organizational Transformation Part I & II, Sage Publications
3. Irwin L. Goldstein, J. Kevin Ford, Traininig in organizations Wadsworth, Thomson Learning.
4. V.S.P.Rao, Human Resource Management, Excel Books- 2004.

IV SEMESTER M.B.A PROGRAMME

MBA DP 401: STRATEGIC MANAGEMENT AND BUSINESS POLICY

OBJECTIVES: - The Objectives of this course is to develop understanding about strategic processes and their impact on a firm.

*** COURSE CONTENTS***

MODUEL I

Unit 1: Meaning and Nature of Strategic Management, Its importance and relevance, Characteristics of Strategic Management, The Strategic Management Process – Relationship between a Company's Strategy and its Business Model, Significance of crafting and execution of Strategy.

Unit 2: Strategy formulation – Developing Strategic Vision and Mission for a company – Setting objectives – Strategic Objectives and Financial Objectives- Balanced score card, Company Goals and Company Philosophy. The hierarchy of strategic Intent –Merging the strategic vision, Objectives and strategy in to a strategic plan.

Unit 3: Analyzing a company's External Environment – The Strategically relevant components of a Company's external environment- Industry Analysis – Industry's dominant economic futures – Competitive Environment Analysis – Porter's five force model – Industry driving force – key success factors – concept and implementation **Unit 4:** Analyzing a company's resources and competitive position- Analysis of the company's present strategies – SWOT Analysis- Valuechain Analysis – Bench marking and ethical conduct.

MODULE II

Unit 1: Generic Competitive Strategies – Low cost provider Strategy – Differentiation Strategy – Best cost provider Strategy – Focused Strategy- Strategic alliances and Collaborative partnerships- Mergers and acquisition Strategies – Outsourcing Strategies – First Mover advantages and disadvantages - Strategies for using Internet in the Global scenario. International Business level Strategies - Strategic alliances and joint ventures with foreign partners.

Unit 2: Formulating long term and Grand Strategies – Competing in the foreign markets – Entry Strategies – Quest for competitive advantage in foreign markets- Strategic alliances, Joint Ventures and its relevance – Tailoring Strategy to fit specific Industry and company situation – setting and Qualification and diversification – Conglomerate Diversification, Retrenchment, Restructuring and turnaround for a better tomorrow – GE nine cell planning grid and grand Strategy selection at business level – Contingency approach to Strategy choice by looking back to the past Strategies

Unit 3: Strategy Implementation – Operationalizing Strategy, Annual objectives, Developing Functional Strategies, Developing and communicating concise policies.

Institutionalizing the Strategy, Structure, Leadership and Culture.

Structural Considerations, Organizational Leadership.

Unit 4: Strategic control guiding and evaluating Strategies, Establishing Strategic controls, Operational Control Systems, Monitoring performance and evaluating deviations, challenges of Strategy Implementation.

REFERANCE BOOKS:

1. Strategic Management Concept & Cases by Fred R. David – person Education/PHI.
2. Strategic Management Building and Sustaining Competitive Advantage by Robert A. Pitts, David Lei. – Thomson South- Western, 3/e, 2002
3. exploring Corporate Strategy Text and case by Garry Johnson, Keven Scholes- Prentice Hall India, 6/e
4. Business Policy and Strategic Management Lawrence R Januch & William I Glueek
5. Compertitive Advantage by Michale E Porter, Free press, NY
6. Strategic Management by David Hugar
7. business Policy and Strategic Management by Sukul Lomash P K Mishra
8. Strategic Management by Garth Saloner, Andrea Shepard, Joel Podonly Wiley
9. Strategic Management – L P Rajan - Jaico

MBA DP 402: INTERNATIONAL BUSINESS

* COURSE CONTENTS*

MODULE: I

Unit 1: Foundation of International Business Filed of International Business-definition of multinational enterprises-the worlds largest MNES- abroad sweep of theories of international trade-gains from trade-intra industry trade-barriers to trade-realistic model of trade.

Unit 2: The Firm in The International Environment:

International business by non-multinationals-how to go multinational external export documents-other forms of international business activity-building a theory of MNE- a Single model of MNE-reasons for internationalization-determinants and alternative theories of foreign direct investment-the choice of exporting –FDI or licensing.

MODULE II:

Unit 1: A broad sweep of financial environment of international business-International financial markets and exchange rate of determination.

Unit 2: Regulation of international business: The institutional environment of international business-sources of conflict between multinational and Government –Government regulation of MNES-International; business response to government regulations.

Unit 3: Strategy And Management Of International Business: Diagnosis of global competitive strategy-Global marketing strategy-Strategic production management –Organization of human resources in MNES-International finance management-Prognosis of global competitive strategy.

REFERENCE::

1. International Business-Firms and Environment’ –By Alan M.Ragman and others (Mc Graw Hill Publication)
- 2.International business ‘ –By Ball, Donald. A.And Wendell.H. MC Culloch Jr (Business Publication).
- 3.International Firm –By Broke, Micheel Z and Lee. H.Rammers (Pitman Publication)
- 4.The strategy of Multinational Enterprise ‘-By Buckley peter J and Mark Casson (Mc Millan Publication)
- 5.’The Future of Multinational enterprise-‘By Bukely, Peter J and Mark casson (Mc Million Publication)
- 6.”Alternatives to the multinational Enterprise –by Mark casson (Mac Millan Publication)
- 7.” The Growth of International Business –by Mark casson (George Allen and Unwin Publication)
8. “Reading in International Business ”-By Caves, Richard H and Harry.G.John son (George Allen and Unwin Publication).
- 9.“International Business Environments and Operations”-By denials John.D.Ernest, W.Ogram and Lee.H. Redebough (Addision-Wesley Publication.
- 10.“Gobal Strategic Management”-By Davidson, William H. (Wiuley Publication)
- 11.“Handbook of International business”-By Ingo waltger and Tracy Murray (Wiley Publication)

MBA DP 403: MM: INTERNATIONAL MARKETING

* COURSE CONTENTS*

MODULE I:

Unit1: International marketing environment: Basic concepts and Decision framework Economic, Cultural, Political, Legal Social, Technological Environments- regional integration and global trade protection-understanding the international marketing system.

Unit 2: International marketing intelligence: International marketing research- International Marketing information system- International marketing strategy and entry methods- organization, planning and control of International marketing.

MODULE II:

Unit 1: International retailing-International expansion of retailers – international retailing defined – retail-format – variations in different markets – general merchandise: retailing–issues in international retailing

Unit 2: International marketing programme: International marketing mix elements- product, promotion, pricing distribution etc., and their effective blending.

Unit 3: Recent trends in India's foreign trade; Institutional infrastructure for exports promotions in India – India's trade policy – exports assistance – exports documentation and procedures including different stages of documentation

REFERENCE:

1. 'International Marketing' by V.K Kirpalani(Prentice Hall of India, New Delhi).
2. 'International Marketing' by Vern Terpstra(Holt Rinehart & Winson, USA).
3. 'International Marketing' by John Fayer Weather(Prentice Hall of India, New Delhi).
4. 'International Marketing' by R.L Kramor(South Western, USA).
5. 'International Marketing: A strategic A approach to world Markets by Simson Majare(George Allen & Unwin).
6. 'International Marketing': Policies and Practices by MI Lalit Hohri (University of Delhi).
7. 'International Marketing Strategy' by H.S Thorelli (Penguin Books).
8. 'International Marketing: Concepts Techniques and cases' by Saxena, Rajan and M.C Kapoor(IMC Graw Hill).
9. 'Cases in International Marketing Indian Experience' by Indian Institute of Foreign Trade, New Delhi.
10. 'Multinational Marketing Management' by Warren, J,Keegan(Prentice Hall).
11. 'Commodity Market Surveys' published IFT, New Delhi & International Trade Centre, Geneva.
12. 'Handbook of International Marketing Management' by Maes M Linvingstons(Mc Millan publication).

MBA DP 404: MM- INDUSTRIAL AND SERVICES MARKETING

OBJECTIVES: The objective of the course is to acquaint the participant with the diversified issues of industrial and services marketing and to lay foundation for an understanding of the complex dimensions and to develop insights into emerging trends of the industrial and services marketing.

*** COURSE CONTENTS***

MODULE I:

Unit 1: Introduction to services: What are services? Why service marketing? Service & Technology Differences between goods v/s service,

Unit 2: The services marketing mix, The gap model of services quality

MODULE II :

Unit 1: Consumer behaviour in service: Search, Experience & credence properties. Categories in Decision Making Process, Role of culture and service, Meaning and types of services expectations, Factors that influence customer expectation, Model of customer service expectation Current issues

involving customer service expectations, Customer perception, customer satisfaction, service quality, service encounters, strategies for influencing customer perceptions

Unit 2: Understanding customer expectation through marketing research - Using marketing research to understand customer expectations, Elements in effective Market Research, Types of service research, analyzing and interpreting Market Research, Relationship Marketing, Customer profitability segment, levels of relationship strategies

Unit 3: Customer defined service standers – Factors necessary for appropriate service standers, customer defined service standers, Process of developing customer defined service standers, Physical evidence, types of service scapes, role of service scapes, guidance for physical evidence strategy.

MODUEL III

Unit 1: Employee's role in service delivery - The critical importance of service employees, Boundary - Spanning roles, Strategies for closing GAP 3, roles, Self service technology, Strategies for enhancing customer participation. Service intermediaries, strategies for effective service delivery through intermediaries.

Unit 2: Managing Demand & Capacity – Lack of Inventory Capability, understanding demand patterns, strategies for matching capacity and demand, waiting line strategies.

Unit 3: The need for co-ordination in marketing communication – Four categories of strategies to match service promises with delivery. Exceeding customer expectations. **Unit 4: Pricing of Services** – Approaches to pricing services, pricing strategies, closing the customer's gap

MODULE IV: An Overview of Industrial Marketing

Unit 1: Introduction-Nature of Industrial Marketing, difference between industrial and consumer marketing, types of industrial markets, types of industrial products.

Unit 2: Industrial Marketing Environment.- Government's influence on the industrial marketing environment, strategies for managing industrial marketing environment.

Unit 3: Nature of Industrial Buying- Organizational buying activity, buying situations and phases, role of buying centre, inter personal dynamics of industrial buying behavior.

Unit 4: Industrial Market Segmentation- Importance, basis for segmentation, target marketing, positions.

MODULE V: Industrial Product Planning and Distribution

Unit 1: Formulating Product Planning-Developing product strategy, analyzing industrial product life cycle, new product development.

Unit 2: Formulating Channel Strategy-Channel Participants and management, channel logistics physical distribution and customer service.

MODULE VI: Industrial Product Pricing and Promotion

Unit 1: Formulating Pricing Polices-Pricing strategies, factors influencing pricing, price determinants, price across PLC, pricing policies, leasing, competitive bidding etc.

Unit 2: Formulating Promotional Strategies- Advertising in industrial market, industrial advertising media, direct marketing. Tele marketing, Sales promotion, use of trade shows land exhibitions, personal selling.

Unit 3: Planning, Organizing and Control of Sale Function: Developing the industrial sales force, Managing and organizing industrial sales force, evaluating sales force, reports and sales communications.

REFERENCE BOKS:

1. Services Marketing, Valarie A Zeithmal & Mary Jo Bitner – TMH, 3/e, 2004.
2. Services Marketing Christopher Lovelock, Jochen Wirtz – Pearson, 5/e, 2004.
3. Services Marketing, Rajendra Nargundkar – TMH, 1/e, 2004.

4. Services Marketing, R Srinivasan – PHI, 2003
5. Steve Bonon & Kim Harris, Services Marketing – Palgrave, 2004
6. Ravishankar, Service Marketing, Excel Books.ss
7. Corey, E.Raymond. “Industrial Marketing: Cases and concepts”. 3rd Edition,
8. Englewood Cliffs, New Jersey, Prentice Hall inc., 1983.
9. Hill, Richard etc. “Industrial Marketing” Homewood Illions, Richard.D.Irwin, 1975.
10. Reeder, Robert.R.Etc. “Industrial Marketing: Analysis, Planning and
11. Control” Englewood Cliffs, New Jersey, Prentice hall Inc., 1991.
12. Webster, F.E. “Industrial Marketing”. 2nd Ed. New York, John Wiley, 1979.
13. Alexender, Cross-and Hill, “Industrial Marketing”, D.B.Rscaporevala Publishing co., Bombay.

MBA DP 403: FM-INTERNATION FINANCIAL MANAGEMENT

OBJECTIVE: The objective of this paper is to give students an overall view of the international financial system, how multinational corporations operate and to give the in depth knowledge of derivatives.

*** COURSE CONTENTS ***

MODULE I- International Financial Management

Unit 1: IFM: an overview

Unit 2: International Flow of Funds

Unit 3: International Financial Markets

MODULE II-International monetary and financial System

Unit 1: Federation of foreign exchange dealer’s association in India

Unit 2: convertibility of currency

Unit 3: Foreign exchange management act

MODULE III- Exchange rate behaviour and Risk Management

Unit 1: Exchange rate determination

Unit 2: International arbitrage and interest rate parity theory

Unit 3: Government influence on exchange rate

Unit 4: Forecasting exchange rate: Purchasing power parity theory

Unit 5: Measuring and managing exposure to exchange rate fluctuations: transaction, Translation and economic exposure

MODULE IV- Long term Asset and Liability Management

Unit 1: Direct foreign investment

Unit 2: Multinational capital budgeting and Multinational restructuring

Unit 3: Country risk analysis

Unit 4: Multinational cost of capital and capital structure

MODULE V- Currency Derivatives

Unit 1: Introduction: derivatives defined, history of derivatives market, types, Development of exchange traded derivatives

Unit 2: Currency Forwards and Futures market

Unit 3: Currency options and Swaps

Unit 4: Derivatives Market in India.

REFERENCE:

1. Jeff Madura, international financial management, 6th edition, Asian books Pvt ltd
2. v. Sharan, international financial management, 3rd edition, prentice hall of India publication
3. P.G. Apte, international financial management, 3rd edition, Tata MC Graw hill, new Delhi
4. Alan c Shapiro, multinational financial management, 4th edition, prentice hall of India publication
5. Hull, john c, “option, futures and other derivatives securities”
6. Jarrow and Turn Bull, derivative securities, south-western Thomson learning

MBA DP 404: FM-CORPORATE TAXATION

OBJECTIVES: 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.

*** COURSE CONTENTS*****MODULE I: Basic Concepts of Income Tax**

Unit 1: Basic concepts that one must know.

Unit 2: Residential Status and its effect on Tax Incidence of Firm.

Unit 3: Residential status and its effect on tax incidence.

Unit 4: Firms Income that is Exempt from Tax.

MODULE II: Permissible Deductions from Gross Total Income and Tax Liability

Unit 1: Basic Rules Governing Deductions Under Sections 80C to 80U.

Unit 2: Deduction in Respect of Section-80G, 80GGA, 80GGB, 80HHB, 80HHBA, 80HHC, 80HHD, 80HHE, 80HHF, 80GGC, 80IA, 80IAB, 80IB or 80JJ, 80IE, 80LA, 80P.

Unit 3: Companies Profit Surtax Act and Additional Tax on Undistributed Profits.

Unit 4: Computation of Income under Different Heads, and Tax Liability.

MODULE III: Set Off and Carry Forward Losses

Unit 1: Mode of Set off and carry forward of losses.

Unit 2: Inter-source and Inter-head adjustment – How made.

Unit 3: Carry forward of loss – How to set off.

Unit 4: Carry forward and set off of loss and depreciation – When permissible in the hands of amalgamated and demerged company or co-operative bank.

MODULE IV: Tax Planning and Managerial Decisions

Unit 1: Tax Planning relating to Capital Structure Decision.

Unit 2: Tax Planning relating Replacement and Capital Budgeting Decision.

Unit 3: Tax Planning in respect of Own or Lease, Make or Buy, Close or Continue, Sale in Domestic Market or Export.

Unit 4: Tax Planning regarding Dividend Policy.

MODULE V: Service Tax

Unit 1: Meaning and Scope of Service Tax.

Unit 2: Service Tax Procedure.

REFERENCE::

1. Corporate Tax planning and management –Dr.H.C.Mehrotra and Dr.S.P.Goyal, Satitya Bhawan Publications.
2. Direct Taxes Law & Practice-Dr.Vinod K.Singhanian, Dr.Kapil Singhanua, Tax mans Publishing house.
3. Systematic approach to Income Tax, aheya.G.K.Gupta and Ravi, Bharat Law House.
4. Direct Taxes, Sukumar Bhattacharya.
5. Direct Taxes, Bhagavathi Prasad

MBA DP 403: HM-INTERNATIONAL HUMAN RESOURCE MANAGEMENT

OBJECTIVE: The objective of the course is to understand the trends in International Human Resource Management and its implications to managing human resource in the globalised economy.

*** COURSE CONTENTS*****MODULE I: International Human Resource Management: An introduction**

Unit 1: Fundamentals of IHRM Approaches to IHRM Difference between Domestic HRM and IHRM, Managing International HR activates- HR planning, Recruitment & Selection, Training & Development, Performance management, Remuneration, Repatriation & employee relations. Socio-Political Economic System – U.S, U.K, Japan and India – a comparative analysis.

Unit2: Internationalization of HRM: Socio-cultural context, Organizational dynamics and IHRM: Role of culture in International HRM, Culture and employee management issues, Organizational Processes in IHRM, Linking HR to International expansion strategies, The Challenges of International Human Resource Management

MODULE II: Human Resource functions in the International context.

Unit1: Different approaches to multinational staffing decisions. Approaches – Ethnocentric, Polycentric, Geocentric, Regiocentric. Selection: Factors in Expatriate selection – Technical ability, Cross-cultural suitability, Family requirements, MNE requirements

Unit2: Context Backdrop of international training, Current scenario in international training and development, training & development of international staff, types of expatriate training, Career Development, repatriate training, developing international staff and multinational teams, knowledge transfer in multinational companies. HRM practices in different countries- Japan, USA, UK, Turkey, Middle East, India and China.

MODULE III: Industrial Relation and International HRM Practices.

Unit1: International Labour Relation Key issues-response of labour to MNCs –social dumping

Unit2: HRM International Joint Venture HRM Practices in different Countries-Japan, USA, Middle East, India and China-International HRM strategies-Differentiation or Integration.

REFERENCE::

1. International Human Resource Management – Peter J Dowling, Denice E Welch, Randall S Schuler – Thompson South Western Excel Books- third edition -2005
2. International Human Resource Management – Monir H Tayeb – Oxford University Press -2005
3. International Human Resource Management – Hugh Scullion, Margarel Linehan – Palgrave McMillan -2005
4. The Global Challenge: Frame works for International HRM –Evans – McGraw Hill -2005

5. Hillary Harris, Christ, Brewster & Paul Spamon, - International HRM, VMP Publishers.
6. Terence Jackson, International HRM, Sage Publication.
7. Anne Wil Harzing & Joris Van, Ruysse Veldt, International HRM, Sage Publication.

MBA DP 404: HM-HUMAN RESOURCE DEVELOPMENT- STRATEGIES AND SYSTEMS

OBJECTIVE: The purpose of this course is to facilitate an understanding of concepts, methods and strategies for HRD.

*** COURSE CONTENTS***

MODULE I- Understanding the Human Resource Development function

Unit 1: Fundamental concepts relating to HRD Role of HRD in human resource management, need for HRD, Overview on HRD processes and HRD mechanisms, HRD climate and practices in Indian industries at a glance.

Unit 2: Planning and organizing the HRD system HRD philosophy, HRD objectives, HRD policies, organizing the HRD system.

Unit 3: Globalization and its implications for corporate HRD Globalization: Challenges for organizations, critical implications for theory and practice of HRD, reorientation of HRD systems.

MODULE II- Human Resource Development: A strategic perspective

Unit1: Emerging HRD challenges in competitive business environment, HRD challenges in Public sector enterprises, HRD approaches for coping with organisational changes, failure in implementing HRD concepts in practice, bridging gaps between HRD policies and practices, drafting HRD policies.

Unit 2: Strategic Human Resource Development

Human resources for competitive advantage, business strategy and HRD, linking HRD with strategic business planning.

Unit 3: Role of HRD in Knowledge Management

Knowledge Management challenges, HRD for Knowledge Management, Role of HRD in implementing Knowledge Management initiatives.

Unit 4: HRD in market driven organizations

HRD functions and processes in market driven organizations, HRD professionals in market driven organizations.

REFERENCE::

1. Matthews Joy Jennifer et al, "Human Resource Development" Kogan Page India Private Limited, 3rd Edition 2004.
2. Kandula Srinivas, "HRD in competitive business environment, realities, challenges and practices", ICFAI University press, 2005.
3. Kandula R. Srinivas, "Strategic Human Resource Development" Prentice Hall of India, 3rd Edition, 2004.
