

## **Syllabus for 1st Semester**

### **CP-101 MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOUR**

Evolution of management thought: Systems and contingency approach for understanding organizations; Managerial processes, functions, skills and roles in an organization; Social Responsibility of Business; Understanding and Managing individual behavior; Personality; Perceptions; Attributes; Learning: Decision Making; Management by Objectives; Understanding and managing group processes- interpersonal and group dynamics: Applications of Emotional Intelligence in organizations. Leadership and influence process; Work motivation. Understanding and Managing organizational system-Organizational design and structure. Work stress, Organizational Change and development: Conflict Management; Stress Management.

### **CP-102 BUSINESS STATISTICS**

Univariate Analysis: An overview of central tendency, dispersion, and skewness. Probability Theory : Classical, relative and subjective probability: Addition and Multiplication probability models; Conditional Probability and baye's theorem. Probability Distributions: Binomial, Poisson, and normal distributions: Their characteristics and applications. Sampling and sampling methods; Sampling and non sampling errors: Law of Large Number and Central Limit Theorem; Sampling distributions and their characteristics. Statistical Estimation and Testing: Point and interval estimation of population mean, proportion and variance: Statistical testing of hypotheses and errors; Large and small sampling tests – Z and F tests. Non Parametric Tests: Chi-square tests; Sign tests; Wileoxon Signed – Rank tests; Kruskal-Wallis test. Correlation and Regression Analysis: Two variables case. Index Numbers : Meaning and types; Weighted aggregative indices – Laspeyre's and Paasch's indices; Laspeyre's and Paasch's indices compared; Indices of weighted average of (price and quantity) relatives; Tests of adequacy; Special problems – shifting the base; splicing, overlapping index series: Uses and problems of Index number; Time Series Analysis: Trend Analysis. Statistical Quality Control: Causes of variations in quality characteristics, Quality control charts, -purpose and logic; Constructing a control chart computing the control limits (X and R charts); Process under control and out of control, Warning limits, Control charts for attributes fraction defectives and number of defects; Acceptance sampling.

### **CP – 103 MANAGERIAL ECONOMICS**

Nature and scope of Managerial Economics; Importance of Managerial decision making; Marginal analysis; Objective of a firm; Demand function, Elasticity of demand and its significance in Managerial decision-making; Consumer equilibrium-utility and indifference curve approach; Price, income and substitution effects; Fundamentals of demand estimation and forecasting; Short –run and long-run production functions; Cost curves and economies of scale; Price and output determination under perfect competition, monopoly, monopolistic, competition, and oligopoly; Pricing strategies and tactics; National income-alternative concepts and measurement of National Income; Inflation-type, measurement and control; Balance of Payments; Monetary and Fiscal Policies.

### **CP – 104 BUSINESS ENVIRONMENT**

Nature, components and determinants of business environment, dynamics of business environment, key indicators; Risk in business environment, Assessing business environment – country risk and political risk. Current state of business environment in India; Economic reforms – Liberalization, privatization, globalization, industrial policy and industrialization trends, public enterprise reforms and disinvestments programmes; competitive environment; financial environment. India's current balance of payment position, globalization trend, Trade reforms & trends, FDI policy and trends, India's share in world economy. Trends in global trade & investment; Nature & operations of multilateral economic institutions – World Bank, WTO & IMF and their impact on Indian business environment. Factors of global competitiveness

### **CP – 105 BUSINESS COMMUNICATION**

Importance and nature of business communication: Effective communications skills: process of communications; Oral and Non-Verbal communication; Barriers and gateways in communication; Do's and Don't of business writing: Commercial letters; Writing business and academic reports; Presentations of reports; Public speaking, Listening and Negotiations; Conducting and attending interview and meetings.

### **CP – 106 ACCOUNTING FOR MANAGERS**

Financial Accounting – Meaning, scope and importance; Accounting concepts and conventions; Formation and importance of accounting Standards; Accounting process; Depreciation accounting and policy, Preparation of final accounts of non-corporate entities, Performa of Balance sheet of Joint-Stock Companies Cost-accounting; nature and scope of costing; Cost concepts and Classifications; Usefulness of Costing to Managers; Preparation of Cost-Sheet. Management Accounting: nature, scope and tools of Management Accounting; Management Accounting vs. Financial accounting; Financial analysis: Ratio analysis, Funds Flow Statement, Cash Flow Statement. Budgeting: Types of budgets and their preparation, Performance budgeting and Zero-base budgeting. Marginal costing: Break-even analysis, Decision involving alternative choices. Standard Costing: An Overview.

### **CP – 107 COMPUTER APPLICATIONS IN MANAGEMENT**

Computers: An introduction; Computers in business; Elements of computer system set-up; Indian computing environment; Components of a computer system; Computer languages; Number system; PC – Software Packages – An Introduction – Disk Operating System and Windows; Introduction to Word Processor. Introduction to a spreadsheet software; Creation of spreadsheet applications; Range, Formulas, Functions, Data Base Functions in spreadsheet; Graphics on Spreadsheet; Data Files-Types / Organization; Master and Transaction File; Relevance of Data Base Management Systems and Integration of Applications; Basics of Data Processing; Data Hierarchy & Data File Structures. Network Fundamentals, Analog and Digital Signals, Band width, Network Topology, Network Applications.

### **CP -108 SEMINAR**

## **2nd Semester Syllabus**

### **CP – 201 MANAGEMENT SCIENCE**

Management Science – Basic concepts and its role in decision-making; Linear programming: meaning scope and assumptions. Formulation of linear programming problem & solution by graphical & Simplex methods. Some special cases like degeneracy, unboundedness, infeasibility and multiple optimal solutions. Sensitivity analysis. Integer programming, goal programming, dynamic programming and non linear programming. Transportation and Assignment models including trans-shipment and routing problems; Some special cases like minimization, unbalanced problems, degeneracy in transportation models; Queuing theory; Inventory management techniques; PERT/CPM; Decision theory and decision trees; Game theory; Simulation

### **CP – 202 MARKETING MANAGEMENT**

Nature, scope and concept of marketing, Corporate orientations towards the marketplace; The Marketing environment and Environment scanning; Marketing information system and Marketing research; Understanding consumer and Industrial markets; Market segmentation, Targeting and positioning; Product decisions – product mix, product life cycle, new product development, branding and packaging decisions; Pricing methods and strategies; Promotion decisions – promotion mix, advertising, sales promotion, publicity and personal selling; Channel management – Types and functions, Selection, Co-operation and conflict management, vertical, marketing implementation and systems, Marketing Logistics; Organizing and implementing marketing in the organization; Evaluation and control of marketing efforts; Ethics in Marketing; New issues in marketing – Globalisation, Consumerism, Green marketing, Direct Marketing, Network Marketing, Event Marketing.

### **CP – 203 HUMAN RESOURCE MANAGEMENT**

Concepts and Perspectives on Human Resource Management; Human Resources Management in a changing environment; Corporate objectives and Human Resource Planning; Career and succession planning; Job analysis; Methods of manpower search; Attracting, Selecting and retaining human resources; Induction and socialization; Manpower training and development; Performance appraisal and potential evaluation; Job evaluation and compensation; Employee welfare; Industrial relations and trade unions; Dispute resolution and grievance management; Employee empowerment.

### **CP – 204 FINANCIAL MANAGEMENT**

Introduction to financial management, Objectives of financial management; Time value of money; sources of finance, Investment decisions: Importance, Difficulties determining cash flows, methods of capital budgeting, Risk analysis; Cost of capital: Concept and importance, Computations of cost of various sources of finance; Weighted Average cost of Capital; Capital Structure decisions: Theories of capital structure, Factors determining capital structure. Optimum capital structure; Management of working capital – Cash, Receivables and Inventory Management, Internal Financing and Dividend Policy; Financial Modeling.

### **CP – 205 BUSINESS RESEARCH METHODOLOGY**

Nature and Scope of Research Methodology; Problem Formulation and Statement of Research Objectives; Value and Cost of Information; Bayesian Decision Theory; Research Process; Research Designs – Exploratory, Descriptive and Experimental; Methods of Data Collection – Observational and Survey Methods; Questionnaire and Interviews. Attitude Measurement Techniques; Administration of Surveys; Sample Design; Selecting an Appropriate Statistical Technique; Field Work and Tabulation of Data; Analysis of Data; Use of SPSS and other Statistical Software Packages; Advanced Techniques for Data Analysis – ANOVA, Discriminant Analysis, Factor Analysis, Conjoint Analysis and Clustering Methods.

### **CP – 206 PRODUCTIONS AND OPERATIONS MANAGEMENT**

Nature and scope of Production and Operations Management; Facility Location; Types of Manufacturing Systems & layouts; Layout Planning and Analysis; Material Handling: Principles & Equipments; Line Balancing; Production Planning and Control in Mass Production, in Batch and Job Order manufacturing; Capacity Planning; Product Planning & Selection, Process Planning, Aggregate Planning and Master Production Scheduling; maintenance Management, Work Study: Method Study and Work Measurement, Material Management: An Overview of Material Management, Material Requirement Planning and Inventory Control; JIT; Purchase management; Stores Management; Quality Assurance: Acceptance Sampling, Statistical Quality Control, Total Quality Management; ISO-9000.

### **CP – 207 E-COMMERCE**

Introduction to Electronic Commerce: Framework, applications: network infrastructure (including internet), internet commercialization. Electronic payment system, inter-organizational commerce & intra-organizational commerce, EDI, value-added network; digital library; Security; advertising & marketing on the internet, introduction to e CRM, consumer search and resource discovery, computer based education & training, digital copyrights. Fundamental of mobile computation and wireless computation, multimedia & digital video, software agents; characteristics & properties, technology, tele-script, agent language, applets and browsers.

## **3rd Semester Syllabus**

### **Compulsory Subjects**

#### **CP – 301 BUSINESS POLICY AND STRATEGIC MANAGEMENT**

An introduction to business policy – Nature, Objective and importance of business policy; An overview of strategic management; Strategic decision making; Process of strategic decision making. Types of planning systems – corporate planning, strategic planning and long range planning; Strategy Formulation, Company's mission, purpose and objectives; Corporate strategy – concept, significance and objectives; types of strategies; Environmental and organizational appraisal (internal and external), techniques of business environment analysis; Strategic alternatives and choice; Business ethics and corporate strategy, concept of value chain and competitive advantage. Strategy implementation – Designing organizational structure and activating strategies: Matching structure and corporate strategy, Structural, Behavioural, and Functional implementation; concept of synergy. Strategy Evaluation – Strategy evaluation and Control, Strategic and Operational Control; techniques of evaluation and control, Role of organizational system in evaluation.

#### **CP – 302 BUSINESS LEGISLATION**

The Indian Contract Act, 1872: Essentials of a Valid Contract, Void Agreements, Performance of Contracts, Breach of Contract and its Remedies, Quasi-Contracts, The Sale of Goods Act, 1930: Formation of a Contract, Rights of an Unpaid Seller; The Negotiable Instruments Act, 1881: Nature and Types, Negotiation and Assignment, Holder-in-Due Course, Dishonour and Discharge of a Negotiable Instrument, Arbitration; The Companies Act, 1956: Nature and types of Companies, Formation, Memorandum and Articles of Association, Prospectus Allotment of Shares, Share and Share Capital, Membership, Borrowing Powers, Management and Meetings, Accounts and Audit, Prevention of Oppression and Mismanagement, Winding Up.; An Overview of Consumer Protection Act and Cyber Laws.

### **Marketing Elective**

#### **MM-301: ADVERTISING MANAGEMENT**

Advertising: Concepts, types, forms and importance, Role of advertising in the marketing process: Legal ethical and social aspects of advertising; Process of communication- Wilbur schramm's model, two step flow of communication, theory of cognitive Dissonance and Clues for advertising Strategies: Stimulation of primary and selective demand – Advertising Planning and objective setting: Dagmar approach. Determination of target audience; Building of advertising Programme –Message, Headlines, copy, logo, illustration, Appeal, Layout; Campaign Planning; Media Planning; Budgeting; Evaluation-Rationale of testing option and Aptitude tests, Measurement of advertising Effectiveness; Advertising Organization-Selection compensation and Appraisal of an agency; Electronic Media Buying. Advertising and Consumer Behavior; Role of Creativity in Advertising.

### **MM-302: SALES MANAGEMENT**

Nature Scope and Objectives of sales Management Theories of selling, Functions of sales Manager; Selling Operations; Personal Selling, Salesmanship; Sale Forecasting; Determination of size of sales force; Sales Organization; Requirement and conducting sales training Programmes; Designing and Adminstrating Compensation Plan; Motivating and supervising sales personnel; Sales Meeting and contests; Designing Territories and allocating sales efforts; Sales Quata, Sales Evoluotion Programme, Sales Budgeting and control; International Sales Management.

### **MM-303: PRODUCT AND BRAND MANAGEMENT**

Product Planning and Management; Product concepts and levels; Product Line and Mix decisions: Product Life cycle and marketing Strategies implication. New Product Development process: Developing Product Strategy; Financial Analysis of Product Management. Branding Strategies: Importance of Branding; branding terminology; Basic Branding concepts-brand awareness. Brand Personality, Brand Image, Brand identity, Brand locality, Brand equity; Product verses corporate branding. Major Branding Decisions: Selecting A brand name; Brand extension decision; Family versus individual brand names; multiple branding; Private Versus National Branding; Handling Brand Name Change. Brand Positioning and Re-lunch; Brand Building and communication. Branding in specific sectors: Customer, industrial, retail, service, Brand, E-Branding, Branding for international marketing. Brand Equity- Source & Benefits, Designing Marketing Programme to built Brand Equity, Measurement of Brand Equity

### **MM-304: CONSUMER BEHAVIOUR**

Introduction to Consumer Behaviour; Consumer behaviour and marketing strategy; consumer involvement and decision making; Information search process; Evaluative criteria and decision rules; consumer motivation; information processing and consumer perception; consumer attitudes and attitude change; influence of personality and self concept on buying behaviour; psychographics and lifestyle; influence of culture, subculture and social class; reference group influence; diffusion of innovation and opinion leadership; family decision making; industrial buying behaviour; models of consumer behaviour; consumer behaviour audit.

### **MM-305: DISTRIBUTION AND LOGISTICS MANAGEMENT**

Distribution channels; role of marketing channels; channel structure, factors affecting choice of distribution; channel behaviour and organization; channel cooperation and channel conflict; distribution intensity Introduction to distribution logistics; nature, importance and scope of logistic decisions; integrated logistics; total cost concept; supply chain management-nature, importance and interface with logistics; concept of consumer service. Transportation and physical distribution: importance and modes of transportation; selection of transportation modes; multi-modal transportation; documentation and carrier liabilities; inter-state good movement and problems; transportation management Inventory control; economic order quantity under conditions of certainty and uncertainty; inventory requirements as function of number of stock locations; techniques of inventory control. Warehousing: role and modern concept of

warehousing; private v/s public warehousing; planning warehousing operations; site selection, warehouse layout, material handling; management of receipts and issues; computers and warehouse management. Order processing; importance to customers' service; packaging and utilization. Distribution control and performance evaluation.

### **MM-306: RETAILING**

An introduction to retailing system. Retailing mix-social forces, economic forces, technological forces, competitive forces, retailing definition, structure, different formats, marketing concepts in retailing-consumer purchase behaviour, cultural and social groups influence on consumer purchase behaviour, retail store location, traffic flow and analysis, population and its mobility, exteriors and layout, customer traffic flows and pattern. Creative display; merchandise planning- stock turns, credit management, retail pricing, return on per sq. feet of space, retail promotions-staying ahead of competition; supply chain management, warehousing, role of IT in supply chain management, franchising, direct marketing/direct selling, exclusive shops, destination stores, chain stores, discount stores and other current and emerging formats-issues and options; retail equity; technology in retailing; retailing through the internet.

### **MM-307: MARKETING RESEARCH**

Introduction to marketing research: importance, nature & scope of marketing research; marketing information system and marketing research, marketing research process, organization of MR department, ethical issues in MR, MR in India, Role of MR agencies. Problem identification and research design, problem identification and definition: development of a research proposal, types of research designs. Data resources: secondary data sources and usage; online data sources; primary data collection methods-questioning techniques, online surveys, observation method, questionnaire preparation. Aptitude measurement and scaling techniques-elementary introduction to measurement scales. Sampling plan: universe, sample frame and sampling unit; sampling techniques, sample size determination. Data collection: organization of field work and survey errors-sampling and non-sampling errors Data analysis: hypothesis, testing, tests of significance (parametric & non-parametric) Univariate, bivariate & micro-variate data analysis: report, preparation & presentation Market research applications: product research; advertising research; sales & marketing research; international marketing research

## **Finance Elective**

### **FM-301: FINANCIAL DECISION ANALYSIS**

Application of linear programming; goal programming; regression analysis & simulation technique in financial decision making areas; corporate debt capacity management decision; business failure & re-organization-application of multiple discriminant analysis; decision tree analysis; capital expenditure decision under conditions of risk & uncertainty; cost-volume-profit analysis under conditions of uncertainty; sequencing of decisions; replacement decisions; mergers & acquisitions; take-over code; dividend evaluation model; determination of the exchange ratio; legal & procedural aspects of merger decision; estimation & projection of working capital decisions.

### **FM-302: FOREIGN EXCHANGE MANAGEMENT**

Type of Foreign Exchange Markets and Transactions, Quoting Foreign Exchange Rates, Spread Official and free market Rates, Cross Currency Future; Forward Rates, Quoting Forward Rates; organization of the foreign exchange markets; Currency futures; Currency Options; Currency Swaps; corporate exposure management foreign exchange Risk, Alternative strategy for exposure management, exposure management techniques, organization of the exposure management function, parameter and constraints on exposure management: forecasting exchange rates: economic fundamentals, financial and socio-Political Factors, Technical analysis, Tax treatment of foreign exchange gains and losses. .

### **FM-303: International Accounting**

International Dimensions of accounting; conceptual development and comparative development patterns; foreign currency translation; international audit environment, international accounting standards: concept and mechanism of setting international standards, disclosure requirements of international accounting standards. Managing International information system; international perspective on inflation accounting; international dimensions of financial reporting; harmonization of accounting practices. Analyzing foreign financial statements; accounting for environmental protection measures. Transfer pricing and international accounting; performance evaluation; foreign exchange risk management.

### **FM-304: Corporate Taxation**

Basic concepts of income tax; residential status of a company; computation of income under different heads of income, set off and carry forward of losses, reductions & exceptions; additional tax on undistributed profits; company's profit surtax Act; computation of tax liability; meaning & scope of tax planning and location of undertaking, tax planning regarding dividend policy, inter-corporate dividends and transfers; tax considerations in respect of specific managerial decisions like make or buy, Own or lease, close or continue, sale in domestic markets or exports; replacements & capital budgeting decisions, etc.; tax planning in respect of managerial remuneration.

### **FM-305: Working Capital Management**

Concept of working capital management, importance of working capital,, kinds of working capital, factors determining capital market, estimating working capital requirements, management of cash-motive for holding cash & marketable securities; cash systems, managing the cash flows, types of collections systems, cash concentrations strategies, disbursement tools, investment in marketable securities; forecasting cash flows; managing corporate liquidity & financial flexibility; measures of liquidity, determining the optimum of cash balances-Baumon model, Beranek model, Miller-Orr model, Stone model; receivable management-determining the appropriate receivable policy, marginal analysis, credit analysis & decision, heuristic approach, discriminant analysis, sequential analysis; inventory management-kinds of inventories, benefits & costs of holding inventories, inventory management evaluation, inventory control models; short-term financing; programming working capital management; integrating working capital & capital investment process.

### **FM-306: MANAGEMENT OF FINANCIAL INSTITUTIONS**

The nature and role of financial system; Evaluating Risks and Returns of Assets and Liabilities of financial institutions; Interest Rate Analysis; Interest in the Financial system; Yield Curve; Risk and Inflation Provision of RBI's operation; Credit and Monetary Planning; Insurance Companies; Thrift Institutions; Capital Adequacy and capital Planning; Strategy of Growth; Problems of times and cost over runs, Financial Planning of financial Institutions; Financial Goals and Performance Statements; Development Banks; Role of Development Banking in Industrial Financing in India; Objectives and Functions of different Financial Institutes in India like IFCI, ICICI, IDBI, UTI, LIC, Mutual Funds, International Aspects of Financial Institutions.

### **FM-307: SECURITY ANALYSIS AND INVESTMENT MANAGEMENT**

Investment- return and risk; Operations of Indian Stock Market: New Issue Market Listing of securities, OTCEI. Cost of Investing in securities; mechanics of investing markets and brokers; investment companies; market indices and return. Objectives of security analysis; investment alternatives; valuation theories of fixed and variable income securities; government securities; non-securities forms of investment; real estate investment; investment instruments of the money market; Investment; investment instruments of the money market; Fundamental and technical approach, efficient market theory; recent development in the Indian stock Market.

### **Human Resource Elective**

#### **HRM-301: MANAGEMENT OF INDUSTRIAL RELATIONS**

Industrial relations perspectives, industrial relation and the emerging socio-economic scenario, industrial relation and the state; legal framework of industrial relation; role of trade unions, trade unions and employees; trade union and the management; discipline and grievance management; negotiation and collective settlements; participative management & co-ownership, productive bargaining; employees empowerment & quality management; industrial relations & technological change; ILO and industrial relations

#### **HRM-302: MANAGEMENT OF COMPARATIVE INDUSTRIAL RELATIONS**

Industrial relations & globalization, emerging trends in industrial relations; trade union strategies towards liberalization and technological change; employee response to industrial re-structuring and organizational re-engineering; emerging trends in collective bargaining & negotiations; productivity bargaining & wage negotiations; employee empowerment and participative decision making; changing role of the state & industrial relations in the developed, newly developed & developing economies.

### **HRM-303 : MANPOWER DEVELOPMENT FOR TECHNOLOGICAL CHANGE**

Manpower management in the 21st century, environmental context of human resource management, the emerging profile of human resources; changing technology, concept & process of technological innovation, organizational implications of technological change; transformation; human resource implications of technological change, performance/potential evaluation in the context of new technology, technology transfer with human face; new issues in manpower training and career development

### **HRM-304: COMPENSATION MANAGEMENT**

Understanding of economic theory related to reward management; Competitive imperatives: productivity, quality service, speed, learning; Planning for improved competitiveness ; Determination of inter and intra- Industry compensation differentials; internal and External equity in compensation systems; Understanding and compensation packages; compensation of chief executives, senior managers, R & D staff, etc.; Understanding different components of compensation packages; compensation practices of multinational corporations and strategic compensation systems; Statutory provisions governing different components of reward systems; working of different institutions related to reward system like wage boards, pay commission.

### **HRM-305: MANAGING INTERPERSONAL AND GROUP PROCESSES**

Group As A Medium Of Learning; Developing And Change; Group Cohesiveness; Influence Processes; Interpersonal Awareness And Feedback Process; Interpersonal Trust; Group Decision Making; Group Synergy; Team Building; Fundamental Interpersonal Relations Orientation (FIRO-B); Carrier Roles And Identity; Competition And Cooperation.

### **HRM-306: HUMAN RESOURCE PLANNING AND DEVELOPMENT**

Macro Level Manpower Planning And Labour Market Analysis; Organizational Human Resource Planning; Work Force Flow Mapping; Age And Grade Distribution Mapping; Models And Techniques Of Manpower Demand And Supply Forecasting; Behavioural Factors In Human Resource Planning – Wastage Analysis; Retention; Redeployment And Exit Strategies; Career Management And Career Planning; Performance Planning; Potentials Appraisal And Career Development; HRD Climate; Culture; QWL; HRD Strategies; HRD In Strategic Organisations; Human Resource Information System; Human Resource Valuation And Accounting.

## 4<sup>th</sup> Semester Syllabus

### Compulsory Subjects

#### CP – 401 ENTREPRENEURSHIP DEVELOPMENT

Significance of Entrepreneur in Economic Development; Economic, social and psychological need for entrepreneurship; Characteristics, qualities and pre-requisites of entrepreneur; The function of the entrepreneur in the economic development of a Country; Methods and procedures to start and expand one's own business; Life cycle of new business and relationship with large enterprises; Achievement motivation; Environmental Factors affecting success of a new business; Reasons for the failure and visible problems for business. Feasibility Study – Preparation of Feasibility Reports: Selection of factory location, Demand Analysis, Market potential measurement, Capital saving and project costing, Working capital requirements, profit and tax Planning; Economic, Technical, Financial and Managerial Feasibility of Project. Govt. support to new enterprise to new enterprise; Incentives; source of Finance; Role of Govt. and Promotional agencies in entrepreneurship development.

### Marketing Elective

#### MM-401 International Marketing

International Marketing: Definitions, Nature, Scope and Benefits; Reasons and Motivations underlying International Trade and International Business; Basic Mode for Entry; Process of International Marketing ; Domestic Marketing versus International Marketing. International Marketing Environment, WTO Framework and International Marketing; Factor Influencing International Market selection strategies. International Marketing Planning and Control. International Marketing Mix: International Product Policy and planning International Product mix, Branding Labeling, Packing and organization of product warranties and services, International Pricing Policies strategies, the process of price setting, pricing decisions, information for pricing decisions. International Advertising: International advertising strategy, elements of advertising strategy, media strategy. International Distribution Management: International Distribution Channels, International distribution policy, selecting distribution channels.

#### MM-402 INDUSTRIAL MARKETING

Nature and scope of Industrial Marketing, Differences Between Industrial marketing and Consumer marketing, understanding industrial markets, organizational customers, classifying industrial products, nature and demand in industrial markets, industrial buying behavior, industrial purchasing system, industrial marketing research, industrial marketing strategy, strategic planning, assessing marketing opportunities, segmentation of industrial markets, product positioning, product decisions and strategies, industrial services, industrial pricing, price determinants, pricing policies, pricing decisions, formulating channel strategy, logistics management, industrial marketing communication, sales force management, advertising and sales promotion.

### **MM-403 SERVICE MARKETING**

The Emergence of Service Economy; Nature of services; Difference in Goods and Services marketing; Marketing challenges in service businesses; Marketing framework for service businesses; The service classification; service product development , the service consumer behavior service management trinity; service vision and service strategy; quality issues and quality models; managing productivity and differentiation in service organizations. Demand supply management advertising; branding and packaging of services; recovery management; relationship marketing employee empowerment , customer involvement in services.

### **MM-404 : DIRECT MARKETING**

Direct marketing; definition, scope and importance of direct marketing ; direct marketing modes- Tele marketing, catalogue marketing, network marketing, data base marketing changing face of direct marketing. Element of direct marketing; planning a direct marketing program; direct marketing and developing new business; guidelines for effective direct marketing; likely pitfalls, rules for success. Institutional direct marketing; industrial direct marketing; retail direct marketing; dealer identified direct marketing; Segmentation and target marketing; marketing mix for direct marketing; product, price, place and promotion strategies. Direct marketing operations; planning direct marketing campaign; communication for direct marketing; media planning; fulfillment and customer service- receiving and processing orders, inventory and warehousing decisions, and customer service. Tools and techniques; role of information technology in direct marketing; developing customer database; cost analysis and cost control of direct marketing; evaluating effectiveness of direct marketing. Applications of direct marketing ; financial services marketing; funds raising; customer loyalty programmers.

### **Finance Elective**

#### **FM-401: PRINCIPLES OF INSURANCE & BANKING**

Introduction to insurance; various types of insurance; principles of insurance; important insurance policies in life & non-life insurance; IRDA & its role in insurance sector in India; privatization of insurance industry in India; insurance business operations; recent trends in insurance around the globe, concept & implications of bank assurance and universal banking in India. Insurance environment: internal, external, legal and commercial. Comparative environment of insurance business, insurance procedure-settlement of claims under life and non-life insurance. Contemporary issues in insurance Evolution of banking law; main provision in banking regulation Act, 1949; and RBI Act, 1934 and Negotiable Instruments Act, 1881. Securities for bank advances; forms of securities and precautions taken by banks in accepting these securities. Guarantees: contract of guarantee and contract of indemnity, guarantee as banker's security, writing reports on bank visits, prevailing practices in banking-case studies. Banker customer relationship; contemporary issues in banking; NPA and capital adequacy in Indian banks.

#### **FM-402: INTERNATIONAL FINANCIAL MANAGEMENT**

Finance function in multinational firm; Institutional Structure of International financial markets; cost and availability of International financial flows; international financial

instruments. International Working Capital Management: Aspects of International cash Management; investment criteria and borrowing decisions; centralized versus decentralized cash Management; International investment: factors and benefits; direct and portfolio investment; International CAPM; capital Budgeting for foreign direct investment; assessing and managing Political Risk. International aspects of raising capital; determining financial structure of foreign subsidiaries of MNCs; financial choices for an MNC and its foreign affiliates; costs and risk of financing.

#### **FM-403: MANAGEMENT CONTROL SYSTEM**

Management control-concept, nature and scope. Organization goals, strategic planning and implementations, organizations structure, contingency theory, organizational climate, position of controller in the organization, structure of an organization; management control process; programming, budgetary planning and procedures. Budgetary control: flexible budgeting, Zero-based budgeting, performance budgeting; accounting aspects of control including internal audit and control, analysis and reporting, variance reporting, management control structure, responsibility centre, responsibility accounting, cost centre, profit centre, inter-divisional transfer pricing, measurement of divisional performance including performance evaluation-qualitative and quantitative, investment centre, behavioral aspects of management control, motivation and morale, goal congruence, management control in specialized organization, selected case studies on non-profit and public service organization.

#### **FM-404: FINANCIAL DERIVATIVES**

Financial Derivatives- An Introduction. Forward Contracts; Future Contracts; Other Derivatives Securities; Type of Traders; Futures Markets and the use of Futures for hedging; Forward and Future Prices; Trading Strategies involving options; Black-Scholars Option Model; Binomial Model; Option on Stock indices; Currencies Futures Contracts; General Approach to Pricing Derivatives Securities; Derivatives Market in India.

#### **FM-405: MANAGEMENT OF FINANCIAL SERVICES**

Financial Services: Meaning, Nature and Types Leasing: concept, Classification, Accounting Legal and Tax Aspects of leasing; Financial Evolution of Leasing Factoring: Meaning, Characteristics, and type of Factoring arrangement, Factoring in India, Factoring vs. Forfeiting. Hire Purchase Finance and customer credit: Conceptual Framework; Legal Aspects; Taxation; Accounting and Reporting; Financial Evolution of hire purchase Finance, Features of Consumer Credit. Housing Finance: Introduction. NHB's Housing finance Companies Directions. Prudential Norms, Housing finance scheme. Credit Rating: Meaning and type; Benefit of credit rating to investor and companies. Credit Rating Agencies; objectives and functions. Credit Card: Concept and significance; types of credit Card business in India. Book Building: Concept and mechanism of book building; significance and benefits of Book Building. Bought out Deals: Meaning and Nature; Mechanisms of Bought out Deals; Advantage; The Present Scenario. Securitization: Concept, Mode, Mechanism and Beneficiaries of Securitization; Securitization in India. Depository: Concept, Depository participants; Functions of

depository system; Benefits of depository; Depository system in India. Venture Capital: Meaning Modes of Financing. Role and Functions of Merchant Bankers.

#### **FM-406: PROJECT MANAGEMENT**

Generation and screening of project idea; capital expenditure; importance and difficulties; market demand and situational analysis; technical analysis; financial analysis; analysis of project risk; firm risk and market risk; social cost and benefit analysis; multiple projects and constraints; network techniques for project management; project review and administrative aspects; project financing in India; problem of time and cost overrun in public sector enterprises in India; assessment of the tax burden; environment appraisal of projects.

#### **FM-407: PORTFOLIO MANAGEMENT**

Introduction-meaning, need, risk & return determination of a portfolio, Markowitz portfolio theory, Sharpe simple index model and APT, Optimal portfolio; selection & problems; efficient frontier: meaning & construction and investors utility; efficient frontier (i) risk-free and (ii) risky lending and borrowing, leveraged portfolio, market portfolio, capital market line, CAPM; security market line, characteristic line; portfolio revision-meaning, need and constraints; formula plan, constant-dollar-value plan, constant ratio-plan, variable ratio plan, bond portfolio management strategies-[passive portfolio strategies, active portfolio strategies, portfolio performance evaluation, risk adjusted performance measures.

### **Human Resource Elective**

#### **HRM – 401 COUNSELLING SKILLS FOR MANAGERS**

Emergence and growth of counseling services; approach to counseling; counseling process; beginning, developing and terminating a counseling relationship and follow up counselor's attitude and skills of counseling; coping with occupational stress in the organizations; assessing client's problems; selection of counseling strategies and interventions-changing behaviour through counseling; special problems in counseling; application of counseling to organizational situations with a focus on performance counseling.

#### **HRM – 402 LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS**

Emergence and objectives of labour laws and their socio-economic environment; laws relating to industrial disputes, trade unions; social security laws-laws relating to workmen's compensation, employees' state insurance, wages and bonus laws-the law of minimum wages, payment of wages, laws relating to working conditions-the laws relating to factories, interpretations of labour laws, their working, and implications for management, union workmen, the economy and the industry.

#### **HRM – 403 MANAGEMENT TRAINING AND DEVELOPMENT**

Training Process – an overview; Role, responsibilities and challenges to training manager; Organization and management of training function; Training needs assessment and action research; Instructional objectives and lesson planning; Learning process;

Training Climate and pedagogy; Training methods and techniques; Training aids; Training communication; Training evaluation; Training and development in India.

#### **HRM-404 ORGANISATIONAL CHANGE AND INTERVENTION STRATEGIES**

Organizational change – an overview; Approaches to problem diagnosis; some major Techniques of planned changes; steps in OD, General OD competencies, OD skills, designing interventions - interpersonal, team, intergroup and system; Evaluation of OD; Ethics of OD professional; Future of OD; Internal and external consultant; Excellence of management by chief executives.

#### **HRM-405 HUMAN RESOURCE DEVELOPMENT: STRATEGIES AND SYSTEMS**

Field of HRD – concepts, goals, challenges; HRD climate and practices in India; Staffing HRD function; Developing HR strategies; HRD system design principles; Design & administration of select HRD systems; HRD for workers; HRD intervention; HRD approaches for coping with organizational changes

#### **HRM – 406: GLOBAL HUMAN RESOURCE DEVELOPMENT**

Human and cultural variables in global organizations; cross cultural difference and managerial implications; cultures in organizations and Hofstede's study; structural evolution of global organizations; cross cultural leadership, motivation and decision making, cross cultural communication and negotiation, human resource management in global organizations, selection, source criteria for international assignment; compensation and appraisal system.