

**301 Organisation Behaviour**

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

- Unit 1** Individual behaviour: Value, Attitude, Personality and Perception; Motivation.
- Unit 2** Group behaviour; Stages of group development, group structure and Group, decision making; Communication; leadership, Conflict management.
- Unit 3** Organisational Behaviour; Organization structure and design, Organizational culture and organization change.

**Suggested Readings**

- Khanka S S, Organizational Behaviour, S Chand and Company, New Delhi
- Luthans, F (2002). *Organisational Behaviour*. Prentice Hall of India, New Delhi.
- Robbins, S. (2003). *Organisational Behaviour*. Pearson Education, New Delhi.

**302 Business Environment**

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

- Unit 1** Nature and significance of business environment, macro environment, political- legal, technological, economic. Economic role of government.
- Unit 2** Business and government policies like monetary, fiscal, trade, EXIM policy, Industrial policy and Main features of Indian Economy, NRI investment, industrial sickness, policy for small scale sector.
- Unit 3** Business and Law, main provisions for Companies Act, MRTP and Competition Act, FEMA, Consumer protection act. Role and functions of SEBI. Introduction and relevance of concept of Child Rights.

**Suggested Readings**

- Francis Cherunilam, *Business Environment: Text and Cases*, Himalaya Publishing House
- Mishra S K and Puri V K, *Economic Environment of Business*, Himalaya Publishing House, New Delhi
- F Cherunilam, *International Business Environment*, Himalaya Publishing House, New Delhi

**F Cherunilam**, *International Trade and Export Management*, Himalaya Publishing House, New Delhi

**303 Project Management**

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

- Unit 1** Definition and concept of project; organisation and structure for projects; management and leadership in managing projects.
- Unit 2** Planning, scheduling and controlling projects; Network techniques- PERT and CPM, crashing, levelling and smoothening of projects.
- Unit 3** Cost and quality planning; supply chain issues, project completion and review; and improving project performance.

**Suggested Readings**

- Chandra Prasanna, *Project Management*, Tata McGraw Hill, New Delhi
- Maylor, Harvey, *Project Management*, Pearson Education, New Delhi.

**304 Entrepreneurship and Small Business Management**

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

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

**Suggested Readings**

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



## Semester IV

## 401 Business Research and Communication

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

**Unit 1** Definition, importance and types of business research; nature and scope of research methodology; Problem Formulation and Statement of Research Objectives; research process; research designs - Exploratory, Descriptive and Experimental Research Designs; Methods of Data Collection - Observational and Survey Methods: Questionnaire Design, Attitude Measurement Techniques; Administration of Surveys; Sample Design.

**Unit 2** Data analysis: measures of central tendency and dispersion; correlation and regression; probability distribution (Binomial, Poisson, Normal); sampling distribution; hypothesis testing; non parametric tests.

**Unit 3** Nature, role, scope and importance of business communication; effective communication skills, process of communication; barriers and gateways in communication; Individual and group communication: Oral communication- presentation of reports, public speaking and negotiation. Written communication.

## Suggested Readings

Donald R. Cooper, Pamela S. Schindler. Business Research Methods, Tata McGraw Hill Publication, New Delhi.

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

## 402 International Business Management

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

**Unit 1** International Business: An overview - Types of International Business; The External Environment; The Economic and Political Environment, The Human Cultural Environment

**Unit 2** Balance of Payments; World Financial Environment, Cross-national Cooperation and Agreements; Tariff and Non-Tariff Barriers

**Unit 3** WTO; Regional Blocks; International production; Foreign Exchange Market Mechanism.

## Suggested Readings

F Cherunilam, International Business Environment, Himalaya

Publishing House, New Delhi

F Cherunilam, International Trade and Export Management, Himalaya Publishing House, New Delhi

## 403 Family Business Management

**Unit 1** Defining family business; Why family businesses are special, Family business dynamics: people, systems & growing complexity, The family's relationship with the business: developing a strategic vision & building teamwork

**Unit 2** The next generation: Human resource management and leadership perspective, Getting help: making the most of outside resources Professionalizing the boardroom, the role of balanced board of directors; Cousin companies: family governance in multigenerational family firms.

**Unit 3** Succession Planning; Managing succession: the leadership challenge, Building financial security and relinquishing control; Wealth management: family offices and philanthropy.

## Suggested Readings

Peter Leach, Family Business

Jain, Rajeshb, Chains that Liberate: Governance of Family Firms, Macmillan India Ltd.

## 404 A Business Plan Development

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

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

There are 100 marks for the business plan. There are 50 marks by the panel evaluating the presentations and another 50 for report.

## 404 B New Venture Creation

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

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



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

### Suggested Readings

- Timmons A Jeffry and Spinelli Stephen, New Venture Creation- Entrepreneurship for the 21<sup>st</sup> century, Tata Mc Graw Hill.  
Kuratko F Donald & Hornsby S Jeffry, New venture Management- The Entrepreneur's Roadmap, Pearson Education.  
Sahay A, Sharma V, Entrepreneurship and New Venture Creation, Excel Books.

### Semester V

### Marketing Electives

#### 501 M Brand Management

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

- Unit 1** Understanding Brands - Brand Hierarchy, Brand Personality, Brand Image, Brand Identity, Brand Positioning; Brand Equity:  
**Unit 2** Value addition from Branding - Brand-customer Relationships; Brand Loyalty and Customer Loyalty; Managing Brands; Brand Creation; Brand Extensions; Brand-product Relationships; Brand Portfolio:  
**Unit 3** Brand Assessment through Research - Brand Assessment and Change; Brand Revitalization; Branding in Different Sectors: Customer, Industrial, Retail and Service.

### Suggested Readings

- Keller Kevin Lane, Strategic Brand Management, Pearson Education, New Delhi  
Kumar Ramesh S, Managing Indian brands: Marketing Concepts and Strategies, Vikas Publishing House Pvt Ltd, New Delhi  
Moorthi Y L, Brand Management: The Indian Context, Vikas Publishing House Pvt Ltd, New Delhi  
Aaker A David, Managing Brand Equity  
Subroto Sengupta Brand Positioning, TMH, New Delhi

#### 502M Sales and Distribution Management

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

- Unit 1** Nature and Scope of Sales Management; Setting and Formulating

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Personal Selling Objectives; Recruiting and Selecting Sales Personnel; Developing and Conducting Sales Training Programmes; Designing and Administering Compensation Plans:

- Unit 2** Supervision of Salesmen; Motivating Sales Personnel; Sales Meetings and Sales Contests; Designing Territories and Allocating Sales Efforts; Objectives and Quotas for Sales Personnel; Developing and Managing Sales Evaluation Programme; Sales Cost and Cost Analysis.

- Unit 3** An Overview of Marketing Channels, their Structure, Functions and Relationships; Channel Intermediaries - Wholesaling and Retailing; Logistics of Distribution; Channel Planning, Organisational Patterns in Marketing Channels; Managing Marketing Channels; Marketing Channel Policies and Legal Issues; Information System and Channel Management; Assessing Performance of Marketing Channels; Recent developments in sales and distribution scenario in India.

### Suggested Reading

- Panda T K and Sahadev Sunil, Sales and Distribution Management, Oxford University Press, New Delhi  
Stanton, William J etc. Management of a Sales Force. Chicago, Irwin, 1995.  
Still, R R., Cundiff, Govoni, Sales Management: Decisions, Strategies and Cases, Prentice Hall India Pvt Ltd.

#### 503M International Marketing

- Unit 1** The globalization imperative; global marketing environment economic, financial, cultural, political and legal environment.  
**Unit 2** Development of competitive marketing strategy - global marketing research, global segmentation & positioning, global marketing strategies; identification of markets, global market entry strategies; global sourcing strategies.  
**Unit 3** Global Product Policy; International Product Life Cycle; global promotion strategy; global Pricing Strategy and Distribution Strategy; various Forms of International Business.

### Suggested Readings

- International Marketing, Srinivasan PHI, New Delhi  
International Marketing Fayerweather 2e PHI, New Delhi  
International Marketing: Analysis & Strategy 3e Onkvist & Shaw PHI, New Delhi  
Bhattacharya, B. Export Marketing: Strategies for Success., Global Business Press, New Delhi



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### 504M Marketing of Services

- Unit 1** Nature of service economy; characteristics of services; classification of services; service quality; consumer behaviour; segmentation and targeting.
- Unit 2** Services marketing triangle; implications for marketing mix; marketing mix for services- product, place, price, promotion, people, process and physical evidence.
- Unit 3** Strategic options for services- marketing strategies; globalization of services; Introduction to CRM.

#### Suggested Readings

- Chowdhary Nimit & Chowdhary Monika** (2005). Textbook of Marketing of Services The Indian Experience. Macmillan India Ltd.
- Lovelock, C.** (2003). *Services Marketing: People Technology, Strategy 5/e*, Pearson Education, New Delhi.
- Zeithaml, V. and Bitner, M.** (2003) *Services Marketing*, McGraw Hill, New York.

#### Finance Electives

### 501F Investment and Portfolio Management

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

#### Suggested Readings

- Bhalla, V K.** Investment Management: Security Analysis and Portfolio Management., S. Chand, New Delhi
- Pandian Punithavathy**, Security Analysis and Portfolio Management, Vikas Publishing House Pvt Ltd, New Delhi.
- Avadhani V A**, Security Analysis and Portfolio Management., Himalaya Publishing House, New Delhi
- Avadhani V A**, Investment Management., Himalaya Publishing House, New Delhi
- Sharpe W F, Alexander G J and Bailey J V**, Investments, Prentice Hall India Ltd., New Delhi

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### 502F Working Capital Management

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

#### Suggested Readings

- Bhalla V.K.**, Working Capital Management: Text and Cases, Anmol, New Delhi
- Mathur S B**, Working Capital Management and Control: Principles and practice, New Age International Publication, New Delhi
- Sharma Dheeraj**, Working Capital Management: A conceptual approach, Himalaya Publishing House, New Delhi

### 503F Management Control Systems

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

- Unit 1** Management Control - An Overview: Nature, Scope and Concept of Management Control Systems. Organization Goals; Strategic Planning and Implementations; Organisation Structure; Contingency Theory: Organizational climate, Position of Controller in the Organisation Structure of an Organization. Management Control Process: Programming, Budgetary Planning and Procedures.
- Unit 2** Budgetary Control; Analysis of Variances; Flexible Budgeting; Zero-base Budgeting; Performance Budgeting, Accounting Aspects of Control including Internal Audit and Control and Value for Money; Analysis and Reporting, Variance Reporting.
- Unit 3** Control Structure: Responsibility Centre, Responsibility Accounting, Cost Centre, Profit Centre, Inter-divisional Transfer Pricing, Measurement of Divisional Performance including Performance



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Evaluation Qualitative and Quantitative, Investment Centre. Behavioural Aspects of Management Control: Motivation and Morale, Goal Congruency; Participative and Responsive Management. Human as a Part of Information Process, Learning Curves. Management Control in Specialised Organisation: Selected Case Studies on Non-profit and Public Service Organizations.

### Suggested Readings

- Ghosh N, Management Control System, Prentice Hall India Ltd., New Delhi
- Gupta S.L., Financial Derivatives – Theory Concepts and Problems, Prentice Hall of India.
- Anthony, R N and Govindraj V. Management Control Systems. 8<sup>th</sup> ed., Taraporevala, Chicago, Irwin, 1995.
- Emmanuel, C and Otley D. Accounting for Management Control. London, Nostrand Reinhold, 1985.
- Ghosh, P K and Gupta, G.S. Cost Analysis and Control. New Delhi, Vision 1985.

### 504F Management of Financial Institutions

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

- Unit 1** Financial Institution: Meaning, Nature, Role of Financial Institutions; Types of Financial Institution: Kinds of Money Market and Capital Market Institutions, Challenges before Financial Institution in India.
- Unit 2** Management of Commercial Banks in India: Overview of Commercial banks in India; Corporate Governance in banks; Liquidity Management; Management of Deposits; Management of Loans and Asset-Liability; Management in Commercial Banks, Non Performing Assets in Banks.
- Unit 3** Management of Development Banks & Investment Institutions: Overview of Development Banks and Investment Institutions in India; Resource Planning; Resource Mobilisation and Project Evaluation by Development Banks in India.

### Suggested Readings

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Bhalla, V K. Management of Financial Services. *Anmol*, New Delhi, 2001

Bhalla, V K And Dilbag, Singh. International Financial Centres. *Anmol*, New Delhi, 1997.

Ennew, C, Trevor Watkins & Mike Wright: Marketing of Financial Services, *Heinemann Professional Pub.*, 1990

### Human Resource Management Electives

#### 501H Industrial relations and Legislations

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

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

**Unit 2** Role and Future of Trade Unions; Trade Union and the Employee; Trade Union and The Management; Discipline and Grievance Management; Negotiation and Collective Settlements:

**Unit 3** Participative Management and co-ownership; Productive Bargaining and Gain Sharing; Employee Empowerment and Quality Management; Industrial Relations and Technological Change.

### Suggested Readings

Srivastava S C. Industrial Relations and Labour Law. New Delhi, Vikas Publishing House Pvt Ltd, New Delhi

Kochan, T.A. & Katz Henry. Collective Bargaining and Industrial Relations. *Hornewood*, Illinois,

Papola, T S & Rodgers, G. Labour Institutions and Economic Development in India. *Geneva, ILO*

#### 502 H Human Resource Development

**Unit 1** Introduction to HRD - Concepts, Goals, Challenges; HRD system and strategies; HRD Climate:

**Unit 2** Designing HRD Systems: Development system, Career system; Employee counseling, coaching and mentoring.

**Unit 3** HRD for Workers; HRD Intervention; HRD Approaches for coping with Organisational Changes; Case Studies of HRD in Indian Organizations.

### Suggested Readings

T Deb , HRD Theory and Practice, Ane Books, New Delhi

Dayal, Ishwar. Successful Applications of HRD. *New Concepts*, New Delhi



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

**503H Human Resource Planning**

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

**Unit 1** Macro Level Manpower Planning and Labour Market Analysis; Organisational Human Resource Planning; Stock Taking; Work Force Flow Mapping; Age and Grade Distribution Mapping.

**Unit 2** Models and Techniques of Manpower Demand and Supply Forecasting; Behavioral Factors in Human Resource Planning - Wastage Analysis; Retention; Redeployment and Exit Strategies; Career Management and Career Planning; Performance Planning; Potentials Appraisal and Career Development.

**Unit 3** HRD Climate; Culture; OWL and Management of Change; TOM and HRD Strategies; HRD in Strategic Organisations; Human Resource Information System; Human Resource Valuation and Accounting.

**Suggested Readings**

To be suggested by the instructor.

**504H Organisational Change and Development**

**Unit 1** Organizational change and development, meaning and definition, OD in perspective, assumptions and values in OD.

**Unit 2** Operational component of OD: Characteristics and foundation of OD process; Action Research and OD; issues in consultant-client relationships.

**Unit 3** OD Interventions: structural, team and comprehensive intervention.

**Suggested Readings**

French and Bell; *Organisational Development*, PHI, New Delhi  
Chris Arygis, *Management and Organization Development: The Path from XA to YB*, Tata McGraw Hill, New Delhi.

**Semester VI**

**601 Business Policy and Strategy**

This course should help learner develop understanding of process of developing and implementing strategy.

**Unit 1** Nature, importance and concept of strategy; process of strategic management; vision, mission, objectives and goals; components of environmental scanning- SWOT analysis, capability factors, and organisational appraisals.

**Unit 2** Grand strategies; different types of strategies; corporate portfolio analysis; industry and competitor analysis, subjective factors in strategic choices; strategic plan.

**Unit 3** Project and procedural implementation; resource allocation, structural implementation and functional implementation.

**Suggested Readings**

Kazmi, A. (2002). *Business Policy and Strategic Management*. Tata McGraw Hill, New Delhi.

Wheelen, T.L. and Hunger, J.D. (2003). *Strategic Management and Business Policy*. Pearson Education, (LPE), New Delhi.

**602 Management Information System**

The basic purpose of this course is to train student in managing information systems in an organisation.

**Unit 1** Meaning and role of MIS, systems approach; management process; informational needs.

**Unit 2** Information system for decision making.

**Unit 3** Designing management information system.

**Suggested Readings**

Laudon K C and Laudon J P, *Management Information systems: Managing the digital Firm*, Prentice Hall India Ltd., New Delhi

Henry Lucas, *Information system Analysis and design*, TMH, New Delhi.

O Brain, *Management information System*, Prentice Hall India Ltd., New Delhi

**603 Total Quality Management**

To create customer consciousness and concept of organisation wide quality. This course should also introduce learner to common tool of improvement.

**Unit 1** Defining quality; concept of total quality management; Quality gurus; Malcolm Baldrige National Quality Award (MBNQA) model; elements of total quality management.

**Unit 2** Seven QC tools; Quality function deployment; benchmarking; business process re-engineering. Introduction to ISO 9000 and ISO 14000.

**Unit 3** Relationship management- CRM concepts; Relationship marketing and strategy; e-CRM.

**Suggested Readings**

Sharma, D.D. (2001). *Total Quality Management*. Sultan Chand and Co., New Delhi.

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**Ehresman (1996).** *Small Business Success Through TQM.* Tata McGraw Hill, New Delhi.

**Raju, Sundara (1996).** *Total Quality Management.* Tata McGraw Hill, New Delhi.

**604 Dissertation**

**Work outline**

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

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