

**DEPARTMENT OF MANAGEMENT  
NAGALAND UNIVERSITY  
KOHIMA CAMPUS, MERIEMA**



**Syllabus for  
Master of Business Administration (MBA)  
Choice Based Credit System  
(Approved in the 32<sup>nd</sup> Academic Council dtd 30<sup>th</sup> June, 2021)**

## MBA Programme structure (2021)

(Approved in the 32<sup>nd</sup> Academic Council dtd 30<sup>th</sup> June, 2021)

Total Credit : 99, Marks : 3300

### SEMESTER –I

Paper Code	Name of the Paper	Credits	Marks
MGT-101	Management Principles and Behavioural Science	3	100
MGT-102	Business Environment and Indian Economy	3	100
MGT-103	Managerial Economics	3	100
MGT-104	Accounting for Managers	3	100
MGT-105	Quantitative Techniques for Management	3	100
MGT-106	Managerial Skill Development	3	100
MGT-107	Computer Applications and MIS	3	100
MGT-108	Comprehensive Viva – voce	3	100
<b>Total Credits/Marks</b>		<b>24</b>	<b>800</b>

### SEMESTER-II

Paper Code	Name of the Paper	Credits	Marks
MGT-201	Business Legislation	3	100
MGT-202	Principles and Practices of Banking	3	100
MGT-203	Production and Operations Management	3	100
MGT-204	Financial Management	3	100
MGT-205	Marketing Management	3	100
MGT-206	Human Resource Management	3	100
MGT-207	Research Methodology in Management	3	100
MGT-208	Comprehensive Viva – voce	3	100
<b>Total Credits/ Marks</b>		<b>24</b>	<b>800</b>

### SEMESTER-III

Paper Code	Name of the Paper	Credits	Marks	Remarks
MGT-301	Business Ethics & Corporate Governance	3	100	
MGT-302	Strategic Management	3	100	
MGT-303	Summer Internship	3	100	
MGT-304	Dissertation - I	3	100	
MGT-305	Comprehensive Viva – voce	3	100	
MGT-111	International Financial Management	3	100	Specialization papers. The students required to opt for two specialization groups out of three (4 papers to be selected out of 3)
MGT-112	Financial Services & Working Capital Management	3	100	
MGT-121	Advertising and Sales Management	3	100	
MGT-122	Internet Marketing	3	100	
MGT-131	Labour Law and Industrial Relation	3	100	
MGT-132	Human Resource Development	3	100	
<b>Total Credits/Marks</b>		<b>27</b>	<b>900</b>	

**SEMESTER-IV**

<b>Paper Code</b>	<b>Name of the Paper</b>	<b>Credits</b>	<b>Marks</b>	<b>Remarks</b>
MGT-401	Entrepreneurship Development	3	100	
MGT-402	International Business	3	100	
MGT-403	Dissertation - II	3	100	
MGT-404	Comprehensive Viva (100)	3	100	
MGT-113	Security Analysis & Portfolio Management	3	100	Specialization papers. The students required to opt for two specialization groups out of three (4 papers to be selected out of 3)
MGT-114	Behavioural Finance	3	100	
MGT-123	Retail Management	3	100	
MGT-124	Marketing of Services	3	100	
MGT-133	Cross Cultural Human Resource Management	3	100	
MGT-134	Organisational Change and Intervention	3	100	
<b>Total Credits/Marks</b>		<b>24</b>	<b>800</b>	

	<b>Grand Total Credits/Marks</b>	<b>99</b>	<b>3300</b>
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**SPECIALISATION AREAS:****FINANCIAL MANAGEMENT**

<b>Paper Code</b>	<b>Name of the Paper</b>	<b>Credits</b>	<b>Marks</b>
MGT-111	International Financial Management	3	100
MGT-112	Financial Services & Working Capital Management	3	100
MGT-113	Security Analysis & Portfolio Management	3	100
MGT-114	Behavioural Finance	3	100

**MARKETING MANAGEMENT**

<b>Paper Code</b>	<b>Name of the Paper</b>	<b>Credits</b>	<b>Marks</b>
MGT-121	Advertising and Sales Management	3	100
MGT-122	Internet Marketing	3	100
MGT-123	Retail Management	3	100
MGT-124	Marketing of Services	3	100

**HUMAN RESOURCES MANAGEMENT**

<b>Paper Code</b>	<b>Name of the Paper</b>	<b>Credits</b>	<b>Marks</b>
MGT-131	Labour Law and Industrial Relation	3	100
MGT-132	Human Resource Development	3	100
MGT-133	Cross Cultural Human Resource Management	3	100
MGT-134	Organisational Change and Intervention	3	100

## **Programme Outcomes**

1. To introduce the Management Education to the people of the state of Nagaland.
2. To develop professionals who are committed to excellence in their personal and professional endeavours and who have the vision, courage and dedication to initiate and manage change.
3. To cater to the emerging needs of business enterprises in both traditional and new economy.
4. To groom future business leaders as well as entrepreneurs.

## **Programme Specific Outcome**

1. Through the MBA Programme, the students will be equipped to cope up with the challenges in the corporate world. Emphasis of the Programme is to make students equipped with Managerial skills required for the 21<sup>st</sup> century.
2. Another Programme outcome is to train the students so that they become a successful entrepreneur. Courses of Entrepreneurship are included in the MBA Programme structure. Some of the students who passed out from the department have ventured into Entrepreneurial activities.
3. Over the years, the students who have passed out from the department were placed in reputed companies such as Banks, Financial Institutions, Telecom, Retail etc. Therefore in order to fulfil the market requirement for MBA graduates, courses like MGT-202: Principles and Practices of Banking, MGT-122: Internet Marketing, MGT-123: Retail Management etc were introduced and revised time to time.
4. In order to develop academic skills of the MBA graduates due emphasis is given on Research Methodology with a special focus on Marketing Research. The students are required to write a Dissertation report in the 2<sup>nd</sup> year of their study.
5. The students need to undergo a compulsory Summer Internship in any corporate houses at the end of second semester for a period of minimum 45 days. This enables the students to experience the real time work environment in the corporate houses.

**No. of courses having employability/ entrepreneurship/ skill development**

<b>Course No.</b>	<b>Course Name</b>	<b>Activities having direct bearing on employability/ entrepreneurship/ skill development</b>	<b>Year of Introduction</b>
MGT-401	Entrepreneurship Development	On completion of the course the students get the basic idea of entrepreneurship. This course is beneficial for those students who have entrepreneurial intent and want to establish their own business enterprise	2008 and still running
MGT-202	Principles and Practices of Banking	On completion of the course, the students get the insights of the banking industry. The way how the banking industry functions is explained in detail. This course helps the students in getting employment in commercial banks	2017 and still running
MGT-207	Research Methodology in Management	This course teaches the students about how to do research with special focus on Marketing Research. Different statistical techniques of data analysis are taught to the students. This course helps the students to get employment in Marketing Research firms.	2008 and still running
MGT-122	Internet Marketing	On completion of the course, the students are taught to know about new generation marketing such as Internet or online marketing. This course is basically beneficial for those students who desire to be an entrepreneur and who want to explore the new market for selling of their products.	2014 and still running
MGT-123	Retail Management	On completion of this course, the students are exposed to the functioning of retail organizations. This course helps the students to get employed in various retail companies such as Reliance Retail, Aditya Birla Fashion etc.	2017 and still running
MGT-114	Behavioural Finance	This course helps the students to understand the investors psychology in detail. By studying this course, the students get employment opportunities in various financial institutions	2021 and still running

# **COURSE CONTENT**

## **SEMESTER I**

### **MGT 101: MANAGEMENT PRINCIPLES & BEHAVIOURAL SCIENCE**

#### **Objective:**

The basic objective of this course is to familiarize the students with basic management concepts, behavioural processes in the organization and the ways in which behaviour and performance of individual organization members influence the performance and effectiveness of the organisation as a whole.

#### **COURSE CONTENTS:**

##### **Unit I: Introduction:**

Nature and Scope of Management; Functions of Management, Role and Skills of a Manager; Evolution of Management Thoughts; Scientific, Behavioral, Systems and Contingency Approaches

##### **Unit II: Motivation and Leadership:**

Concept of Motivation; Motivation Theories; Leaderships, its Qualities and Styles

##### **Unit III: Nature and Scope of OB and individual dimension:**

Meaning and concept of OB; Contribution of different behavioural sciences; personality, attitudes and values, perception and learning; Delegation of authorities

##### **Unit IV: Groups and Group Behaviour in Organisation:**

Types of groups; Group Behaviour and Group role; Group Decision-Making; power and politics; Conflicts and types of conflicts; Sources of Conflict; Managing Conflict, Emotional Intelligence

##### **Unit V: Organisation Structure, Authority and Delegation & Control**

Types of Organisation, Departmentation, Span of Management, Delegation of Authority and Decentralisation, Control; Advanced Management Theory- Indian and Japanese style of Management theories, Quantitative system & contingency approach.

#### **Suggested Readings:**

1. Allen, L.A: *Management and Organisation*, New York, McGraw Hill Book Publishers.
2. Drucker, Peter.F: *The Practice of Management*, Allied Publishers, N.Delhi.
3. Koontez, Odoneel: *Essentials of Management*, Tata McGraw Hill
4. Fred Luthans: *Organisational Behaviour*, Tata McGraw Hill.
5. Robbins S.P: *Organisational Behaviour*, Prentice Hall of India, N.Delhi.
6. John W.Newstrom & Keith Davis: *Organisational behavior-human behavior at work*: Tata McGraw Hill.
7. Prasad, L.M. *Principles and Practice of Management*, Sultan Chand & Sons, N.Delhi.

## **MGT-102: BUSINESS ENVIRONMENT AND INDIAN ECONOMY**

### **Objective:**

The basic objective of this course is to acquaint the students with the business environment. The course will help understand the business and the various environmental aspects affecting the operations of the business enterprise.

### **COURSE CONTENTS:**

#### **UNIT I: Introduction to Business Environment:**

Concept and significance of business environment; Industrial Policy and licensing policy; Role of public and private sector; Basic features of Indian planning.

#### **UNIT II: Natural and Demographic resources in India:**

Human Resources: Size, composition and growth rate of population; Problems and policies relating to population in India.

Natural Resources: A brief study of land, minerals, water, power and fisheries resources in India and their significance in the process of economic development. Deforestation and maintenance of ecological balance and control of pollution

#### **UNIT III: Agriculture and Rural Economy in India:**

Place of agriculture in Indian Economy; Principal crops and growth rates of agriculture. Green and white revolutions – main problems; Rural economy – problems of rural economy.

Role of co-operative movement in rural life of India

#### **UNIT IV: Industries in India:**

Principal Industries – A brief study of present position, recent developments, problems and future prospects of iron and steel, cotton textile, cement, sugar, jute and fertilizer industries of India; Govt. policy.

Small Scale and Cottage Industries – their role, problems and prospects in India

#### **UNIT V: Emerging Issues in Business Environment:**

Foreign Trade – recent trends, structure and direction of foreign trade of India; Tariff policy; Non-resident investment; India's trade relationship with various countries and group of countries such as ASEAN

Transport – Its significance in economic development; principal modes of transport – railway, road, air and shipping

### **Suggested readings:**

1. Agarwal, A.N.: Indian Economy, New Age International, New Delhi.
2. Cherunilan Francis: Business Environment, Himalaya Publishing House, Delhi.
3. Dutta & Sundaram : Indian Economy, S. Chand, New Delhi.
4. Khan, Farooq A.: Business & Society, S. Chand, Delhi.
5. Sengupta, N.K.: Government and Business, Vikas Publishing House Pvt. Ltd.

## **MGT-103: MANAGERIAL ECONOMICS**

### **Objective:**

The objective of the course is to acquaint the students with concept and techniques in Micro economics theory. The course will help understand the economics of the market and enable them to apply the knowledge in business decision making.

### **COURSE CONTENT:**

#### **Unit I: Fundamental Concepts and Economic Foundation of Decision Making:**

Definition, Nature and scope of Managerial Economics; Theory of Demand-demand functions, laws of demand, demand distinction, elasticity, income and substitution effects, demand forecast.

#### **Unit II: Production and Cost Analysis:**

Concept of Marginal revenue and Average revenue; Production function, Laws of variable proportion, returns to scale, economy of scale, cost curves, break-even analysis, Cost concepts, cost and output relation, cost and size of the plant.

#### **Unit III: Pricing:**

Market structure- Competition, monopoly, oligopoly, non-price competition, Pricing theories, Pricing and output under different market situations, Price discrimination, multiple product pricing, basic pricing, pricing objectives, product life cycle pricing. Theory of Firm- profit maximisation, sales maximisation, Nature and measure of profit, profit policy, theories of profit.

#### **Unit IV: Macro Economics:**

National income concepts, their interrelationships; Inflation analysis, monetary system and banking  
structure, monetary policy analysis and its implications to industry

#### **Unit V: Environmental Economics:**

Meaning, definition and importance, Economy and the Environment, Material balance principle, Market Failure, Property Rights: open, closed and common access resources. Relation between development and environment stress; concept of sustainable development; Renewable Resources, Business cycles

### **Suggested Readings:**

1. Petersen & Lewis: *Managerial Economics* (Prentice Hall of India)
2. Maheshwari: *Managerial Economics* (Prentice Hall of India)
3. Chopra, D.P : *Managerial Economics* (Tata Mcgraw Hill)
4. Bacemol W.J. : *Economic Theory and Operation Analysis* (Prentice Hall of India)
5. Rangarajan and Dholakia : *Macro Economics* (Tata Mcgraw Hill)
6. Kolstad, C., *Environment Economies*, Oxford University Press.
7. Conrad, J.M. and Clark, C., *Natural Resources Economics – Notes and Problems*, Cambridge University Press.



## **MGT-104: ACCOUNTING FOR MANAGERS**

### **Objective:**

The objective of this course is to develop an insight of postulates, principles and techniques of accounting and enable the students to use financial and accounting information for planning decision-making and control.

### **COURSE CONTENTS:**

**Unit I: Financial Accounting:** Accounting Concept, Journal, ledgers, double entry, Trial balance, Cash and Accrual concept, Final Statements of Accounts; BRS; GAAP, IFRS.

**Unit II: Management Accounting:** Concept, Scope, Functions and Importance, Difference between Financial Accounting and Management accounting;

**Unit III: Cost Accounting & Ratio Analysis:** Introduction to Basic Cost Concepts; Cost Classification, Cost Centre, Cost Unit, Preparation of Cost Sheet; Ratio Analysis.

**Unit IV: Decision Accounting:**  
Standard Costing and Variance Analysis; Marginal Costing and Absorption Costing; C.V.P. Analysis

**Unit V: Changes in financial statements & Budgeting:**  
Cash Flow statement, Fund Flow statement, Budgeting and Budgetary Control; Zero based budgeting and Performance budgeting.

### **Suggested Readings:**

1. Khan M & Jain P.K: *Management Accounting*, Tata McGraw Hill.
2. Shashi R.Gupta & R.K.Sharma: *Management Accounting*: Kalyani Publishers,N.Delhi
3. Sakshi Vasudeva: *Accounting for Business Managers*: HPH
4. Shashi K.Gupta & R.K.Sharma: *Management Accounting*, Kalyani.
5. Hingorari N.L & Ramanathan A.R: *Accounting for Management*, Sultan Chand, N.Delhi.

## **MGT-105: QUANTITATIVE TECHNIQUES FOR MANAGEMENT**

### **Objective:**

The objective of this course is to help the students understand various quantitative techniques which will serve as effective aid in solving complex business problems and help taking managerial decisions. This course will also familiarize the students with the basic Statistical tool which are useful in decision making.

### **COURSE CONTENTS**

#### **Unit I: Derivatives**

Differentiation, Law of Derivatives, Repeated Derivatives, Partial Differentiation, Maxima & Minima-single variable and multi variable functions.

#### **Unit II: Matrices and Probability**

Determinants, Matrices, inverse of matrix, system of linear equation and their solution- using matrix inverse method; Introduction to Probability theory, Probability Distributions: Binomial, Poisson and Normal distributions.

#### **Unit III: Measures of Central Tendency**

Measures of Central Tendency: Mean, Median and Mode; Measures of Dispersion: Standard Deviation and Variance;

#### **Unit IV: Correlation, Regression and Time Series Analysis**

Concept of Correlation and Regression; Business forecasting and its techniques; Time Series Analysis; Index Numbers

#### **Unit V: Inferential Statistics:**

Concept of Sampling Distributions; Type I & Type II errors, Chi-square test, Hypothesis testing- Single and Two Population, Z test, t test, ANOVA

### **Suggested Readings:**

1. Gupta, S P: *Quantitative Techniques for Decision Making*, Prentice Hall of India.
2. Cooke, W.P.: *Quantitative Methods for Management Decision*, Tata McGraw Hill.
3. Asthana: *Statistics for Social Sciences* (with SPSS), Prentice Hal of India.
4. Levin, R.: *Statistics for Management*, Prentice Hall of India.
5. Godfrey, A.: *Quantitative Methods for Management*, Edward Arnold.
6. J.K. Sharma: *Business Statistics*, Pearson

## **MGT-106: MANAGERIAL SKILL DEVELOPMENT**

### **Objective:**

The main objective of the course is to develop the overall personality of the students. The course aims at equipping the students with necessary techniques and skills of business communication. The course will also expose the students to various forms of business correspondence.

### **COURSE CONTENTS:**

#### **Unit I: Process of Communication:**

Meaning of communication, level of communication-forms, Basic elements of communication and models of communication process, media of communication – verbal and non verbal communication; Effective Communication Skill and barriers to communication; Intra and Inter Personal Communication, effective listening, guideline for giving interviews and art of Persuasion and negotiation

#### **Unit II: Organisational Communication:**

Importance and objective, communication network and structures, Group communication – Committees, conference, and house journals, Cross Cultural Communication.

#### **Unit III: Written Communication:**

Stages of writing, composing business messages, preparing notes, style, punctuations, using simple words, proof reading. Business Memos: Circulars, notice, memos, agenda and minutes of meeting, maintaining a diary, Resume/CV, press release.

#### **Unit IV: Application of Communication:**

Business letters – types, basic principles, style and tone-letters relating to calling for a post for interviews, appointment orders, termination order, business inquiries, orders, regret, complaints and adjustments.

#### **Unit V: Basic etiquettes for business:**

Business presentation and public speaking, Conversations. Oral Communication- presentations of reports, public speaking, and negotiations, Legal aspects of Business Communications

### **Suggested Readings:**

1. G.T.Hunt, *Communication skills in the organisation*, Prentice Hall of India
2. Sharma, *Business Correspondence & Report writing*, Tata McGraw Hill Publishing House
3. Bowman J.P. & Branchaw B.P., *Business Communication from process to product*, Dryen Press, Chicago
4. Murphy, Herta A. And Peck, C.E, *Effective Business Communication*, New Delhi, Tata McGraw Hill
5. Asha Kaul: *Effective Business Communication* –Prentice Hall
6. Raman Meenakshi & Singh Prakash: “*Business Communication*”; Oxford.

## **MGT-107: COMPUTER APPLICATIONS AND MIS**

### **Objective:**

The objective of the course is to introduce the use of Computer Applications in business to the students. The course aims at imparting basic computing skills to the students and to provide a foundation for the students interested in making a mark in IT sector.

### **COURSE CONTENTS:**

#### **Unit I: Concept of information and processing, Internet:**

Data & Information, Important data types, Value of Information, Quality of Information, Data Compression, Encoding Vs Compression, Information Technology Applications; Basic concept of internet, World Wide Web, web browser, Hyper Text Mark Up language, Internet address, Electronic Mail, Internet Service Provider, Search Engines, Requirements for Internet Access. Cyber Law (IT) Act

#### **Unit II: Office tools & Financial Accounting Software:**

MS-Word –Introduction, creating, opening, saving and editing documents, Formatting of texts and paragraphs, creating bullets, number lists, header and footers, creating tables, finding and replacing texts . Excel – Introduction, entering data in a cell, data types, formulas, cell difference, sorting, excel databases, macros. PowerPoint – Introduction, creating, presentation slides, design templates, table slides, organisation chart, using different view of a slide, formatting a slide design.

Basic application of Tally, basic application of Photoshop, application of Scan, fax, copy, Printing of document, spreadsheet, Power Point

#### **Unit III: Management Information Systems:**

Strategic design of MIS (Management Information Systems); Development Process of MIS; MIS for Sales and Marketing, MIS for Human Resource, Accounting and Finance; MIS for Production & Operations.

#### **Unit IV: Other Information systems:**

Enterprise Information System; Decision Support System; Executive Information System; Implementation of Information System

#### **Unit V: Data Mining:**

Data Mining Process; Data mining Functionalities; Data mining Tools and Techniques; Application of Data Mining in Business and Economics

### **Suggested Readings:**

1. D.S.Yadav: *Foundation of Information Technology*, New Age International Publisher
2. Ritendra Goel, D.N. Kakkar: *Computer Application in Management*, New Age International Publisher Limited.
3. Scot, George M: *Principles of MIS*, McGraw Hill.
4. Kanter: *Management Information System*, PHI.
5. Hussain & Hussain: *Information processing systems for Management*
6. Mahadeo Jaiswal & Monika Mital: *Management Information systems*, Oxford

## **MGT-108: COMPREHENSIVE Viva –Voce**

### **Objective:**

The objective of Comprehensive Viva Voce at the end of the Semester is to judge the overall development of the student and aimed to assess the students' understanding in various subjects she/he studied during the semester.

It will be conducted by a committee consisting of Faculties of the Department and the questions of the Viva Voce would be from subjects taught during the semester.

## SEMESTER II

### MGT 201: BUSINESS LEGISLATION

#### Objective:

The objective of this course is to make the students aware of the various business laws which have an impact on the smooth running of any business organizations.

#### COURSE CONTENTS:

##### Unit 1: Law of contract:

Definition, Essentials and types of Contract, Offer , Acceptance and Consideration- definition and essentials; Exception to the rule 'no consideration, no contract,' Doctrine of Privity of Contract, Capacity of Parties, Free consent, Quasi contract, Legality of object, Contract -Performance, Termination, Breach and Remedies.

##### Unit II: Negotiable instruments act:

Negotiable Instruments Act 1881, Nature, Characteristics and Kinds , Parties to Negotiable Instruments, Negotiations, Presentment, Discharge and Dishonour of Negotiable Instrument.

##### Unit III: Competition Law and Environmental Law:

Introduction; History and development of competition law; Anti competitive agreements; Regulations of combinations such as merger acquisition, regulation and takeover; Enforcement mechanisms; emerging trends; Introduction to Environmental Law; Environmental protection; Constitutional mandates; environmental protection legislation in India.

##### Unit IV: Companies Act:

Companies Act 1956: Definition, Characteristics and Kinds of Companies, Steps in Formation of Company, Memorandum of Association, Articles of association and Prospectus, Directors: Appointment, Power, Duties and Liabilities , Meeting & Resolutions: Types of Meetings, Modes of Winding up of a Company. Amendments to the Companies Act

##### Unit V: Sales of Goods Act:

Sales of Goods Act, 1930: Definition of Sales, Sales Vs Agreement to Sale, Goods, Price and Time, Condition and Warranties, Express and Implied Conditions, "Doctrine of Caveat Emptor", Right of Unpaid Seller.

#### Suggested Readings:

1. Pathak: *Legal Aspects of Business*, Tata McGraw- Hill Publishing Company Limited, New Delhi.
2. Keith-Davis & William Frederick, *Business and Society*, McGraw-Hill, Tokyo.
3. M.M. Sulphrey & Az-har Basheer: *Laws For Business*, PHI Learning Pvt. Ltd. New Delhi.
4. Maheswari & Maheswari: *A Manual Of Business Law*, Himalaya Publishing House. Mumbai
5. N.D. Kapoor: *Elements of Mercantile Law*; Sultan Chand

## **MGT-202: PRINCIPLES AND PRACTICES OF BANKING**

### **Objective:**

The objective of the course is to acquaint the students with basics of Banking. The course will help understand the various principles and practices being followed by the Indian Banks.

### **COURSE CONTENT:**

#### **Unit I: Introduction to Banking**

Role and Functions of RBI, Types of Banks and NBFCs, Concepts of CRR, SLR, Repo rate, Bank rate LIBOR, MIBOR etc; Retail Banking, Wholesale Banking, Universal Banking, International Banking;

#### **Unit II: Risk Management in Banks:**

Introduction to Risk Management; Basel I, II & III Accords; Types and advantages of Factoring and Forfaiting services; Types of off balance sheet items; Roles and functions of CIBIL, codes of BCSBI.

#### **Unit III: Functions of Banks I:**

Banker customer relationships; Opening accounts of various types of customers; KYC norms; Payment and collection of cheques and other negotiable instruments; Remittances

#### **Unit IV: Functions of Banks II:**

Principles of lending; Overdraft (working capital) and term loans; Credit appraisal techniques; credit monitoring & its management; Different modes of charging securities; Priority sector advances including government sponsored schemes.

#### **Unit V: Non Performing Assets and Financial Inclusions:**

Definition of NPA; Income recognition and asset classification, provisioning norms; Role of BC, BF and ICT in financial inclusions, R SETI; Importance of financial literacy

### **Suggested Readings:**

1. Justin Paul and Padmalatha Suresh: *Management of Banking and Financial Services*, Pearson Education
2. S Guruswamy: *Financial Services*, Mc Graw Hill Publication .
3. M Y Khan: *Financial Services*, TataMc Graw Publication
4. Indian Institute of Banking & Finance: *Principles and Practices of Banking (3<sup>rd</sup> Edition)*, Macmillan education.

## **MGT-203: PRODUCTION AND OPERATIONS MANAGEMENT**

### **Objective:**

The basic objective of this course is to acquaint the students with decision making in: planning, scheduling, productivity improvement in operation through layout engineering and quality management etc.

### **COURSE CONTENTS:**

#### **UNIT I: Introduction to Production and Operation Management:**

Concepts, Historical Back ground; Nature and scope of Production and Operation Management; Duties and responsibility of Operation Manager; Work Study; Method Study; Work measurement

#### **UNIT II: Production Planning and Control:**

Introduction, planning and production system; Routing; Scheduling, classification; Loading; Production Control; Plant Location and Lay out-Introduction, importance and factors for plant location choices; Location Analysis; Plant Layout- Meaning and objectives; Types of Layout.

#### **UNIT III: Project Management:**

Introduction to Network Concepts and Project Management: PERT & CPM Techniques; Computation in PERT Network and probability Consideration; Application Areas-PERT – COST Analysis

#### **UNIT IV: Inventory Management:**

Introduction, basic inventory models and system; Methods of Inventory Control; Material requirement planning (MRP); Supply chain Management

#### **UNIT V: New Development and issues in production and operations Management:**

ISO 9000 series of quality standards; Total Quality Management (TQM); Customer Relationship Management (CRM); Collaborative Product Commerce (CPC), Six Sigma

### **Suggested readings:**

1. Buffa, Elwood S: *Modern Production Management*, John Wiley & Sons.
2. Pivest: *Production and Inventory Control*, PHI.
3. S.N.Chary: *Production & Operation Management*, Tata Mc Graw Hill.
4. Panneerselvam: *Production & Operation Managemen*, PHI.
5. K. Aswathappa: *Production & Operation Managemen*, HPH

## **MGT 204: FINANCIAL MANAGEMENT**

### **Objective:**

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

### **COURSE CONTENTS:**

#### **UNIT I: Scope and objectives of financial management:**

Evolution and scope, functions, Role of Finance managers, objectives of the firm, profit Vs wealth maximization, other objectives including objectives of public undertaking.

#### **UNIT II: Capital Budgeting:**

Time Preference for Money; Future value and Present Value of money: Single cash flow and Annuity; Capital Recovery, Present value of an uneven cash flow. Capital Budgeting Decision- Investment Evaluation Criteria, Determining Cash Flow for Investment Analysis

#### **UNIT III: Dividend Theory and Financial Forecasting:**

Financial forecasting – tools of financial forecasting; Decisions regarding payout and retention, determinants of dividend policy, various models of dividend and their effect on value of firms, dividend policy in practice, bonus issue.

#### **UNIT IV: Capital Structure and Cost of Capital:**

Meaning of Financial Leverage and Operating Leverage; Measures of Financial and Operating Leverage; Combining Financial and Operating Leverages.

Meaning of Capital Structure; Optimum Capital Structure; Factors of Optimal Capital Structure; Determinants of Capital Structure; Capital Structure Planning: EBIT-EPS Analysis

Concept of cost of capital; Determining components of cost of capital: Cost of debt, Cost of Preference capital, Cost of Equity capital- CAPM; The weighted Average Cost of capital

#### **UNIT V: Working capital management:**

Concepts of Working Capital; Operating Cycle; Permanent and Variable Working Capital; Determinants of Working Capital. Accounts Receivables; Characteristics of Receivables; Objectives of Receivables Management; Credit Policy and Credit Policy Variables.

### **Suggested Readings:**

1. Prasanna Chandra: *Financial management*, Tata McGraw Hill.
2. M.Y. Khan & P.K.Jain: *Financial Management*, Tata McGraw Hill.
3. I.M.Pandey: *Financial Management*, Vikas Pub House, N.Delhi.
4. P.V.Kulkarni & B.G.Satyaprasad: *Financial Management*, HPH, latest edition
5. Rajiv Srivastava & Anil Mishara: *Financial Management*, Oxford, latest
6. G.Sudarsana Reddy: *Financial Management*, HPH, Latest edition
7. Vyuptakesh Sharan: *Financial Management*, Pearson, latest edition.



## **MGT-205: MARKETING MANAGEMENT**

### **Objective:**

The basic objective of this course is to develop an understanding of the underlying concepts, strategies of marketing of products and services. The course also aims to equip and train students with basic skills of marketing. Students will undertake small project works as part of the teaching pedagogy.

### **COURSE CONTENTS:**

#### **UNIT I: Introduction to Marketing:**

Marketing and its core concepts; nature and scope; Marketing process and marketing management; different philosophies of marketing management; Marketing Mix; Marketing systems- Micro and macro environment; Social marketing and marketing mix.

#### **UNIT II: Buying Process and Behaviour:**

Market segmentation and positioning; target marketing; consumer buying behaviour; consumer buying decision process; marketing research.

#### **UNIT III: Product Decisions:**

Basic concepts of products, product mix and product line decisions, branding decisions, new product development and its processes, packaging decisions, product life cycle and its elongation strategies.

Pricing decisions: Meaning and significance of price; factors influencing pricing; general pricing approaches; pricing practices and strategies.

#### **UNIT IV: Distribution and Promotion Decisions:**

Marketing channels and its functions; designing distribution channels; channel selection and logistics of distribution objectives; elements of promotion mix; advertising; concept of unique selling proposition, communication design and promotion mix strategies.

#### **UNIT V: Emerging Issues in Marketing:**

Basics of international marketing; rural marketing; marketing information system and internet marketing; consumerism and consumer movement; consumer protection legislations; Ethical issues in marketing; Service Marketing.

### **Suggested readings:**

1. Philip Kotler: *Principles of Marketing*, PHI
2. Philip Kotler: *Marketing Management*, PHI.
3. Davis Kenneth: *Marketing Management*
4. Kasturi R, Qulech & Rajiv L: *Marketing Management- Text and cases*, Tata Mc Graw Hill, New Delhi.
5. Baines P, Fill C & Page K: *Marketing (Asian Edition)*, Oxford University Press, New Delhi
6. Kotler Philip: *Social Marketing*, Pearson

## **MGT 206: HUMAN RESOURCE MANAGEMENT**

### **Objective:**

The efficiency and effectiveness of any organisation is largely dependent on the contribution made by the members of the organisation. The objective of this course is to make the students aware of the various facets of managing the people and to create an understanding of various policies and practices of human resource management

### **COURSE CONTENTS:**

#### **Unit 1: Introduction:**

Evolution, Concepts and perspectives of Human Resource Management- Objectives, scope and functions; Human Resource Management in a changing Environment

#### **Unit II: Staffing and Development:**

Human Resource Planning, Job analysis; Job description and specification, Recruitment, selection, placement and induction, training and development, career planning.

#### **Unit III: Compensation and appraisal:**

Wage and salary administration-its objectives and elements, Job evaluation, the mechanism of wage and salary administration, Fringe benefits, Performance appraisal

#### **Unit IV: Industrial Relations:**

Trade Unions, Disciplinary Action, Grievance procedures, conciliation, arbitration and adjudication, collective bargaining and employee empowerment

#### **Unit V: Employee Welfare:**

Health and safety-statutory and non statutory welfare schemes outline of social security measures in India, Human Resource Audit and Research.

### **Suggested Readings:**

1. P.Subha Rao: *Human Resource Management and Industrial Relations*, HPH, Delhi
2. Biswajeet Pattanayak: *Human Resource Management*, PHI, N.Delhi
3. Shashi & Rosy: *Human Resource Management*, Kalyani Publications
4. A.M.Sharma: *Industrial Health and Safety Management*, HPH, latest
5. A.M.Sharma: *Aspects of Labour Welfare and Social Security*, HPH, latest
6. Robbins, Stephens: *Organisational Behaviour*, Pearson
7. Flippo, Edwin: *Personnel Management*: McGraw Hill

## **MGT-207: RESEARCH METHODOLOGY IN MANAGEMENT**

### **Objective:**

The basic objective of this course is to develop research skills of students in investigating business problems so as to come out with objective findings and to have a scientific approach while conducting the research. The course will also acquaint the students with statistical tools for research analysis.

### **COURSE CONTENTS:**

#### **UNIT I: Research Process:**

Introduction to Research: Definition and Nature of Research, Classification of Research, Research Process; Defining the Research Problem, Research Design: Definition, Classification, Exploratory Research, Descriptive Research, Causal Research, Potential Sources of Error.

#### **UNIT II: Exploratory Research Design:**

Primary Vs Secondary Data, Criteria for evaluating Secondary Data, Types of Qualitative Research: Focus Group Interviews, Depth Interviews, Projective Techniques , Analysis of Qualitative Data.

#### **UNIT III: Descriptive Research Design:**

Different types of Survey and Observation Methods; Causal Research design: Experimentation- Causality, Condition for Causality, Validity in Experimentation, Extraneous variables, Classification of Experimental Designs

#### **UNIT IV: Measurement & Scaling:**

Primary Scales of Measurement, Comparative Scaling Techniques, Non Comparative Scaling, Concept of Reliability and Validity; Questionnaire and Form Design; Samples & Census, Sampling Design Process, Non Probability Sampling Techniques, Probability Sampling Techniques ; Sample size determination;; Statistical approaches to Determining Sample Size

#### **UNIT V: Data Preparation:**

Classification, codification of data, Frequency Distribution, Cross-Tabulation, and Hypothesis testing: Chi-square, t-test , F test, Kolmogorov – Smirnov test , Mann – Whitney U test , Analysis of Variance ,Covariance and Multiple Regression , Factor , Cluster , Discriminant , Logit and Conjoint Analysis

### **Suggested readings:**

1. Goode & Hatt: *Methods in Social Research*
2. Kothari: *Research Methodology*, New Age
3. Rummel and Ballaine: *Research Methodology in Business:*
4. Yogesh Kumar Singh: *Fundamental of Research Methodology and Statistics*, New Age
5. Cooper D & Schindler P: *Business research methods*, Tata Mc Graw Hill
6. Panneer Selvam R: *Research Methodology*, PHI
7. Chawla & Sondhi: *Research Methodology Concepts & Cases*, Vikas Publishing

## **MGT-208: COMPREHENSIVE Viva-Voce**

### **Objective:**

The objective of Comprehensive Viva Voce at the end of the Semester is to judge the overall development of the student and aimed to assess the students' understanding in various subjects she/he studied during the semester.

It will be conducted by a committee consisting of Faculties of the Department and the questions of the Viva Voce would be from subjects taught during the semester.

## SEMESTER- III

### MGT-301: BUSINESS ETHICS & CORPORATE GOVERNANCE

#### Objectives

The objective of this course is to familiarize the student with the principles of ethical behaviour in business, values and ethical management.

#### COURSE CONTENTS:

##### Unit 1: Introduction:

Definition, Nature and Scope of Business Ethics; Ethics & Moral, ethical values; Contemporary Ethical challenges in Business. Qualities of Ethical Leader.

##### Unit 2: Application of Ethical Standards to Business Disciplines:

Manufacturing: Consumer, the ultimate stakeholder-duties of manufacturer, consumer rights; In the market place-product positioning & competing, packaging, labeling & launching, pricing; on the billboard-advertising & communications.

##### Unit 3: Ethics of managing people in the organisation:

Workers & Morals-Rights and duties of employees, personnel policies & procedures, just wages, need for workplace ethics, professional vs personal, morality of informed consent, workplace surveillance vs privacy, conflict of interest, whistle-blowing, abuse of official position, discrimination, sexual harassment, manners & managers.

##### Unit 4: Corporate Governance

Meaning, reasons for growing demand for corporate governance, importance, prerequisites, regulatory and voluntary actions, corporate social responsibility, recommendations of Birla Committee.

##### Unit 5: Consumer Protection Act & Intellectual Property Rights:

Consumer Protection Act 1986: Objectives, Definition, Consumer Forums under the CPA, their Jurisdiction, Power & Functions, Intellectual Property Right: Meaning, Objectives and Scope, An Overview of IPR Legislation in India.

#### Suggested Readings

1. Fernando, A.C.: *Business Ethics – An Indian Perspective*, Pearson.
2. Laura P Hartman & Abha Chatterjee; *Perspective in Business Ethic*, McGraw Hill.
3. Daniel Albuquerque: *Business Ethics*: Oxford University Press
4. Manuel G. Velasquez: *Business Ethics: Concepts & Cases*, 5th ed., Prentice Hall of India, New Delhi.
5. Ferrell O.C., Peterson R.A.: *Business Ethics: New Challenges For Business Schools And Corporate Leaders*, Prentice Hall of India, New Delhi.

## **MGT-302: STRATEGIC MANAGEMENT**

**Course Objective:** The purpose of this course is to facilitate the students to understand the business environment in a wide perspective. The course covers modules such as issues in strategic management; business and competitive strategy; competitive advantage of nations and formulation and implementation of corporate strategy.

### **COURSE CONTENTS:**

#### **UNIT I: Introduction:**

Business Policy as a field of study, nature, purpose and scope of strategic management; Concept of strategy, process of strategic management, role of strategists, defining business purpose, mission and objectives, strategic intent and vision

#### **UNIT II: Business Environment Analysis:**

Components of Business Environment, Environmental Appraisal, Assessing opportunities and threats, External analysis - importance of external analysis; perspectives on organizational environments; External environmental sectors; SWOT Analysis, internal analysis - organizational capabilities and core competencies; value chain analysis; Organisational Appraisal

#### **UNIT II: Strategy Formulation:**

Level of Strategy Formulation: Corporate level strategies, Business Level strategies, Strategic Analysis and Choice; Grand Strategies; Major types of strategies; Industry Analysis, framework for analysing competition, competitive strategy; competitive advantage of a firm.

#### **UNIT III: Strategy Implementation:**

Evaluation of strategic alternatives, Factors in strategic choice, Activating Strategies, Structural Implementation, Behavioural Implementation, Functional and Organizational Implementation.

#### **UNIT IV: Issues in Strategic Management:**

Leadership implementation, corporate culture, personal values and business ethics, Brief introduction to mergers and acquisitions as corporate strategy

### **Suggested readings:**

1. Porter M.E: *Competitive Advantage*, The Free Press, New York
2. Kazmi A.: *Strategic Management and Business Policy*, Tata Mc Graw Hill.
3. Miller, A.: *Strategic Management*, New York, McGraw Hill.
4. Glueck, William, Jauch, L.R.: *Business Policy and Strategic Management*, Mc Graw Hill
5. Thomas, J.G.: *Strategic Management-Concepts, Practices and Cases*, Harper & Raw, New York
6. Nag A: *Strategic Management*, Vikas Publishing House Pvt Ltd, New Delhi.

## **MGT-303: SUMMER INTERNSHIP**

### **Objective:**

The objective of the summer internship and viva-voce is to:

- Expose the students to real life situation by joining various organization as an intern and get experience.
- demonstrate that the project is the student's own work
- confirm that the student understands what she/he has written and can defend it verbally
- investigate the student's awareness of where her/his original work sits in relation to the wider research field
- allow the student to clarify and develop the written project report in response to the examiners' questions

### **MGT-304: DISSERTATION- I**

#### **Objective:**

The objective of the Dissertation is to:

- Put into practice theories and concepts learned by the student in the class & to provide an opportunity to study a particular topic in depth.
- demonstrate that the project is the student's own work
- confirm that the student understands what she/he has written and can defend it verbally
- investigate the student's awareness of where her/his original work sits in relation to the wider research field
- establish whether the project is of sufficiently high standard to merit the award of the degree for which it is submitted
- allow the student to clarify and develop the written project report in response to the examiners' questions

### **MGT-305: COMPREHENSIVE VIVA-VOCE**

#### **Objective:**

The objective of Comprehensive Viva Voce at the end of the Semester is to judge the overall development of the student and aimed to assess the students' understanding in various subjects she/he studied during the semester.

It will be conducted by a committee consisting of Faculties of the Department and the questions of the Viva Voce would be from subjects taught during the semester.

### **SPECIALISATION AREAS (2+2)**

## **SEMESTER-IV**

### **MGT-401: ENTREPRENEURSHIP DEVELOPMENT**

#### **Course Objective:**

The basic objective is to encourage students to take up entrepreneurship as a career option and to impart skills related to it. The course will also familiarize the students with the various theories related to entrepreneur and entrepreneurship.

#### **COURSE CONTENTS:**

##### **UNIT I: Entrepreneur, Entrepreneurship & Intrapreneurship:**

Definitions, importance, characteristics, Difference between entrepreneur and manager; Factors affecting entrepreneurial Growth, Qualities and Role of entrepreneurship in economic development; Concept of Intrapreneurship; McClelland Model

##### **UNIT II: Women and Rural Entrepreneurship:**

Role & Importance of women entrepreneurship, Problems of Women Entrepreneurs, women entrepreneurship in India; Rural Entrepreneurship, need and problems

##### **UNIT III: Agri-Preneurship & Social Entrepreneurship:**

Agri-Preneurship-Meaning-Need-Opportunities-challenges, suggestions for development for agri-preneurship. Social entrepreneurship-meaning-the perspective of social entrepreneurship-Social entrepreneurship in practice.

##### **UNIT IV: Project Formulation:**

Elements of project formulation; feasibility Analysis-Economic feasibility, financial feasibility, Technological Feasibility; Social Cost-benefit analysis; preparation of feasibility report

##### **UNIT V: Entrepreneurial Development Agencies:**

Role of Government and supporting agencies/ institutions such as IDBI, District Industries Centre (DIC), Small Industries Development Organizations (SIDO), Small Institutions Service Institutions (SISI), Commercial banks EDI etc.

#### **Suggested Readings:**

1. Vasant Desai: *Dynamics of Entrepreneurship Development*.
2. David H. Holt: *Entrepreneurship: New Venture Creation*
3. Poornima M Charantimath : *Entrepreneurship Development & Small Business Enterprises*, Pearson
4. S.SKhanka: *Entrepreneurial Development*: S.Chand

## **MGT-402: INTERNATIONAL BUSINESS**

### **Course Objectives:**

The basic objective of this course is to familiarize the students with the International Business Scenario of the world. In addition to that, much emphasis has been given in to familiarize the students with various terminologies and documents in International Trade.

### **COURSE CONTENTS:**

#### **Unit I: International Business- An overview:**

International Business- An overview - General Environment of International Business- Theories of International Trade & Comparative Advantage.

#### **Unit II: Financial Environment :**

Financial Environment - Balance of Payment- Developments in International Finance- International Financial Markets- Developments in International Banking- Indian Financial System, its relevance for International Business.

#### **Unit III: International Marketing:**

International Marketing Environment- Issues in Global Marketing- Indian Perspective- Product Policy- International Marketing Strategies

#### **Unit IV: International Business by Multinationals and Non-multinationals**

International Business by Multinationals and Non-multinationals - Global Markets- Global Competitive Strategy. Regulation of International Business- India's Role in International Business

#### **Unit V: International Trade: Procedure and Documents:**

International Trade: Procedure and Documents Registration of Exporters, Export Quotations- Production and Clearance of Goods for Export- Shipping and Transportation, Insurance, Negotiation of Documents, Instruments of payments- Open Accounts , Bills of Exchange, Letter of Credit- Export Finance.

### **Suggested Readings:**

1. Bhalla, V.K.: *International Economy- liberalisation process*, New Delhi, Anmol
2. Bhalla, V.K. & S.Shivaraman: *International Business Environment and Business*, New Delhi, Anmol
3. Schnitzer, Liehens and Kulin: *International Business*
4. Cherinulam Francis, *International Business*, PHI



### **MGT-403: DISSERTATION II**

#### **Objective:**

The objective of the Dissertation and viva-voce is to:

- Put into practice theories and concepts learned by the student in the class & to provide an opportunity to study a particular topic in depth.
- demonstrate that the project is the student's own work
- confirm that the student understands what she/he has written and can defend it verbally
- investigate the student's awareness of where her/his original work sits in relation to the wider research field
- establish whether the project is of sufficiently high standard to merit the award of the degree for which it is submitted
- allow the student to clarify and develop the written project report in response to the examiners' questions

### **MGT-404: COMPREHENSIVE VIVA**

#### **Objective:**

The objective of Comprehensive Viva Voce at the end of the Semester is to judge the overall development of the student and aimed to assess the students' understanding in various subjects she/he studied during the semester.

It will be conducted by a committee consisting of Faculties of the Department and the questions of the Viva Voce would be from subjects taught during the semester.

### **SPECIALISATION AREAS (2+2)**

## **SPECIALISATION SUBJECT:**

### **FINANCIAL MANAGEMENT**

#### **MGT-111: INTERNATIONAL FINANCIAL MANAGEMENT**

**Course Objective:** The basic objective of this course is to give an overall view of the international financial system and an understanding of the various financial policies and programmes adopted by multinational companies in a global environment:

#### **COURSE CONTENTS:**

##### **UNIT I: Introduction and Concept of International Financial Management:**

An overview; Evolution of the International Monetary and Financial System; Foreign Direct Investment: Theories of FDI; Foreign Portfolio Investment

##### **UNIT II: Exchange Rate Determination:**

Exchange rate determination, International arbitrage and interest rate parity, Relationship between inflation, interest rate and exchange rate

##### **UNIT III: Multinational Capital Budgeting:**

Multinational Capital Budgeting- Application and interpretation; Capital Budgeting decisions under the conditions of risk and uncertainty

##### **UNIT IV: Capital Structure and Working Capital Management:**

Cost of Capital and Capital Structure of the multinational firm; International Working Capital Management: Managing short term asset and liabilities.

##### **UNIT V: Risk Analysis and Taxation of Multinational Firms:**

Forex Risks: Transaction, Economic and Translation Exposures; Forex Derivatives. Political Risk Management; Country Risk Analysis; Taxation of the multinational firms; Concept of Double Taxation; Double Taxation Avoidance Agreements.

#### **Suggested readings:**

1. Abdullah, F.A: *Financial Management for the Multinational Firm*, PHI
2. Bhalla, V.K.: *International Financial Management*, Anmol
3. Shapro, Alan C.: *Multinational Financial Management*, PHI.
4. H.R.Machiraju: *International Financial Management*, HPH, Latest
5. Thummuluri Siddaiad: *International Financial Management*, Pearson, latest
6. PG Apte: *International Financial Management*, Tata McGraw, latest
7. V. Sharan: *International Financial Management*, PHI

## **MGT- 112: FINANCIAL SERVICES AND WORKING CAPITAL MANAGEMENT**

### **Course Objective:**

The basic objective is to familiarize the students with the working of the Indian financial system and also aims to provide an exposure to the Working Capital Management.

### **COURSE CONTENTS:**

#### **Unit – I: Introduction to Indian Financial System :**

Financial System: Significance and Definition, Purpose and Organization, Components of Indian Financial System; Financial Services; Role of intermediaries in Financial system.

Trends in savings and investment; relationship between the financial system and economic growth;

#### **Unit II: Money Market and Mutual funds:**

The Money Market- Characteristics, types; Debt Market; The Capital Market- Characteristics, Capital market scams; Mutual Funds- Introduction, Mutual Funds in India, Types of Mutual Funds, Return from Mutual Funds, SEBI's Directives for Mutual Funds, Asset Management Company, Unit Trust of India, Evaluation of Performance of Mutual Funds.

#### **Unit III: Working Capital:**

Concept of Working Capital Management, Importance of Working Capital, Kinds of Working Capital, Factors Determining Working Capital, Estimating Working Capital Requirements.

Inventory Management-Kinds of inventories, Benefits and Costs of Holding Inventories, Inventory Management and Valuation, Inventory control Models-EOQ, ABC, VED etc.

#### **Unit IV: Management of Cash**

Motives for holding cash and marketable securities; cash system, managing the cash flows, types of collection systems, cash concentration strategies, disbursement tools, forecasting cash flows; managing corporate liquidity and financial flexibility; measures of liquidity, determining the optimum level of cash balances Baumol model, Beranek Model, Miller-Orr Model, Stone Model.

#### **Unit V: Receivables Management:**

Determining the Appropriate Receivable Policy, Marginal analysis, Credit Analysis and Design, Heuristic Approach, Discriminant Analysis, Sequential Decision analysis; Factoring services

### **Suggested Readings:**

1. *Management of Indian Financial Institutes:* Himalaya Publishing House - R.M.Srivastava&Divya Nigam
2. *Indian Financial System* - M.Y.Khan
3. *Financial Management* – Prasanna Chandra, McGraw Hill
4. *Indian Financial Systems* – S.B. Deodhar&Aditi A. Abhyankar – Himalaya Publishing House
5. *Financial Market & Services*, Gordon &Natarajan – Himalaya Publishing House.
6. H R Machiraju, *Indian Financial System*, Second Edition, Vikas Publishing House Pvt Ltd
7. *Indian Financial System:* BharatiPathak, Pearson
8. *Financial Management:*MY Khan, McGrawHill

## **MGT- 113: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

### **Course Objective:**

This course aims at providing the students a comprehensive introduction to the areas of security analysis and portfolio management and equipping them with advanced tools and techniques for making profitable investment decisions.

### **Unit I: Investment**

Meaning and process of Investment Management, Speculation, Investment Avenues in India

### **Unit II: Risk and Return**

Historical and Expected return – Measurement – Risk and its measurement – Systematic and Unsystematic risk – Types – Measurement and significance of Beta, CAPM

### **Unit III: Securities Return and Valuation Analysis**

Bond, Equity and preference share valuation – Yield to maturity- Bond value theorems.

### **Unit IV: Fundamental and Technical Analysis**

Fundamental and Technical Analysis – Economy, Industry and Company analysis – Tools for technical analysis..

### **Unit V: Portfolio Selection and Derivatives**

Portfolio Selection, performance evaluation and portfolio revision, Formula plans.

Introduction to Derivatives: Forwards, Futures, Options.

### **Suggested readings:**

1. Fischer & Jordan: *Security Analysis and Portfolio Management*, Prentice Hall India.
2. Punithavathy Pandian: *Security Analysis and Portfolio Management*, Vikas Publishing House Pvt. Ltd.
3. I. M. Pandey: *Financial Management*, Vikas Publishing House Pvt. Ltd.
4. V. A. Avadhani: *Investment and Securities Market in India*, Himalaya Publishing House.
5. D. C. Patwari: *Options and Futures: Indian Perspective*, Jaico Publishing House.
6. Preeti Singh: *Investment Management*, Himalaya Publishing.
7. Devin S.: *Portfolio Management*, Prentice Hall.

## **MGT-114: BEHAVIOURAL FINANCE**

The course has the objective of introducing the participants with fundamental of Behavioural finance and intends to take them to a stage where they can apply this knowledge in everyday decision making.

### **COURSE CONTENTS:**

#### **Unit I: Introduction and Basic Foundations of Behavioural Finance**

Introduction to Behavioural Finance; Rationality of Studying Behavioural Finance, History of Behavioural Finance Studies, Theories of Behavioural Finance, Criticisms of Behavioural Finance, Arguments in Favour of Behavioural Finance.

Basic Foundations of Behavioural Finance; Context of Studying Behavioural Finance, Building Blocks of Behavioural Finance- Limits to Arbitrage, Psychology

#### **Unit II: Investors Psychology and Prospect Theory:**

Investors' Psychology and Investment Decisions; Insufficient diversification, Naïve Diversification, Excessive Trading, The Selling Decision, The Buying Decision; Prospect Theory; Prospect theory model, Applications of Prospect Theory, Limits and Extensions of Prospect Theory, Relevance of Prospect Theory in the Area of Finance.

#### **Unit III: Regret Theory:**

Regret Theory; Fear of Regret in Finance Decisions, Rationality of Fear of Regret in Financial Decisions, Anticipatory Regret, Minimizing Fear of Regret

#### **Unit IV: Mental Accounting:**

Mental Accounting, Overconfidence in Financial Market, Over reaction in Financial Market, Anchoring in Finance, Gambler's fallacy in Investing, Risk Perception, Herd Behaviour in Finance, Magical thinking in Finance, Hindsight bias in finance, confirmatory bias in finance;

#### **Unit V: Miscellaneous dimensions in Behavioural Finance :**

E-Commerce, E-payment and behavioural finance;  
An overview of the information security in the context of financial transactions;  
Prospective research dimensions in the aforementioned areas.

### **Suggested readings:**

1. Chandra, Prasanna,. *Behavioural Finance*, McGraw Hill
2. Singh, Ranjit: *Behavioural Finance*, PHI
3. Ackert, Lucy: *Understanding Behavioural Finance*; Cengage Learning
4. Sulphey, M M, *Behavioural Finance*, PHI

# **SPECIALISATION: MARKETING MANAGEMENT**

## **MGT-121: ADVERTISING AND SALES MANAGEMENT**

**Course Objective:** The objective of this course is to provide the students a holistic view of advertisement, sales promotion and marketing and to enable the students to understand the importance of developing a professional approach towards sales management.

### **COURSE CONTENTS:**

**Unit -I: Introduction:** Definition of Advertising, History of Advertising, Roles of Advertising, Functions of Advertising, Key Players in Advertising, Types of Advertising, Advertising as a Process: Advertisers, Advertising Agencies, and Support Organizations; Theories of advertising effect: Social, Ethical, and Regulatory Aspects of Advertising.

**Unit- II: Advertising Structure and The Promotion Research:** Structure of Modern Advertising Agency, Developmental Advertising Research; Copy Research; The Marketing Content of Advertising Plan; Communications versus Sales Objectives; Role of Advertising Agency in Advertising Planning.

**Unit-III: Advertising Planning and Strategies:**  
Creativity and Advertising; Message Strategy; Copywriting; Art Direction and Production. Media Planning, Objectives, and Strategy for Advertising and Brand Promotion; Media Planning for Print, Television, and Radio; Advertising and the Internet Integrated Brand Promotion: Support Media, P-O-P Advertising, and Event Sponsorship; Sales Promotion; Direct Marketing; Public Relations and Corporate Advertising

**Unit-IV: Sales Management and Organisation:**  
Meaning and objectives of sales management; Setting personal selling objectives, nature and scope of personal selling, buyer-seller dyad, selling theories and selling process. Purpose and types of sales organization, determination of sales force size, functions and qualities of sales executives, salesmanship etc

**Unit-V: Controlling the Sales Effort:**  
Sales Planning: Importance and Types of sales planning, Sales planning process, Forecasting, Determining sales territories, Sales quota and Sales Budget. Objectives, principles & uses of sales Budget.

### **Suggested Readings:**

1. Aaker, David A, Batra, Rajeev and Myers, John G: *Advertising Management*: Prentice-Hall of India, New Delhi
2. Kleppner, Otto "Advertising Procedure" Englewood Cliff, New Jersey Prentice Hall Inc.
3. Jaishri Jethwaney and Shruti Jain: *Advertising Management*, Oxford
4. Lucas and Britt : *Measuring Advertising Effectiveness*
5. Chunnawalla S.S & Sethia S.A, *Foundation of advertising(Theory and practice)*, Himalaya
6. Still, R.R: *Sales Management*, Prentice Hall Inc
7. Anderson, R, *Professional Sales Management*: PHI
8. Stanton, William J, *Management of a Sales Force*: Chicago, Irwin.

## **MGT-122: INTERNET MARKETING**

**Course Objective:** The objective of this course is to provide the students a holistic view of Internet Marketing. It aims to develop the skill of ad making and media planning for Marketing through internet.

### **COURSE CONTENTS:**

**Unit -I:** A framework for internet marketing Commercial beginnings of the Web – Internet Business models – marketing in a connected world – Internet as a marketing platform: opportunities and challenges – critical success factors for internet marketing – benefits of and barriers to Internet marketing – market opportunity analysis in the new economy – delivering customer value.

**Unit- II:** Strategic Internet marketing Planning the internet strategy – Stages of Internet marketing – Segmenting the internet market, Niche marketing strategies, On-line positioning and competitive analysis – Internet marketing scenarios – pure-play, bricks-and-clicks, bricks-and-mortar.

**Unit-III:** Internet market intelligence and user behaviour Internet demographics: On-line user behaviour and characteristics – navigation behaviour (click-o-graphics) – Market research on the internet, Web tracking audits and demand forecasting Trends in internet marketing – acquiring customers on the web – contextual marketing.

**Unit-IV:** Internet marketing mix Product development: influence of interactivity and individualization – new product development process – Brand building on the web – Designing on-line services – Customer interface design issues Pricing on the internet – the economics of pricing, pricing process, dynamic pricing and pricing strategies Internet as distribution channel – disintermediation – the role of Internet intermediaries – Designing channel systems – Managing distribution channels: Creating and Managing Online Partnerships: Affiliate marketing Online advertising: models and types, On-line promotion: direct marketing, viral marketing, developing campaigns, eCRM

**Unit-V:** Special Issues in Internet marketing The design of the customer experience (web design issues relevant to marketing) – managing eService encounters Internet communities and marketing: the creation and transfer of value within communities Legal, security and ethical issues in internet marketing

### **Suggested Readings:**

1. Mohammed, Fisher, Jaworski and Cahill: *Internet marketing – building advantage in a networked economy* (Tata McGraw-Hill)
2. Strauss and Frost: *E-Marketing* (Prentice-Hall)
3. Vassos: *Strategic Internet Marketing – Practical e-commerce and branding tactics* (Que Books)
4. Chaffey, Meyer, Johnston and Ellis-Chadwick: *Internet Marketing* (PrenticeHall/Financial Times).

## **MGT-123: RETAIL MANAGEMENT**

The objective of this course is to provide insights on retail business operations and help students understand the developments in the world of retailing.

- Unit I:** Retailing – Strategy and environment An overview of retailing – Types of stores – Product retailing vs. Service retailing – Nonstore retailing Retail strategy – Achieving competitive advantage and positioning Retailing environment – legal, social, economic, technological, issues Trends in the Indian Retailing Industry
- Unit II:** Store location and layout Retail store location and layout – Country/Region analysis – Trade area analysis – Site evaluation and selection Store design and layout – Comprehensive store planning Exterior design and layout – Interior store design and layout – Interior design elements
- Unit III:** Merchandise planning and pricing Planning merchandise needs and merchandise budgets – Methods for determining inventory evaluation – Assortment planning, buying and vendor relations Merchandise pricing – Price strategies – Psychological pricing – Mark-up and markdown strategies
- Unit IV:** Retailing communication and selling process Communicating with the retail customer – Retail promotion mix-Advertising – Sales promotion – Publicity Retail selling process – Retail database – In-store customer service .
- Unit V:** Retail trends Globalisation and changing retail formats – Virtual store – E-tailing – International Retailing – Opportunities and challenges New customized formats (customized stores, portable stores, merchandise depots, retail theater, service malls, customer-made stores, interactive kiosks, shopping arcades)

### **Suggested readings:**

1. Berman, B. and Evans, J. R., *Retail Management*, Pearson Education.
2. Levy, M. and Weitz, B. W., *Retailing Management*, Tata McGraw Hill.
3. Joshi, G., *Information Technology for Retail*, Oxford University Press.
4. Varley, R. and Rafiq, M., *Principles of Retail Management*, Palgrave.
5. Mukherjee, Customer Relationship Mmanagement. PHI.



## **MGT-124: MARKETING OF SERVICES**

**Course Objective:** The basic objective of the course is to highlight the uniqueness of service sector marketing and to train the students in marketing of goods and services related to service sectors

### **COURSE CONTENTS:**

#### **Unit – I: Introduction to services:**

Meaning and characteristics, the emergence of service economy, service classification, Goods and services Marketing, Marketing Challenges in service business

#### **Unit – II: Framework for Services Marketing:**

Status of marketing in service sector, marketing strategy and marketing mix in services; Service product planning and development, the service encounter, customer experience

#### **Unit – III: Tools for marketing of services:**

Service vision and strategy; creating and delivering services; Demand, supply management, costing and pricing services, advertising, branding and promoting of services, quality issues and quality models.

#### **Unit – IV: Trends in marketing of services:** Consumer evolution process in services, recovery management, relation of marketing, the Indian scene in designing of service strategy

#### **Unit – V: Marketing of Specific Services:** Financial services marketing, tourism marketing, consulting marketing, insurance marketing, entertainment and retailing marketing.

### **Suggested Readings:**

1. Loveock, Christopher H. “*Services Marketing*” : Englwood Cliffs, Pearson.
2. McDonald, Malcom and Payne, *A Marketing Planning for Services*, Butterworth, Heinemann.
3. Newton M P Payne, A : *The Essense of Services Marketing*, New Delhi, Prentice Hall of India.
4. Verma, H V : *Marketing of Services*, New Delhi, Global Business Press
5. Zeithaml, V A and Bitner, M.J. *Services Marketing*. New York, McGraw Hill.
6. Shanker Ravi, *Services Marketing: The Indian Experiences*, Delhi, South Asia Publications.
7. Gordon Natarajan: *Financial Markets & Services*, HPH, Latest

## **SPECIALISATION: HUMAN RESOURCE MANAGEMENT**

### **MGT-131: LABOUR LAW AND INDUSTRIAL RELATIONS**

**Course Objective:** The course aims to provide an understanding, application and interpretation of the various labour laws and their implications for industrial relations and labour issues.

#### **COURSE CONTENTS:**

**Unit I: Legislation on working conditions:**

Provisions relating to Health, safety and welfare- Factories, Mines, Plantations Labour, Contract Labour, Child Labour; The Shops and establishment Law

**Unit II: Legislation on wages:**

Provisions relating to payment of- Minimum Wages, The Payment of wages, the payment of bonus, the equal remuneration

**Unit III: Legislation on Social security:**

Provisions relating to- workmen's compensation, Employee State Insurance, Maternity Benefit, employees provident fund and miscellaneous provision

**Unit IV: Legislation on Industrial Relations**

Trade Unions, industrial dispute, Industrial employment (standing order)

**Unit V: Grievance handling and disciplinary action:**

Grievance handling procedure and types; Discharge, Misconduct, Domestic enquiry, Disciplinary action,

#### **Suggested Readings:**

1. Mamoria and mamoria and Sanghi, *Dynamics of Industrial Relationship*, HPH
2. P.C.Tripathi & C.B.Gupta: *Industrial Relations & Labour Laws*, Sultan Chand & Sons
3. S.C.Srivastava: *Industrial Relations & labour Laws*, Vikas Publication Hill, N.Delhi
4. A.M.Sharma: *Aspects of Labour Welfare & Social Security*: HPH, Latest
5. C S Venkat Ratnam, *Industrial Relations*, Tata Mc Graw Hill

## **MGT- 132: HUMAN RESOURCE DEVELOPMENT**

**Course Objective:** This course aims to facilitate an understanding of the concepts, methods and strategies for HRD.

### **COURSE CONTENTS**

#### **Unit I: Introduction:**

Concept of HRD, need for HRD, HRD process, HRD methods or Mechanism and HRD Systems.

#### **Unit II: HRD Planning:** Planning and Organising the HRD system, Designing HRD and HRD Programme,

Performance appraisal-Multi source feedback system

#### **Unit III: Training & Development:** Pre-training work, Designing curriculum, Management Development Programme, Evaluating training programme, Post training work

#### **Unit IV: HRD in Indian Industry:** HRD for workers, HRD for service sectors, HRD Strategies and Experiences of HRD (HRD in Govt. and Public system, HRD in Health sector, HRD in other sectors, International experiences of HRD)

#### **Unit V: Assessment & Evaluation of HRD:** HRD Audit, Knowledge management, Technology and HRD

### **Suggested Readings:**

1. Uday Kumar Halдар : *Human Resource Development*: Oxford Univ Press
2. David Mankin: *Human Resource Development* :Oxford Univ Press
3. P.C.Tripaṭi: *Human Resource Development*: Sultan Chand & sons
3. D.M.Silvera: *Human Resource Development*, N.Delhi publication
4. T.V.Rao: *Human Resource Development*: sage, New Delhi

## **MGT-133 CROSS CULTURAL HRM**

**Course Objective:** The course aims to impart human management skills in a cross cultural Organization. The uniqueness of cross cultural environment is well appreciated in this course and it aims to focus on adopting a different approach for a cross cultural Organization.

- UNIT -I:** Impact of Culture on Organization; Cross Cultural Differences and Managerial Implications;
- UNIT – II:** Cross Cultural Research Methodologies and Hofstede’s Hermes Study; Structural Evolution of Global Organisations;
- UNIT – III:** Cross Cultural Leadership and Decision Making; Cross Cultural Communication and Negotiation;
- UNIT – IV:** Human Resource Management in Global Organisation; Selection, Source, Selection Criteria for International Assignment.
- UNIT – V:** Compensation and Appraisal in Global Perspective, MNC and Compensation System.

### **Suggested Readings:**

1. Alder. N. J. *International Dimensions of Organizational Behaviour*. Boston, Kent Publishing, 2008.
2. Bartlett, C and Ghosal, S. *Transnational Management: Text, Cases and Readings in Cross Border Management*. Chicago, Irwin, 1995.
3. Dowling, P. J. etc. *International Dimensions of Human Resource Management*. 2<sup>nd</sup> ed. California Wadsworth, 1994.
4. Hofstede, G. *Cultures Consequence: International Differences in work Related Values*. London, Sate, 1984.
5. Marcic, D and Puffer, S.M. *Management International: Cases, Exercises and Readings*. St. Paul, West Publishing, 1994.
6. Mead, R. *International Management: Cross Cultural Dimensions*. Blackwell, Camb., Mass., 1994. Mendenhall, M. etc. *Global Management*. Cambridge Massachusetts., Blackwell, 1995.

## **MGT-134: ORGANISATIONAL CHANGE AND INTERVENTIONS**

### **Objectives**

The objective of this course is to understand the forces that stimulate change, manage change process and enable the skills for the application of OD in organizations.

- UNIT- I:**        Meaning of Change – Types of change – reasons for organizational change, Model of organisational change – Lewin’s three Step- Model
- UNIT-II:**        Resistance to change – individual factors – organisational factors – techniques to overcome change- requirements of an effective change programme.
- UNIT-III:**       Organisational culture-types-functions-creating, sustaining and changing culture- dimensions of culture, organisational climate-concept –why organisational climate- dimension of organisational climate-determinants of organisational climate- dimensions of organisational climate.
- UNIT-IV:**       Organisational Development (OD) – characteristics-objective/goals of OD-conditions for success of OD-Phases of OD-Models of OD-organisational effectiveness (OE)- factors influencing OE.
- UNIT-V:**        OD intervention –individual focused interventions-Group and organization focused interventions, steps for OD interventions, OD interventions techniques, factors influencing choice of OD interventions.

### **Suggested readings:**

1. French & Bell: *Organisational Development*, Tata Mc Graw-Hill.
2. John W. Newstrom & Keith Davis: *Organisational behavior-human behavior at work*: Tata Mc-Graw Hill.
3. Nilanjan Sengupta, et al: *Managing Change in Organisations*: PHI
4. Udai Pareek & Sushaa Khanna: *Understanding Organisational Behaviour*: Oxford
5. S.S.Khanka: *Organisational Behaviour*: S.Chand