

SEMESTER III

301 FC **Personality Development (2C - 2L)**

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| Unit 1 | Introduction to Personality and Personality Development; Identifying the different personalities; Dimensions of Personality Development. |
| Unit 2 | Theories of Personality Development; Tips for Personality Development. |
| Readings: As suggested by instructor. | |

302 SK **Interpersonal Skills (2C – 1L, 1F/P)**

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| <ul style="list-style-type: none">• Communication Skills;• Emotional Intelligence;• Team Working;• Negotiation Skills• Conflict Resolution and Mediation. |
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Elective Courses: The students are required to opt at least two courses from financial services Electives, subject to maximum of four courses and simultaneously two/four (in case four courses are chosen from financial services then two, otherwise four courses) from any other electives group i.e. Marketing, Finance, HRM or Operations/Systems management (4C – 2L, 1T, 1F/P)

Financial Services Electives

303 FS- E MARKETING OF FINANCAIL SERVICES

OBJECTIVE

To equip students about strategy, mix and promotion of Financial Services.

UNIT I

Categories of financial products - Insurance, Banks, Stocks, Mutual Funds, Pension plans, other savings products - The financial services marketing environment- The distinctive aspects of services marketing; micro and macro environmental forces; new developments and trends, Marketing strategy - Planning, organizing and implementing marketing operations; marketing as a management function, Market research-Establishing a marketing information system; the marketing research process,

UNIT II

Market segmentation – Target marketing; market segmentation, targeting and positioning the financial services organization in the marketplace, The marketing Mix: Product strategy; new product development; product life cycle, pricing considerations and strategies, Distribution channels; the impact of technology; on-line marketing; multiple channel strategies.

UNIT III

Promotion Strategies; advertising, sales promotion, public relations; sponsorship; the internet as a promotion tool, People in the marketing mix; personal selling and sales force management; the selling process, Physical evidence and processes customer care, The dimensions of customer care; service quality and service recovery; global marketing, Regulations governing financial services marketing,

REFERENCE BOOKS

1. Marketing Financial services-HoomanEstelami.
2. The Financial Services Handbook-Evelyn enrich &DukFanelli.
3. Marketing Financial Services – Elsevier.

304 FS- E MUTUAL FUNDS AND MERCHANT BANKING

OBJECTIVE

To explain mutual funds and merchant banking Industry in Indian.

UNIT I

Mutual funds: Concept – Different schemes – Advantages – UTI : Objective, functions – regulation – role of UTI in industrial finance, History of Mutual fund Industry in India – Formation and organization – fund accounting and valuation – Portfolio management – Performance measurement and evaluation of mutual fund schemes – unit holders protection.

UNIT II

Merchant banking: Concept – function – Growth – Merchant Banking in Indian – Policy measures – Institutional Structure – Functions of Merchant Banking – Legal and Regulatory Frameworks – Relevant Provisions of companies Act – SEBI guidelines – FEMA etc. – Relation with Stock Exchanges, OTCEI and NSE.

UNIT III

Issue Management: Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments – Issue Pricing – Pricing – Preparations of Prospectus Selection of Bankers, Advertising Consultants, etc. – Role of Registrars – Underwriting Arrangements. Dealing with Bankers to the Issue, Underwriters, Registrars, and Brokers. Offer for Sale – Book – Building – Green Shoe Option – E-IPO Private Placement – Bought out deals – Placement with FIs, MFs, FIIs, etc. off – Shore Issues. – Issue Marketing – Advertising Strategies – NRI Marketing – Post Issue Activities.

REFERENCE BOOKS

1. E.Gordon, K.Natarajan, Emerging Scenario of Financial Services, Himalaya Publishing House, Mumbai.
2. Mutual funds in India: Marketing strategies and investment practices, H Sadhak.
3. Merchant Banking: Principles and Practice by H.R.Machiraju, New Age International (P) Limited, New Delhi, 1995.
4. Merchant banking and financial services, S.Gurusamy, Thomson South – Western.
5. M.Y.Khan, "Financial Services" – Tata McGraw Hill, 3rd Edition, 2005.
6. Machiraju, Indian Financial System – Vikas Publishing House, 2nd Edition, 2002.
7. J.C.Verma, „A Manual of Merchant Banking“, Bharath Publishing House, New Delhi, 2001.
8. Sadhale H., „Mutual Funds in India“, Sage, New Delhi 1997.

305 FS- E LEGAL ASPECTS OF FINANCIAL SERVICES

OBJECTIVE

To Sensitise students with legal aspects of Finance Industry.

UNIT I

Financial services – need for financial services, various types of financial service: Fund based and Non-Fund based. Characteristics and role of financial intermediaries. Depository Institutions and financial services. Non-Depository institutions and their role. Role of governance and regulatory bodies.

UNIT II

Financial Services and non depository institutions. Merchant Banking, Factoring, Forfeiting Leasing, Securitization, Custodian Services, Credit Rating Mortgages. Mutual Funds – Performance, evaluation of mutual funds, Depository services – legal aspects SEBI governance.

UNIT III

Insurance: insurable and non-insurable risk. Types of insurable risks. Benefit of insurance to project planners. Benefits and limitations of Risk Management Policy. Mergers and Acquisitions – SEBI guidelines on Mergers, Acquisitions and Takeover, Other financial services – Venture Capital, Bill Discounting - legal aspects.

REFERENCE BOOKS

1. Machiraju, H.R., Merchant Banking, Wheeler Publishing, 2003.
2. Verma J.C., Guide to Mutual Fund – Portfolio – Law, Practice and Procedures, Bharat Law House, 2002.
3. Kothari V., Lease Financing, Hire Purchase including Consumer Credit, Wadhwa and Co., 2002.
4. Khan M.Y., Financial Services, Tata McGraw Hill, New Delhi, 1997.
5. Verma J.C., Venture Capital Financing in India, Sage, New Delhi, 1997.
6. Sadhale H., Mutual Funds in India, sage, New Delhi, 1997.
7. Lalit K. Bansal, Mutual Funds: Management and Working, Deep & Deep Publication, New Delhi.
8. Gordon and Natarajan, Financial Services, Himalaya Publishing, 1997.

306 FS- E MERGERS AND ACQUISITIONS

OBJECTIVE

To explain how mergers and acquisitions are done.

UNIT I

Mergers and Amalgamations: Concepts, need and reasons, legal aspects, procedural aspects relating to commencing of meetings and presentation of petition including documentation, economic aspects including effect on the interest of small investors; accounting aspects, financial aspects including valuation of shares, taxation aspects, stamp duty and allied matters, filing of various forms. Revival and Restructuring of Sick Companies, Takeovers: Meaning and concept, types of takeovers, legal aspects – SEBI takeover regulations, procedural aspects, economic aspects, financial aspects, accounting aspects, taxation aspects, stamp duty and allied matters, payment of consideration, bail out takeovers, takeover of sick units.

UNIT II

Funding of Mergers and Takeovers: Financial alternatives, merits and demerits, funding through various types of financial instruments including preference shares, non-voting shares, buy-back of shares, hybrids, options and securities with differential rights, employer stock options and securities with different rights, takeover finance, ECBs, funding through financial institutions and banks, rehabilitation finance, management buyouts. Valuation of Shares and Business: Introduction, need and purpose; factors influencing valuation; methods of valuation.

UNIT III

Corporate Demergers / Splits and Divisions: Difference between demerger and reconstruction; modes of demerger – by agreement, under scheme of arrangement, by voluntary winding up; tax aspects, tax reliefs, Indian scenario, reverse mergers. Post Merger Re-organization – Accomplishment of objectives – criteria of success, profitability, gains to shareholders; post merger valuation; measuring post merger efficiency; factors in post merger reorganization., Financial Restructuring: Buy-back of shares – concept and necessity; SEBI guidelines; Government's

guidelines, procedure and practice for buy-back of shares. Alliances Integrating alliances into corporate strategy; preparing for alliance, cross cultural alliances; implementing and managing the alliances.

REFERENCE BOOKS

1. Reed and Reed Lajorex, The art of Mergers & Acquisitions, McGraw Hill, 1999.
2. S.Ramanujam, Mergers et al., Tata McGraw Hill, 2000.
3. Sridharan and Pandian, Guides to Takeover and Mergers, Wadhava Publications, 2002.
4. Machiraju, Mergers, Acquisitions and Takeover, New Age International, 2003.
5. Weston, Sen and Johnson, Takeovers, Restructure and Corporate Governance, Prentice Hall, 2003.
6. Peirick A. Gaughan, Mergers, Acquisitions and Corporate Restructuring, John Wiley & Sons, 2003.

307 FS- E FINANCIAL INTERMEDIARIES, FINANCIAL INSTITUTIONS AND REGULATORS

OBJECTIVE

To explain types of Financial Intermediaries.

UNIT I

Financial markets, nature function and efficiency: Financial system and economic development flow of funds in Indian economy, Indian financial system an over view, Financial Markets: Money market, organization; instruments, functioning and its regulation. Capital market: Primary and Secondary markets and their organization. Capital market

instruments – equity, debentures, preference shares, sweat equity shares, non-voting shares; new instruments of capital market – pure, hybrid and derivatives; money market instruments – treasury bills, commercial bills, certificate of deposits; new money market instruments.

UNIT II

Financial Market: SEBI and its role as regulator. Interest rate, maturity and structure of interest rate. Term structure of interest rates. Financial repression and Interest rates. The Yield-curve, Financial Intermediation: Depository Institutions: Commercial Banks and industrial finances. Bank credit: Working Capital and bank funds; Term lending. Developing a credit information system. Performance of Indian Banking. Regulatory aspect of Banking.

UNIT III

Financial Intermediation: Non-Depository Institutions: Mutual Funds: Measuring performance of Mutual Funds, Chit funds organization, functioning and regulatory aspects; UTI and Private sector mutual Funds. Insurance Public and Private organization: Life and Non-life insurance companies: LIC & GICs working and regulatory framework; Pension Funds: organization and working of pension funds.

REFERENCE BOOKS

1. Mandura Jeff, Financial Markets and Institutions, West Publishing Company, New York.
2. Meir Kohn, Financial Institutions and Markets, McGraw Hill Publishing Company, New York.
3. Cooper Kersey and Donald R.Fraser, The Financial Market Place, Addison Wesley Publishing Company (Latest Edition).
4. Khan M.Y, Indian Financial System, Tata McGraw Hill.
5. Bhole M.K., Financial Markets and Institutions, Macmillan Publishing Co. Inc., New York.
6. Auerbach Robert D., Finance Markets and Institutions, Macmillan Publishing Co. Inc., New York.
7. Thygersen Kenneth J., Financial Markets and Institutions, Harper Collins, New York.

8. Santomero A.M. and D.C., Babber, Financial Markets, Instruments and Institutions, McGraw Hill, 2001.
9. Saunders A. and M.M. Cornett, Financial Markets and Institutions, McGraw Hill, 2001.
10. Mishkin, F.S. and S.C. Eakins, Financial Markets and Institutions, Addition Wesley, 2000.
11. R.B.I., Reports on Currency and Finance.
12. Reserve Bank Bulletins.

308 FS- E RISK AND INSURANCE MANAGEMENT

OBJECTIVE

To explain how Risk and Risk mitigation is managed.

UNIT I

Introduction to risk management: The Concept of Risk – Risk Vs. Uncertainty – types of Risks: Market Risk, Credit Risk, Operational Risk, interest risk, business risk, systematic risk - Classifying pure risks – methods of handling pure risks – risk management process – Risk financing techniques – Risk management objectives – Risk Management Information System (RMIS) – Risk Control, Risk Management by Individuals: Factors effecting individual demands for insurance – Risk Management by Corporations: Corporate Risk Management Process – Types of Risk Managing firms.

UNIT II

Growth & Development of Indian Insurance Industry – Regulations of Insurance Business and The Emerging Scenario – Introduction to Life & General Insurance – Life Insurance: Features of Life Insurance – Essentials of Life Insurance Contract – Kinds of Insurance Policies – Premium determination – Life Policy Conditions. Fire Insurance: Fire Insurance Contracts – Fire Insurance Coverage – Policies for stocks – Rate Fixation in Fire Insurance – Settlement of Claims.

UNIT III

Marine Insurance: Marine Insurance Contract – Types of Marine Insurance – Marine Cargo Losses and Frauds – Settlement of claims. Miscellaneous Insurance: Motor Insurance – Employer's Liability Insurance – Personal Accident and sickness Insurance – Aviation Insurance – Burglary Insurance – Fidelity Guarantee Insurance – Engineering Insurance – Cattle Insurance – Crop Insurance.

REFERENCE BOOKS

1. Dr. P.K. Gupta: Insurance and Risk Management, 1st edition, Himalaya Publishing House.
2. Dr.P.K. Gupta: Fundamental of Insurance, 1st edition, Himalaya Publishing House.
3. C. Gopala Krishnan: Insurance Principles & Practice, Sterling Publishers Pvt. Ltd., New Delhi.
4. George G.R. Lucas, Ralph H. Wherry: Insurance, Principles and Coverages, U.S.A.
5. Prof. K.S. N. Murthy and K.V.S. Sarma: Modern Law of Insurance in India, N.M. Tripathi Pvt. Ltd., Bombay.
6. P.S. Palande, R.S. Shah, M.L. Lunawat: Insurance in India, Sage Publications, New Delhi.

309 FS- E TREASURY MANAGEMENT

UNIT I

Treasury: Objective of Treasury – Structure and Organization – Functions and Responsibilities of a Treasurer – Cost centre, Profit Centre – Integrated Treasury, Treasury Management: Money market – Structure and Institutions – Structure of Indian money market – functions – objectives of money market

UNIT II

Money market instruments: Treasury bills, Commercial bills, certificate of deposit, commercial paper, Call money and factory services. Treasury and Asset Liability Management – Liquidity Management: CRR/CCIL/RTGS – Exposure – Types of Exposure and Elimination of Exposure.

UNIT III

Regulation, Supervision and compliance of Treasury function: Internal and External Audit – Reserve Bank of India, Global Scenario and Treasury Operation: Exchange rate mechanism – Structure – Dealing and Trading Operations – Revaluation.

REFERENCE BOOKS

1. Treasury Risk Management – S.K. Bagchi
2. Technology for Treasury Management – Nicholas Greifer
3. Treasury Management in Emerging Markets by K. Seethapathi
4. Treasury Management in India by V.A. Avadhani Himalaya Publishing House, Delhi, 1998.
5. Treasury Management by D.C. Gardner Macmillan India Ltd., New Delhi, 1998.

Marketing Electives

303M-E Brand Management

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

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

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

Unit 3 Brand Assessment through Research - Brand Identity, Position, Image, Personality Assessment and Change; Brand Revitalization; Financial Aspects of Brands; Branding in Different Sectors: Customer, Industrial, Retail and Service

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

304M- E Sales and Distribution Management

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

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| Unit 1 | Nature and Scope of Sales Management; Setting and Formulating Personal Selling Objectives; Recruiting and Selecting Sales Personnel; Developing and Conducting Sales Training Programmes; Designing and Administering Compensation Plans; |
| Unit 2 | Supervision of Salesmen; Motivating Sales Personnel; Sales Meetings and Sales Contests; Designing Territories and Allocating Sales Efforts; Objectives and Quotas for Sales Personnel; Developing and Managing Sales Evaluation Programme; Sales Cost and Cost Analysis. |
| Unit 3 | An Overview of Marketing Channels, their Structure, Functions and Relationships; Channel Intermediaries - Wholesaling and Retailing; Logistics of Distribution; Channel Planning, Organisational Patterns in Marketing Channels; Managing Marketing Channels; Marketing Channel Policies and Legal Issues; Information System and Channel Management; Assessing Performance of Marketing Channels; International Marketing Channels. |
| Suggested Readings | <p>Anderson, R. Professional Sales Management.,Englewood Cliffs, New Jersey, Prentice Hall Inc.</p> <p>Anderson, R. Professional Personal Selling. Englewood Cliffs, New Jersey, Prentice Hall Inc.</p> <p>Buskirk, R H and Stanton, W J. Management of Sales Force. Homewood Illinois, Richard D. Irwin.</p> <p>Dalrymple, D J. Sales Management: Concepts and Cases. New York, John Wiley.</p> <p>Johnson, E M etc. Sales Management: Concepts, Practices and Cases. New York, McGraw Hill.</p> <p>Stanton, William J etc. Management of a Sales Force. Chicago, Irwin.</p> <p>Cundiff, Stii, R R and Govoni. Sales Management, Englewood Cliffs, New Jersey, Prentice Hall Inc.</p> |

305M- E Global Marketing Management

Objective The basic objective of this course is to acquaint the students with environmental, procedural, institutional and decisional aspects of international marketing.

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

International Business

- Suggested Readings
- International Marketing** Srinivasan PHI, New Delhi
International Marketing, Fayerweather PHI, New Delhi
International Marketing: Analysis & Strategy, Onkvisit & Shaw PHI, New Delhi
Bhattacharya, B. Export Marketing: Strategies for Success., Global Business Press, New Delhi

306M- E Marketing of Services

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

Unit 1 Nature of service economy; characteristics of services; classification of services; service quality; consumer behaviour; segmentation and targeting in services marketing.

Unit 2 Services marketing triangle; implications for marketing mix; marketing mix for services- product, place, price, promotion, people, process and physical evidence.

Unit 3 Strategic options for services- marketing strategies; globalization of services, small services; Introduction to CRM and e-CRM.

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

307 M- E CONSUMER BEHAVIOR

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

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

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

- Suggested Readings
- David Loudon & Della Bitta, Consumer Behaviour**

308 M- E RETAIL MARKETING

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| Unit 1 | Retailing - Definition - Significance and Importance Indian Vs. Global scenario - Types of Retailing Store Retailing - Non-store Retailing - Types of retailers, Retail location - Factors affecting retail location decision - Site selection - Factors affecting site selection - Steps in selecting site - Location based retail strategies; store design - Store layout - Types of layouts - Factors affecting store layout - Retailing image mix - Store Facade |
| Unit 2 | Store administration - Floor space management Space mix - Managing store inventories and displays - Customer service - CRM in retailing - Cashiering process - Managing in-store promotions and events; Merchandising - Introduction and definition - Steps in merchandise planning - Merchandise hierarchy - Buying process - Category management manufacturer's brands Vs. private label brands |
| Unit 3 | Retail supply chain management - Definition Integrated supply chain planning - Vendor Development - Quick Response Inventory Planning - Floor Ready Merchandise - Electronic data exchanges and bar coding - Managing reverse logistics, Retail communication - Merchandise based - Store based - Service based - Steps in planning - Retail communication mix - Sales promotion - Advertising Public relations - Personal selling; New trends in retailing - Franchising in retailing Role of IT in retailing |
| Suggested Readings | Retail Management - Gibson Vedamani Retailing Management - Levy & Weitz Retail Marketing Management - David Gilbert Retailing Management - Swapna Pradhan Retail Management - Ron Hasty & James Reardon The Art of Retailing - A.J.Lamba Retail Marketing Management - Swapna Pradhan Retailing Management - W.Steward have Retailing Management - Analysis, Planning & Control - David Walters |

309 M- E MARKETING RESEARCH

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

310 M - E RELATIONSHIP MARKETING

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

311 M – E INTEGRATED MARKETING COMMUNICATION

- Unit 1** Integrated marketing communication - components, plan, and value of understanding promotional p, in the context of marketing mix (4P's); The communication process Understanding the consumer, Consumer segmentation.

- Demographic/ psychographics segmentation, SEC classification; Promotion opportunity analysis - Market analysis and segmentation, setting up communication objectives and budget
- Unit 2** Campaign Management - advertising positioning statement; Advertising design, appeals, message, strategy and its execution framework, DAGMAR.; Media types and media selection, Media buying, space & time marketing, reach and frequency; Ethics and social responsibility in marketing communication.
- Unit 3** Trade promotion and Consumer promotion - Types, Planning for sales promotion programme. - Push & pull strategies; Database and direct marketing programs, Internet marketing - E-com and its incentive; Evaluating marketing communication programs Message evaluation, reorganization test etc. Public Relations and sponsorship programs - PR department and its functions, integrating PR with IMC process.
- Suggested Readings** Integrated Advertising, Promotions and Marketing Communication by Kenneth down & Donald Bach PHI
 Promotions and Integrated Marketing Communications by Richard Semantic, TL
 Advertising and Promotions by Belch and Belch, Tata McGraw Hill
 Otto Kllipner's Advertising procedure -- The Prentice Hall
 Advertising, sales and promotion mgt - Himalayan publishing house
 Advertising - frank Jerkins - Prentice Hall
 Advertising and Promotion - An Integrated Marketing communications Perspective _ Tate McGraw Hill.
 Contemporary advertising = William Fares- Irwin / McGraw hill series.
 Advertising Management - Rajiv Batra, John G Myers, David Aaker
 David Ogilvy, Ogilvy on advertising

312 M- E DIRECT MARKETING

- Unit 1** Role and significance of corporate communications in Industry today
 Specific requirements and skills for a corp. com professional
 Role of corporate communications towards IMC Integrated Marketing Communications; In house communication - House journals - Design and Conceptualization, Customer Newsletter - Design and Conceptualization Reference Manuals, Sales promotion Brochures - Design and conceptualization, Customer Presentations - Design and Conceptualization
- Unit 2** Exhibitions Planning and conceptualization. Themes and design, Layouts and execution, Stall construction and Management, Feedback and analysis; Corporate Presentations - Audio and video Techniques to make effective presentations, Body language and voice modulation
- Unit 3** Public Relations - Press Releases - Drafting and releasing, Media selection and placements, Media tracking, Practical session on how a PR company functions

Story angles, How to organize a press conference, Direct marketing - Direct Response - Direct mail Relearning.

Suggested Readings Integrated Advertising, Promotions and Marketing Communication by Kenneth clow & Donald Bach PHL.

Promotions and Integrated Marketing communications by Richard Semantic, TL.

Advertising and Promotions by Belch and Belch, Tata McGraw Hill

Otto Clapper's Advertising Procedure - The prentice hall

Advertising, Sales and Promotion Management- Himalayan publishing house

Advertising - Frank Jerkins - Prentice Hall

Successful direct Marketing methods-Bob Stone and Ron jacobs.

313 M- E INDUSTRIAL MARKETING

Unit 1 The Industrial Marketing System - Participants, Channels, Nature of Industrial Marketing - Industrial Marketing Vs. Consumer Marketing - Economics of Industrial demand ~ The Resellers' market, Understanding Industrial Market - Organizational Customers, Buyers' strengths, Negotiation Skills, Government Agencies

Unit 2 Classifying Industrial Products - Nature of Industrial buying - Interpersonal dynamics of Industrial buying; Strategic Planning Process in Industrial Marketing Segmenting, targeting and positioning industrial products

Unit 3 Channel Structure for Industrial Products - Formulating channel strategy - Channel Logistics; Price determinants for industrial products - Price Decision Analysis; Industrial Marketing in the international environment

Suggested Industrial Marketing - Hill, Alexander, Cross

Readings Industrial Marketing - Analysis, Planning and Control - Reeder, Brierty, Reeder

Industrial Marketing – Hawaldar

314 M- E ONLINE -MARKETING

Unit 1 Marketing on the net: conceptual foundation of net marketing, market opportunity, managing in the e commerce world. Business models B2B, B2C, and C2C.

Unit 2 Understanding internet consumer: B2C internet marketing; shopping agents and consumer behaviour, internet marketing communication; B2B internet marketing

Unit 3 Customer relationship development, Developing and managing effective websites, Customer service and support in web space.

Suggested Readings **Chaston, E** Marketing Strategy, TMI
 Paul S Richardson, Internet Marketing, TMI
 Mary Lou Roberts, Internet Marketing, TMI
 Thomas Eisenmann, Internet Business Models, TMI

Finance Electives

303 F - E Investment and Portfolio Management

Objective The objective of this course is to impart knowledge to students regarding the theory and practice of Security Analysis and Investment Decision Making Process.

Unit 1 Investment: Meaning, Principles and Avenues, Operations of Indian Stock Market; New Issue Market; Valuation Theories of Fixed and Variable Income Securities.

Unit 2 Stock Market Analysis - Fundamental and Technical Approach, Efficient Market Theory; Recent Developments in the Indian Stock Market.

Unit 3 Portfolio Management: Meaning, Importance, Markowitz Theory, Capital Asset Pricing Model, Arbitrage Pricing Theory, constructing efficient frontier and optimum portfolio.

Suggested Readings **Amling, Frederic. Investment. Englewood Cliffs, Prentice Hall Inc.,** New Jersey
 Bhalla, V K. Investment Management: Security Analysis and Portfolio Management.,S. Chand, New Delhi
 Fischer, Donald E. and Jordan, Ronald J. Security Analysis and Portfolio Management. Prentice Hall of India, New Delhi

304 F - E Management Control Systems

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

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

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

distribution control, different types of audit.

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

References

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

Shanmugavel., MANAGEMENT CONTROL SYSTEMS., Margham Publications Chennai

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

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

305 F - E Management of Financial Institutions

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

Unit 1 Financial Institution: Meaning, Nature, Role of Financial Institutions, Types of Financial Institution: Kinds of Money Market and Capital Market Institutions, Challenges before Financial Institution in India.

Unit 2 Management of Commercial Banks in India: Overview of Commercial banks in India, Corporate Governance in banks, Liquidity Management, Management of Deposits, Management of Loans and Asset-Liability Management in Commercial Banks, Non Performing Assets in Banks.

Unit 3 Management of Development Banks & Investment Institutions: Overview of Development Banks and Investment Institutions in India, Resource Planning, Resource Mobilisation and Project Evaluation by Development Banks in India.

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

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

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

306 F- EFinancial Decisions Analysis

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

areas.

- Unit 1** Basic Concepts in Decision Making: Product Costing, behaviour characteristics of costs, Forecasting using Historical data, Least square method of Regression Analysis, Predictive quality of Regression line, Relevant cost concept in Decision making: Qualitative factors in Decision Making, Relevancy of Information.
- Unit 2** Operation Research in Decision Making: Linear Programming, Sensitivity Analysis, Queing Theory, Decision Tree Analysis, Simulation Technique, Replacement Decisions,
- Unit 3** Capital Expenditure Decision Under Conditions of Risk and Uncertainty; Cost-volume-profit Analysis under Conditions of Uncertainty; Leasing Vs. Borrowing Decisions, Mergers and Acquisitions, Takeover code.
- Suggested Readings** **Bhalla, V K. Financial Management and Policy.** 2nd ed., New Delhi, Anmol, Delhi.
- Bierman, Harold. Lease Vs. Buy Decision.** Englewood Cliffs, New Jersey, Prentice Hall Inc.
- Fogler H and Ganpathy Financial Econometrics.** Englewood Cliffs, New Jersey, Prentice Hall Inc.
- Levy, H and Sarnat H. Capital Investment and Financial Decision.** Englewood Cliffs, New Jersey, Prentice Hall Inc.
- Van Horne, James C. Financial Management and Policy.** Englewood Cliffs, New Jersey, Prentice Hall of India.

307 F - EManagement of Financial Services

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

- Unit 1** Financial Services: Conceptual Framework, Meaning, Classification, Scope, Characteristics of Users of Financial Services, Providers of Financial Services, Challenges facing the Financial Services
- Unit 2** Financial Services and Trade in financial Services, Factors affecting access to Financial Services, Financial Services and Value Addition, Innovative Financial Services, Financial Service Market and Instruments: Credit
- Unit 3** An Overview of types of non-bank financial Services, Banking Services for Common man: Financial Inclusion, Security Credit Rating, Venture Capital, Credit Cards.

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

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

Ennew,C, Trevor Watkins & Mike Wright: Marketing of Financial Services, Heinemann Professional Publication

Gordan and K.Natrajan Emerging Scenario of Financial Services,

Himalaya Publishing House.

Meiden, Arthur Brennet M. Option Pricing: Theory & Applications.

Toronto, Lexington Books.

Kim, Suk and Kim, Seung. Global Corporate Finance: Text and Cases. ,

Miami Florida, Kolb.

308F- E WORKING CAPITAL MANAGEMENT

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

Unit 1 Working Capital management: Meaning, Concept, Importance, Levels of Working Capital Investment, Working Capital Policies, Cash Management Systems.

Unit 2 Managing Corporate Liquidity and Financial Flexibility: Determining the optimum levels of Cash Balance- Baumol Model, Beranek Model, Miller-Orr Model, Stone Model, Receivable Management --Determining the Appropriate Receivable Policy.

Unit 3 Inventory Management: Kinds of Inventories, Benefits and Costs of Holding Inventories, Inventory Management and Valuation, Inventory Control Models, Short-term financing, Programming Working Capital Management.

Suggested Readings

1. Bhalla, V.K. Working Capital Management: Text and Cases, Delhi, Anmol.
2. Hampton J.J. and C.L. Wagner Working Capital Management, John Wiley & Sons.
3. Mannes, T.S. and J.T. Zietlow Short -term Financial Management, West Publication Co.
4. Scherr, F.C. Modern Working Capital Management, Prentice Hall
5. Smith, Keith V. and G.W. Gallinger Readings on Short-term Financial Management, 3rd ed. West Publication Co.

309F – E FINANCIAL DERIVATIVES

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

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

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

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

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

310 F- E INTERNATIONAL FINANCIAL MANAGEMENT

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

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

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

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

- Suggested Readings**
1. Abdullah, FA. Financial Management for the Multinational Firm. Englewood Cliffs, New Jersey, Prentice Hall Inc.
 2. Bhalla, V K. International Financial Management, New Delhi, Anmol, 2001.
 3. Buckley, Adrian. Multinational Finance. New York, Prentice Hall Inc.
 4. Kim, Suk and Kim, Seung. Global Corporate Finance: Text and Cases. 2nd ed. Miami Florida, Kolb.
 5. Shapiro, Alan C. Multinational Financial Management, New Delhi, Prentice Hall.

311 F- E INTERNATIONAL ACCOUNTING

Objective The objective of this course is to acquaint the students with the accounting needs of international financial markets and to analyse the accounting

measurement and reporting issues unique to multinational business transactions.

- Unit 1** International Dimensions of Accounting - Conceptual Development and Comparative Development Patterns, Currency Transactions, Financial Accounting among countries and International economic linkages.
- Unit 2** Managing International Information Systems, International Perspective on Inflation Accounting, Financial Reporting and Disclosure, Analysing Foreign Financial Statements.
- Unit 3** Financial Management of Multinational Entities, Transfer Pricing and International Accounting - International Standards and Multinational Corporations.
- Suggested Readings**
1. Arpon, Jeffrey S and Radebaugh, Lee H. International Accounting and Multinational Enterprises. New York, John Wiley.
 2. Choi, Frederick D S and Mueller Gerhard G. International Accounting. Englewood Cliffs, New Jersey, Prentice Hall Inc.
 3. Evans, Thomas G. International Accounting & Reporting. London, MacMillan.
 4. Gray, S J. International Accounting and Transnational Decisions. London, Butterworth.
 5. Holzer, H Peter. International Accounting. New York, Harper & Row.
 6. Prodhon, Simal. Multinational Accounting. London, Croom-Helm.
 7. Rathore, Shirlin. International Accounting. Englewood Cliffs, New Jersey, Prentice Hall Inc.

312F- E CORPORATE TAXATION

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

- Unit 1** Basic Concepts of Income Tax, Residential status of a Company, Computation of Income under Different Heads of Income, Set off and Carry forward of Losses, Deductions and Exemptions in Additional Tax on Undistributed Profits, Companies Profit Surtax Act, Computation of Tax Liability.
- Unit 2** Meaning and Scope of Tax Planning and Location of Undertaking, Type of Activity, Ownership Pattern, Tax Planning Regarding Dividends Policy, Issue of Bonus Shares, Inter Corporate Dividends and Transfers, Tax Planning Relating to Amalgamation and Merger of Companies.
- Unit 3** Tax Considerations in respect of Specific Managerial Decision like Make or Buy, Own or Lease, Close or Continue, Sale in Domestic Markets or

Exports; Replacements and Capital Budgeting Decisions, etc, Tax Planning in respect of Managerial Remuneration, Foreign Collaborations and Joint Ventures, Implications of Avoidance of Double Taxation Agreements.

- Suggested Readings
1. Ahuja, G K & Gupta, Ravl Systematic Approach to Income Tax. Allahabad, Bharat Law House.
 2. Iyengar, A C. Sampat Law of Income Tax. Allahabad, Bharat Law House.
 3. Kanga, J Band Palkhivala, N A. Income Tax. Bombay, VOL.1-3, N.M. Tripathi.
 4. Ranina, H P. Corporate Taxation: A Handbook. 2nd ed., New Delhi, Oriental Law House.
 5. Singhanian, V K. Direct Taxes: Law and Practice. Delhi, Taxman.
 6. Srinivas, E A. Handbook of Corporate Tax Planning. New Delhi, Tata McGraw Hill.

Human Resource Management Electives

303 H - E Human Resource Development

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

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

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

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

- Suggested Readings
- T Deb** , HRD Theory and Practice, Ane Books, New Delhi
- Dayal, Ishwar, Successful Applications of HRD.** *New Concepts*, New Delhi
- Dayal, Ishwar. Designing HRD Systems.** *New Concepts*, New Delhi
- Kohli, Uddesh& Sinha, Dharni P. HRD - Global Challenges & Strategies in 2000 A.D.,** *ISTD*, New Delhi

304 H - E Management Training and Development

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

Unit 1 Training Process - an Overview; Role, Responsibilities and Challenges to Training Managers, Organization and Management of Training Function methods of training and development

Unit 2 Learning and training, Identification of training needs and Action Research

Unit 3 Planning, Designing and conducting training and development programme, , evaluation of training and development programmes, Training and Development in India.

Suggested Readings **T Deb , Training and Development, Ane Books, New Delhi**
Beunet, Roger ed. Improving Training Effectiveness. Aldershot, Gower
Buckley R & Caple, Jim. The Theory & Practice of Training. London, Kogan& Page
Lynton, R Pareek, U. Training for Development. 2nd ed. New Delhi, Vistaar
Pepper, Allan D. Managing the Training and Development Function. Aldershot, Gower.
Rae, L. How to Measure Training Effectiveness. Aldershot, Gower
Reid, M A. etc. Training Interventions: Managing Employee Development. London, IPM
Senge, P. The Fifth Discipline: The Art and Practice of the Learning Organization. London, Century

305 H- E Industrial Relations and Legislations

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

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

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

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

Suggested Readings **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*
Rarnaswamy, E A. The Rayon Spinners The Strategic Management of Industrial Relations. *OxfordUniversity Press, New Delhi*

306 H - E Human Resource Planning

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

| | |
|--------------------|--|
| Unit 1 | Macro Level Manpower Planning and Labour Market Analysis; Organisational Human Resource Planning; Stock Taking; Work Force Flow Mapping; Age and Grade Distribution Mapping; |
| Unit 2 | Models and Techniques of Manpower Demand and Supply Forecasting; Behavioural Factors in Human Resource Planning - Wastage Analysis; Retention; Redeployment and Exit Strategies; Career Management and Career Planning; Performance Planning; Potentials Appraisal and Career Development; |
| Unit 3 | HRD Climate; Culture; OWL and Management of Change; TOM and HRD Strategies; HRD in Strategic Organisations; Human Resource Information System; Human Resource Valuation and Accounting. |
| Suggested Readings | Dayal, Ishwar. Successful Applications of HRD, New Concepts, New Delhi Dayal, Ishwar. Designing HRD Systems. New Concepts, New Delhi. Kohli, Uddesh& Sinha, Dharni P. HRD - Global Challenges & Strategies in 2000A.D., ISTD, New Delhi. |

307 H- E Organisation structure and Development

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

| | |
|---------------|---|
| Unit 1 | Organizational structure and development, meaning and definition, OD in perspective, assumptions and values in OD |
| Unit 2 | Operational component of OD, Characteristics and foundation of OD process |
| Unit 3 | OD Interventions, structural and comprehensive intervention. |

Suggested Readings **French and Bell. Organisational Development. PHI, New Delhi**
Chris Arygis. Management and Organization Development: The Path from XA to YB. TMH, New Delhi.

308 H- E Organizational Change and Intervention Strategies

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

| | |
|---------------|--|
| Unit 1 | Organization Change - an Overview; Approaches to Problem Diagnosis |
| Unit 2 | Some Major Techniques of Planned Change; Steps in OD, General OD Competencies, OD Skills |
| Unit 3 | Organization Change - an Overview; Approaches to Problem Diagnosis; Designing Interventions - Interpersonal, Team, Intergroup and System; Evaluation of OD, Ethics of OD Professional, Future of OD. |

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

309 H - E Counselling Skills for Managers

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

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

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

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

- Suggested Readings**
- Cormer, L S. and Hackney, H.** The Professional Counselor's Process Guide to Helping. Englewood Cliffs, New Jersey, Prentice Hall Inc.,
- MacLennan, Nigel.** Counselling for Managers. Aldershot, Grover,
- Moursund, J.** The Process of Counseling and Therapy. 2nd ed. Englewood Cliffs, New Jersey, Prentice Hall Inc.,
- Munro, C A.,** etc. Counseling: A Skills Approach. Methuen,
- Reddy, Michael.** Counseling at Work. British Psychological Society and Methuen, London and New York,

310H - E Compensation Management

Objective The course is designed to promote understanding of issues related to the compensation or rewarding human resources in the corporate sector, public services and other forms of organisations and to impart skills in designing, analysing and restructuring reward management systems, policies and strategies.

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

Operations/ Systems Management Electives

3030 - E Total Quality Management

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

| | |
|---------------|--|
| Unit 1 | Defining quality; concept of total quality management; Quality gurus; Malcolm Baldrige National Quality Award (MBNQA) model; elements of total quality management. |
| Unit 2 | Seven QC tools; Quality function deployment; benchmarking; business process re-engineering. Introduction to ISO 9000 and ISO 14000. |
| Unit 3 | Relationship management- CRM concepts; Relationship marketing and strategy; e-CRM. |

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|--------------------|--|
| Suggested Readings | <p>Sharma, D.D., Total Quality Management. <i>Sultan Chand and Co.</i>, New Delhi.</p> <p>Ehresman, Small Business Success Through TQM. <i>Tata McGraw Hill</i>,</p> |
|--------------------|--|

New Delhi.

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

304O - E Service Operation Management

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

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

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

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

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

305 O- E Production Planning and Control

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

Unit 1 Production Planning and Control Function; Material Requirement Planning;

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

Information Technology Management Electives

303 I- E Management Support Systems

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

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

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

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

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

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

Hill.

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

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

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

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

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

304 I- E Business Process Re-engineering

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

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

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

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

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

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

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

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

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

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

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

305 I- E System Analysis and Design

Objective This course is aimed at developing an appreciation of Analysis and Design

of computer based commercial data processing systems.

Unit 1 Overview of Systems Analysis and Design; Software applications today- the changing scenarios- Introduction to different methodologies and Structured System Analysis- Problem identification- requirement analysis: tools and techniques-feasibility analysis- Operational, Technical and Economical Feasibility--details of SDLC approach. Business Systems Concept-, Systems Development Life Cycle; Project Selection; Feasibility Study.

Unit 2 Tools for Analysis and Design of Business Systems; Methodologies Available; Need for Structured Techniques; Structured Techniques Available. System Requirement Specification and Analysis; Data Flow Diagrams-, Data Dictionaries; Process Organisation and Intersections; Decision Analysis; Decision Trees and Tables; Expansion, Explosion and Normalization. Detailed Design; Modulation; Module Specification; File Design

Unit 3 Data Base Design. System Control and Quality Assurance; Documentation Tools; Testing Techniques Available; System Controls and Audit Trails; System Administration and Training; Conversion and Operations Plan. Hardware and Software Selection; Hardware Acquisition; Benchmarking, Vendor Selection, Operating System Selection, Language Processors, Performance and Acceptance Testing Criteria. Managing Data Processing in an Organisation; Data Processing Setup; Project Management Techniques for Managing Software Projects

Suggested Readings

Awad. Elias M. Systems Analysis and Design, New Delhi, Prentice Hall of India.

Coad, Peter and Edward, Yourdon. Object-Oriented Analysis, Englewood Cliff, New Jersey, Yourclon Press.

Hawryszkiewycz, I T. Introduction to Systems Analysis and Design, New Delhi, Prentice Hall of India

Marco, T.D. Structurted Analysis & System Specification, New Delhi, Yourclon Press

Rajaraman, V. Analysis and Design of Information Systems. New Delhi, Prentice Hall of India.

Van Over, David. Foundations of Business Systems. Fort Worth, Dryden Press.

Whitten, J L. etc. System Analysis and Design Methods. New Delhi, Galgotia.

306 I- E Data Base Management Systems

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

| | |
|--------------------|---|
| Unit 1 | Data Processing Concepts, Data Structures; File Processing and Access Methods; Taxonomy of Data Management Systems-, Various Data Base Management Models. Evaluation of Commercially Available Software Systems with Managerial Emphasis on Tradeoffs Among Cost, Capacity, and Responsiveness |
| Unit 2 | Functions of Transaction Processes and their Communications Interface with Database Management Systems; Distributed Data Processing Systems and a Need for Database Environment for such a System. Physical Database Structures; Normalization and Logical Design; Query Languages for Relational Database Management Systems |
| Unit 3 | Study of a Relational Database Management Systems for Successful Implementation of Distributed Systems Structured Query Language. Distributed Data Base Systems; On-line Data Bases; Object Oriented Data Bases. Managerial Issues Related to Data Base Management; Evaluation Criteria; Performance Analysis; Recovery Issues; Reorganisation Problems; Implementation and Maintenance Issues; Database Administration. |
| Suggested Readings | <p>Coad, Peter and Edward, Yourdon. Object-Oriented Analysis. 2nd ed., EnglewoodCliff, New Jersey, Yourdon Press, 1991.</p> <p>Kroenke, David M. Database Processing: Fundamentals, Design, Implementation. 41st ed., New York, McMillan, 1992.</p> <p>McFadden, Fred R and Hoffer, Jeffrey, A. Database Management. 3rd ed., Redwood City, Benjamin-Cummings, 1991.</p> <p>Pratt, Philip J. A Guide to SOL. Boston, Boyd and Fraser, 1990.</p> <p>Salemi, Joe. Client / Server Data Bases. Emeryville, California, Ziff-Davis Press, 1993.</p> <p>Systems and Developers Manuals for an RDBMS such as Oracle.</p> |

309 AI Anandam III - An Exercise in Trusteeship (2C- 1T, 1 F/P)

As given in the initial pages of the syllabus.

310 CC Summer Training Project & Viva Voce (4C – 2L, 1T, 1F/P)

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

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

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

Training Project Evaluation shall be done as follows: 60 marks for Training Project Report to be evaluated by External Examiner and Head of the Department based upon Viva-Voce, 40 marks for internal evaluation, 20 of which would be based on student presentation before the faculty members of the Department and the other 20 marks on the Summer Training Project Report submitted by the student.

Depending upon the needs of this student training, the Head of the Department may depute the Faculty Members to visit the organizations outside Ajmer where the students may be undergoing training to ensure the effectiveness of training and to sort out any of the training related issues on the spot, this would also be used as an opportunity to guide the students on the spot for training/project report. For this purpose if the Regular faculty members are deputed by the Head of Department then they will be entitled for Duty Leave/T.A./D.A. as per University norms.

SEMESTER IV

401 FC Foundation for Corporate Readiness (2C - 1L, 1 T)

| | |
|--------------------------------------|---|
| Unit 1 | Group Discussion Strategies, Facing the Interview, Resume Writing, Basic etiquettes and dressing skills, body language. |
| Unit 2 | Mock Interview, Conducting Meeting- Online and Offline, image enhancing Techniques. |
| Readings: As suggested by Instructor | |

402 SK Analytical & Problem Solving Skills for Managers (2C – 2L)

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|--|
| <ul style="list-style-type: none">• Introduction to Analytical Skill• Steps involved in Analytical Skill• Problem Solving Skill- Active Listening, analysis, research, creativity, communication, dependability,• Creative Problem Solving. |
|--|

403 CC Business Policy & Strategic Management (4C – 2L, 1T, 1F/P)

| | |
|--------------------|---|
| Objective | This course should help learner develop understanding of process of developing and implementing strategy. |
| Unit 1 | Nature, importance and concept of strategy; process of strategic management; vision, mission, objectives and goals; components of environmental scanning- SWOT analysis |
| Unit 2 | Grand strategies, strategy Variation; choice of strategy and tools for choosing the right strategy |
| Unit 3 | Strategy Implementation – organizational structure, management policies, leadership implementation and resource allocation. |
| Suggested Readings | Jauch Lawrence R., Gupta Rajiv, Glueck William F. Kazmi, A., Business Policy and Strategic Management. Tata Mcgraw Hill, New Delhi. Wheelen, T.L. and Hunger, J.D., Strategic Management and Business Policy. Pearson Education, (LPE), New Delhi. |

404 CC Project Management (4C – 2L, 1T, 1F/P)

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| Objective | The objective of the course is to familiarise the learner with management and techniques of Project Management. |
| Unit 1 | Concept, Characteristics and types of Project, Project Management: Concept, Meaning, Objectives, Participants in Project Management, Project Life Cycle. |
| Unit 2 | Project Planning, Project Organisation, Project Report, Project Design and Network Analysis: PERT, CPM, crashing, levelling and smoothing |
| Unit 3 | Social Cost benefit Analysis, Project Financing, Incentives and Subsidies, Project Monitoring and Control. |
| Suggested Readings | Maylor, Harvey, Project Management , Pearson Education, New Delhi. |

405 CC Entrepreneurship & Small Business Management (4C – 2L, 1T, 1F/P)

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| Objective | This course aims at providing student an insight into the nature of small scale industry. He will be exposed to various aspects of establishment and management of a small business unit. |
| Unit 1 | Concept of entrepreneurship- nature and historical evolution; entrepreneurship and economic development, MSMED Act 2006 and further amendments. |
| Unit 2 | Role and importance of small business; defining small business; forms of organisation for small business Setting up a Small Venture; formalities of launching a new venture; product selection; problems of SSI |
| Unit 3 | Challenges of marketing for small businesses; sources of funds for small businesses; Human resource management issues in small businesses; managing small business operations. |
| Suggested Readings | <p>Arora, R. and Sood, S.K., Fundamentals of Entrepreneurship and Small Business Management. Kalyani Publishers, Ludhiana.</p> <p>Desai, Vasant, Small-Scale Industries and Entrepreneurship. Himalayan Publishing House, Mumbai.</p> <p>Ramachandaran, K., Managing a New Business Successfully. Global Business Press, New Delhi.</p> <p>Shukla, M.B., Entrepreneurship and Small Business Management. Kitab Mahal, New Delhi.</p> |

406 CC Management Information System (4C – 2L, 1T, 1F/P)

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| Unit 1 | Introduction to Management information System: definition, components, types; informational needs; systems concept; application of information systems in business organisation; |
| Unit 2 | Introduction to information system technology: hardware and software resources, database management systems, telecommunication and networking systems. |
| Unit 3 | Building information systems: Life cycle and prototype approach; Decision support system and enterprise information system; information system security and control. |
| Suggested Readings | <p>Laudon and Laudon, Management information System, Pearson Education , new Delhi</p> <p>O Brain, Management Information System, PHI, New Delhi</p> <p>Jaiswal Mittal, Management information System, Oxford, New Delhi</p> <p>Jawadekar, Management information System, Tata McGraw, New Delhi</p> |

407 CC MBA Dissertation (4C – 2L, 1T, 1F/P)

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| Work outline | In this program the student would work upon a topic of relevance under the supervision of one of the designated faculty members in writing on issues of contemporary relevance. This is full-term effort. 40 marks are to be evaluated by the designated supervisor and 60 marks by a panel of external examiner and Head of the Department through relevant Viva Voce Exam. |
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408 CC Viva-Voce (4C)

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| For the programme end viva-voce candidate shall be evaluated for 100 mark by a panel of external expert an internal expert and the head of the concerned department. |
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409 AI Anandam IV - An Exercise in Trusteeship (2C- 1T, 1 F/P)

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| As given in the initial pages of the syllabus. |
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