

CBCS- DEGREE COURSE IN BACHELOR OF BUSINESS ADMINISTRATION

Paper Code		
	Semester 1	
101	Business Communication (English)	Ability Enhancement-Compulsory
102	Fundamentals of Management & Organisational Behavior	Core Discipline
103	Statistics for Business Decisions	Core Discipline
104	Entrepreneurship Development	Elective Course-Generic / Interdisciplinary

Paper Code		
	Semester 2	
201	Environmental Science	Ability Enhancement-Compulsory
202	Managerial Economics	Core Discipline
203	Business Accounting	Core Discipline
204	Ethics and Corporate Social Responsibility	Elective Course-Generic / Interdisciplinary

Paper Code		
	Semester 3	
301	Macroeconomics	Core Discipline
302	Principles of Marketing	Core Discipline
303	Management Accounting	Core Discipline
304	Production & Operations Management	Elective Course-Generic / Interdisciplinary
305	305.I IT Tools for Business/ 305.II E-Commerce/ 305.III Personality Development	Skill Enhancement Course

Paper Code		
	Semester 4	
401	Business Research	Core Discipline
402	Human Resource Management	Core Discipline
403	Financial Management	Core Discipline
404	Tax Planning	Elective Course-Generic / Interdisciplinary
405	Summer Internship Program (A student will submit report of Summer Internship of six to eight weeks which will be internally evaluated)	Skill Enhancement Course

Paper Code		
	Semester 5	
501	Quantitative Techniques for Management	Core Discipline
502	Legal Aspects of Business	Core Discipline
503	503. I Marketing Specialisation	Discipline Specific Elective
	503.I.a Personal Selling & Sales Force Management/ 503.I.b Consumer Behavior	
	503.II Finance Specialisation	
	503.II.a Investment Banking & Financial Services/ 503.II.b Business Analysis & Valuation	
	503.III Human Resource Specialisation	
	503.III .a Training & Development/ 503.III .b Talent & Knowledge Management	
	503.IV Management of Global Business	
	503.IV.a International Trade Policy & Strategy/ 503.IV.b Global Business Environment	
504	504.I Marketing Specialisation	Discipline Specific Elective
	504.I.a Advertising & Brand Management/ 504.I.b Distribution & Supply Chain Management	
	504.II Finance Specialisation	
	504.II.a Investment Analysis & Portfolio Management/ 504.II.b Financial Modelling & Derivatives	
	504.III Human Resource Specialisation	
	504.III.a Management of Industrial Relations/ 504.III .b Performanc e & Compensation Management	
	504.IV Management of Global Business	
	504.IV.a International Accounting & Reporting System/ 504.IV.b International joint Ventures, Mergers & Acquisitions	

Paper Code		
	Semester 6	
601	Business Policy & Strategy	Core Discipline
602	Financial Institutions & Markets	Core Discipline
603	603.I Marketing Specialisation	Discipline Specific Elective
	603.I .a Retail Management/ 603.I .b Distribution & Supply Chain Management	
	603.II Finance Specialisation	
	603.II .a Project Appraisal/ 603.II .b Strategic Corporate Finance	
	603.III Human Resource Specialisation	
	603.III .a Management of Industrial Relations/ 603.III .b Cross Cultural HRM	
	603.IV Management of Global Business Specialisation	
	603.IV.a Transnational and Cross Cultural Management / 603.IV .b International Distribution & Supply Chain Management	
604	Research Project	Discipline Specific Elective
	DSE-I Marketing	
	604.I.a. Research Project on Marketing/ 604.I.b. International Marketing	
	DSE- II Finance	
	604.II.b Research Project on Finance/ 604.II.b International Finance	
	DSE- III Human Resource	
	604.III.a Research Project on Human Resource/ 604.III.b Counseling & Negotiation Skills for Managers	
	DSE- IV Management of Global Business	
	604.IV.a Research Project on Global Business/ 604.IV.b Multinational Business Finance	

UNIVERSITY GRANTS COMMISSION
Ability Enhancement Compulsory Course

Semester 1

101 English Communication

Communication Credits: 2

Preamble: The purpose of this course is to introduce students to the theory, fundamentals and tools of communication and to develop in them vital communication skills which should be integral to personal, social and professional interactions. One of the critical links among human beings and an important thread that binds society together is the ability to share thoughts, emotions and ideas through various means of communication: both verbal and non-verbal. In the context of rapid globalization and increasing recognition of social and cultural pluralities, the significance of clear and effective communication has substantially enhanced. The present course hopes to address some of these aspects through an interactive mode of teaching-learning process and by focusing on various dimensions of communication skills. Some of these are: Language of communication, various speaking skills such as personal communication, social interactions and communication in professional situations such as interviews, group discussions and office environments, important reading skills as well as writing skills such as report writing, notetaking etc. While, to an extent, the art of communication is natural to all living beings, in today's world of complexities, it has also acquired some elements of science. It is hoped that after studying this course, students will find a difference in their personal and professional interactions. The recommended readings given at the end are only suggestive; the students and teachers have the freedom to consult other materials on various units/topics given below. Similarly, the questions in the examination will be aimed towards assessing the skills learnt by the students rather than the textual content of the recommended books.

Unit 1. Introduction to Communication , Types and modes of Communication

Unit 2. Language of Communication: Verbal and Non-verbal (Spoken and Written) *Intra-personal, Inter-personal and Group communication*

Unit 3. Speaking Skills: Effective Communication , Interview, Public Speech

Unit 4. Reading and Understanding Close Reading Comprehension Summary

Unit 5. Documenting Report Writing , Letter Writing

Recommended Readings:

1. Fluency in English - Part II, Oxford University Press, 2006.
2. Business English, Pearson, 2008.
3. Language, Literature and Creativity, Orient Blackswan, 2013.
4. Language through Literature (forthcoming) ed. Dr. Gauri Mishra, Dr Ranjana Kaul, Dr Brati Biswas

102. Fundamentals of Management & Organisational Behaviour

Course Objective: To acquaint the students with the fundamentals of managing business and to understand individual and group behavior at work place so as to improve the effectiveness of an organization. The course will use and focus on Indian experiences, approaches and cases
Course contents:

Unit I

Basic forms of Business Ownership; Special forms of ownership: Franchising, Licensing, Leasing, Corporate Expansion: mergers and acquisitions, diversification, joint ventures, Strategic alliance.

Evolution of Management Theory. Managerial functions and Roles. Insights from Indian practices and ethos.

Unit II

Overview of Planning: Types of Plans & The planning process; Decision making: Process, Types and Techniques. Control: Function, Process and types of Control; Principles of organizing: Common organisational structures; (only meaning of delegation and decentralization)

Unit III

Importance of organizational Behaviour. Perception and Attribution: Concept, Nature, Process, Personality: Learning: Concept and Theories of Learning, reinforcement, Motivation: Concepts and their application, Need, Content, only leadership, meaning and types, Emotional Intelligence

Unit IV

Groups and Teams: Definition, Difference between Groups and teams; Stages of Group Development, Types of teams. Conflict: Concept, Sources, Types, Management of conflict, Organisational Change: Concept, Resistance to change, Managing resistance to change, Implementing Change, Managing Stress: Insights from Indian ethos

Readings:

1. Gilbert: Principles of Management, McGraw Hill.
2. Greenberg Jerald and Baron Robert A.: Behaviour in Organisations: Understanding and Managing The Human Side of Work, Prentice Hall of India.
3. Kaul Vijay Kumar, Business Organisation & Management - Text and Cases, Pearson.
4. Kaul, Vijay Kumar, Management- Text & Cases, Vikas Publication.
5. Kavita Singh: Organisational Behaviour, Vikas Publication.
6. Koontz & Heinz Weihrich: Essential of Management, McGraw Hill.
7. Luthans Fred: Organisational Behaviour, Tata McGraw Hill.
8. Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. – Organisational Behaviour; Tata McGraw Hill.
9. Newstrom John W.: Organisational Behaviour, Tata McGraw Hill.
10. Richard L. Daft: Principles of Management, Cengage Learning India.
11. Robbins Stephen P: Organisational Behaviour, Pearson.
12. Stephen P. Robbins & Mary Coulter: Management, Pearson.
13. Stoner & Wankel: Management, Prentice Hall of India.
14. Y.K. Bhushan: Fundamentals of Business Organisation & Management, Sultan Chand & Sons.
15. Navin Mathur, Management Gurus, National Publishing House, New Delhi

103. Statistics for Business Decisions Objective:

To familiarize the students with various Statistical Data Analysis tools that can be used for effective decision making. Emphasis will be on the application of the concepts learnt.

Course contents:

Unit I: Measures of Central Value: Characteristics of an ideal measure; Measures of Central Tendency - Merits, Limitations and Suitability of averages. Relationship between averages. Measures of Dispersion: Absolute and Relative measures of dispersion - Range, Quartile Deviation, Mean Deviation, Standard Deviation

Unit II: Correlation Analysis: Meaning and significance. Correlation and Causation, Types of correlation. Methods of studying simple correlation - Scatter diagram, Karl Pearson's coefficient of correlation, Spearman's Rank correlation coefficient,

Unit III: Analysis of Time Series: Meaning and significance. Utility, Components of time series, Models (Additive and Multiplicative, Problems in construction of index numbers, methods of constructing index numbers-weighted and unweighted,

Unit IV: Probability: Meaning and need. Theorems of addition and multiplication. Conditional probability. Bayes' theorem, Random Variable- discrete and continuous. Probability Distribution

Unit V: Hypothesis testing: Concept; Level of Significance; Process of testing; Test of hypothesis concerning Mean

Readings:

1. S.P. Gupta (S.P.): Statistical Methods, Sultan Chand & Sons, 34th Edition.
2. Richard Levin & David Rubin : Statistics for management, Prentice Hall.
3. Anderson, Sweeny & Williams: Statistics for Business and Economics, South Western.

104 ENTREPRENEURSHIP DEVELOPMENT

Objective: This course provides students with a solid introduction to the entrepreneurial process of creating new businesses , role of Creativity and innovation in Entrepreneurial start-ups, manage family-owned companies ,context of social innovation and social entrepreneurship and issues and practices of financing entrepreneurial businesses.

UNIT-1 ENTREPRENEURIAL MANAGEMENT

The evolution of the concept of entrepreneurship, John Kao's Model on Entrepreneurship, Idea Generation, Identifying opportunities and Evaluation; Building the Team / Leadership; Strategic planning for business; Steps in strategic planning, Forms of ownership – Sole proprietorship; partnership; limited liability partnership and corporation form of ownership; advantages/disadvantages, Franchising; advantages/disadvantages of franchising; types of franchise arrangements; franchise contracts; franchise evaluation checklist,

UNIT-2 ENTREPRENEURSHIP, CREATIVITY AND INNOVATION

Stimulating Creativity; Organisational actions that enhance/hinder creativity, Managerial responsibilities, Creative Teams; Sources of Innovation in Business;

UNIT-3 SOCIAL ENTREPRENEURSHIP

Introduction to Social Entrepreneurship; Characteristics and Role of Social Entrepreneurs; Innovation and Entrepreneurship in a Social Context; Start-Up and Early Stage Venture Issues in creating and Sustaining a Non-profits Organization;

UNIT-4 FAMILY BUSINESS AND ENTREPRENEURSHIP

The Entrepreneur; Role and personality; Family Business: Concept, structure and kinds of family firms ; Culture and evolution of family firm; Managing Business, family and shareholder relationships ; Conflict and conflict resolution in family firms ;

UNIT-5 FINANCING THE ENTREPRENEURIAL BUSINESS

Arrangement of funds; Traditional sources of financing, Loan syndication, Consortium finance, role played by commercial banks,

Readings

1. Burns, P. (2001). *Entrepreneurship and small business*. New Jersey: Palgrave.
2. Drucker, P. F. (2006). *Innovation and entrepreneurship: Practice and principles*. USA: Elsevier.
3. Gersick, K. E., Davis, J. A., Hampton, M. M., & Lansberg, I. (1997). *Generation to generation: Life cycles of the family business*. Boston: Harvard Business School Press.
4. Hisrich, R., & Peters, M. (2002). *Entrepreneurship*. New Delhi: Tata Mc Graw Hill.
5. Holt, D. H. (2004). *Entrepreneurship new venture creation*. New Delhi: Prentice Hall of India.
6. Kaplan, J. (2004). *Patterns of entrepreneurship*. Wiley.
7. Khandwalla, P. (2003). *Corporate creativity*. New Delhi: Tata Mc.Graw Hill.
8. Mullins, J. (2004). *New business road test*. New Delhi: Prentice Hall.
9. Nicholls, A. (Ed.). (2006). *Social entrepreneurship new models of sustainable social change*. Oxford University Press.
10. Prahalad, C. K. (2006). *Fortune at the bottom of the pyramid ,eradicating poverty through profits*. Wharton school Publishing.
11. Scarborough & Zimmerer, *Effective Small Business Management*

12. Stevenson, H. (Ed.). (2007). *Perspective on entrepreneurship*. Boston: Harvard Business Press.

Semester 3

301. MACROECONOMICS

Objective: This course deals with the principles of Macroeconomics. The coverage includes determination of and linkages between major economic variables; level of output and prices, inflation, interest rates and exchange rates. The course is designed to study the impact of monetary and fiscal policy on the aggregate behaviour of individuals.

Course Content:

Unit I

Measurement of macroeconomic variables: National Income Accounts, Gross Domestic Product, National Income, Personal and Personal disposable income; Classical theory of income and employment: Quantity Theory of Money – Cambridge version, Classical aggregate demand curve, Classical theory of interest rate, effect of fiscal and monetary policy.

Unit II

Keynesian theory of Income and employment; ISLM model : properties of ISLM curves, factors affecting the position and slope of ISLM curves, determination of equilibrium income and interest rates, effect of monetary and fiscal policy, relative effectiveness of monetary and fiscal policy.

Unit III

Money: functions of money, quantity theory of money, determination of money supply and demand, H theory of money multiplier, indicators and instruments of monetary control; Inflation: meaning, demand and supply side factors, consequences of inflation, anti-inflationary policies, Phillips curve (short run and long run).

Unit IV

Trade Cycles and the Open Economy: Trade Cycles: Theories of trade cycles and Aggregate demand. Open economy macro economics: Determination of Exchange Rate; Purchasing Power Parity and Exchange Rates: Fixed and Flexible; Impact of trade on GDP; Open economy multiplier.

Readings:

1. Froyen, R.P. (2011): *Macroeconomics-theories and policies* (8th ed.). Pearson:
2. Dornbusch and Fischer (2010), *Macroeconomics* (9thed.). Tata McGraw Hill
3. N Gregory Mankiw (2010). *Macroeconomics* (7thed.), Worth Publishers
4. Olivier Blanchard, *Macroeconomics* (2009), (5thed.) Pearson
5. Paul A Samuelson, William D Nordhaus, *Economics*, (Indian adaptation by Sudip Chaudhuri and Anindya Sen), Tata McGraw Hill.

302. PRINCIPLES OF MARKETING

Objective: This course aims to familiarize students with the marketing function in organizations. It will equip the students with understanding of the Marketing Mix elements and sensitize them to certain emerging issues in Marketing. The course will use and focus on Indian experiences, approaches and cases

Course Content:

Unit I: Introduction: Nature, Scope and Importance of Marketing, Core marketing concepts; -Product concept, Selling concept, Marketing concept.

Marketing Environment: Demographic, economic, political, legal, socio cultural, technological environment (Indian context); Portfolio approach – Boston Consultative Group (BCG) matrix

Unit II: Segmentation, Targeting and Positioning: Levels of Market Segmentation, Basis for Segmenting Consumer Markets, only meaning of targeting and positioning

Unit III: Product & Pricing Decisions: Concept of Product Life Cycle (PLC), PLC marketing strategies, Product Classification, Product Line Decision, Product Mix Decision, only brand interaction/types, Packaging & Labelling, New Product Development.

Pricing Decisions: Determinants of Price, Pricing Methods (Non-mathematical treatment), Adapting Price (Geographical Pricing, Promotional Pricing and Differential Pricing).

Unit IV: Promotion Mix: Promotional Tools –Sales Promotion, Public Relations & Publicity and Personal Selling; Place (Marketing Channels): Channel functions, Channel Levels, Types of Intermediaries: Types of Retailers, Types of Wholesalers.

Readings:

1. Kotler, P. & Keller, K. L.: Marketing Management, Pearson.
2. Kotler, P., Armstrong, G., Agnihotri, P. Y., & UI Haq, E.: Principles of Marketing: A South Asian Perspective, Pearson.
3. Ramaswamy, V.S. & Namakumari, S.: Marketing Management: Global Perspective-Indian Context, Macmillan Publishers India Limited.
4. Zikmund, W.G. & D' Amico, M.: Marketing, Ohio: South-Western College Publishing.

303. MANAGEMENT ACCOUNTING

Objective: To acquaint students with role of Management Accounting in planning, control and decision-making.

Course Content

Unit I

Meaning of Management Accounting; Comparison of Management Accounting with Cost Accounting and Financial Accounting.

Cost concepts: Meaning of Cost Accounting; Cost, Costing, Cost Control, and Cost Reduction; Elements of Cost, Components of total Cost, Cost Sheet. Classification of Costs: Fixed, Variable, Semivariable, and Step Costs; Product, and Period Costs; Direct, and Indirect Costs; Relevant, and Irrelevant Costs; Shut-down, and Sunk Costs; Controllable, and Uncontrollable Costs; Avoidable, and Unavoidable Costs; Imputed / Hypothetical Costs; Out-of-pocket Costs; Opportunity Costs; Expired, and Unexpired Costs; Conversion Cost. Cost Ascertainment: Cost Unit and Cost Center.

Introduction to Overhead allocation, Overhead apportionment, and Overhead absorption.

Unit II

Cost-Volume-Profit Analysis: Contribution, Profit-Volume Ratio, Margin of safety, Break-even Analysis. Decision Making: Pricing, Product Profitability, Make or Buy, Exploring new markets, Export Order, Sell or Process Further, Shut down vs. Continue.

Unit III

Budgets and Budgetary Control: Meaning, Types of Budgets, Fixed and Flexible Budgeting, Cash Budget. Responsibility Accounting: Concept

Unit IV

Meaning of Standard Cost and Standard Costing, Advantages, Limitations and Applications; Material, Labor, Overhead and Sales variances.

Introduction to Target Costing, Life Cycle Costing, Quality Costing, and Activity based Costing.

Readings:

1. C.T. Horngren, Gary L. Sundem, Jeff O. Schatzberg, and Dave Burgstahler: Introduction to Management Accounting, Pearson
2. M.N. Arora: A Textbook of Cost and Management Accounting, Vikas Publishing House Pvt. Ltd.
3. M.Y. Khan, and P.K. Jain, Management Accounting: Text Problems and Cases, McGraw Hill Education (India) Pvt. Ltd.
4. S.N. Maheshwari, and S.N. Mittal, Cost Accounting: Theory and Problems, Shree Mahavir Book Depot (Publishers)

304 PRODUCTION AND OPERATIONS MANAGEMENT

The course aims to familiarize the students with the basic concepts of Operations and Production Management.

Unit I:

Introduction: Meaning, Nature and Scope of Production and Operation Management. Objectives of Operations Management. Duties and Responsibilities of Operations Management. Manufacturing system: Mass, Batch, Job Shop and Project

Unit II:

Plant Location: Nature, Factors considered in location, Methods and Type of areas. Plant Layout: Objective of good layout, Factors influencing layout and Types of layout.

Unit III:

Work Study: Method study and work measurement- Importance, Objectives, Application areas, Steps in method study and Techniques of work measurement.

Unit IV:

Inventory Management: Factors influencing and Objectives of inventory management. Techniques of inventory management.

SUGGESTED READINGS

1. Mahadevan B, Operations Management Theory & Practice, Pearson Education
2. Heizer Jay and Render Barry , Production & Operations Management, Pearson Education
3. Chase R B, Aquilano N J , Jacobs F R and Agarwal N, Production & Operations Management Manufacturing and Services, Tata McGraw Hill
4. S.P. Gupta , Statistical methods, Sultan Chand & Sons .
5. Adam, E.E and Ebert, Production & operations Management, Prentice Hall of India, New Delhi
6. S.N. Chary, Production & operations management – Tata McGraw Hill, New Delhi
7. Buffa E S, & Sarin R K, Modern Production / Operations Management (8th edition) John Wiley, 1994
8. Gaither and Frazier, Operations Management, Thomson South-Western
9. Operations Research, P. K. Gupta, Man Mohan, Kanti Swarup, Sultan Chand
10. Operations Research, V. K. Kapoor. Sultan Chand & Sons

Personality Development & Communication Skills Objective: The objective of the course is bring about personality development with regard to the different behavioural dimensions that have far reaching significance in the direction of organisational effectiveness. Course Content: Unit I Techniques in Personality development a) Self confidence b) Mnemonics c) Goal setting d) Time Management and effective planning Unit II Written communication, : Basics of Letter writing, memorandum, notice, email, and report writing. Resume writing. Unit III Communication skills and Personality Development a) Intra personal communication and Body Language b) Inter personal Communication and Relationships c) Leadership Skills d) Team Building and public speaking

SKILL ENHANCEMENT COURSE (SEC)

305.I IT TOOLS IN BUSINESS

Objective: The objective of this course is to acquaint the students with Information Technology tools which includes various Office Automation Tools for individuals and corporate.

Course Contents

UNIT-I

Spreadsheets

Introduction: Concept of worksheets and workbooks, creating, opening, closing and saving workbooks, moving, copying, inserting, deleting and renaming worksheets, working with multiple worksheets and multiple workbooks, controlling worksheet views, naming cells using name box, name create and name define. Using formulae and functions: Understanding absolute, relative and mixed

referencing in formulas, referencing cells in other worksheets and workbooks, correcting common formula errors, working with inbuilt function categories like mathematical, statistical, text, lookup, information, logical, database, date and time and basic financial functions. Consolidating worksheets and workbooks using formulae and data consolidate command Printing and Protecting worksheets: Adjusting margins, creating headers and footers, setting page breaks, changing orientation, creating portable documents and printing data and formulae. Implementing file level security and protecting data within the worksheet Creating charts and graphics: Choosing a chart type, understanding data points and data series, editing and formatting chart elements, and creating sparkline graphics.

Unit-2

Word-processing

Introduction: Creating and saving your document, displaying different views, working with styles and character formatting, working with paragraph formatting techniques using indents, tabs, alignment, spacing, bullets and numbering and creating borders. Page setup and sections: Setting page margins, orientation, headers and footers, end notes and foot notes, creating section breaks and page borders. Working with tables: Creating tables, modifying table layout and design, sorting, inserting graphics in a table, table math, converting text to table and vice versa. Create newspaper columns, indexes and table of contents. Spellcheck your document using inbuilt and custom dictionaries, checking grammar and style ,using thesaurus and finding and replacing text.

Unit-3

PowerPoint presentation

Introduction: Creating a blank presentation using a design template, basing a new presentation on an existing one, creating and managing slides, using content place holders, creating graphs, tables, diagrams, organization charts, inserting clip art and images. Viewing and navigating a presentation: Organising ideas in outline view, using slide sorter to rearrange a presentation, previewing

presentation in slide show, understanding master views, using title master, slide master, handout master and notes master, working with headers and footers, using hyperlinks, advanced navigation with action settings, navigation short hand with action buttons

Unit-4

Databases

Introduction to Database Development: Database Terminology, Objects, Creating Tables, working with fields, understanding Data types , Changing table design, Assigning Field Properties, Setting Primary Keys, using field validation and record validation rules, Indexing, working with multiple tables, Relationships & Integrity Rules, Join Properties, Record manipulation, Sorting & Filtering. Select data with queries: Creating Query by design & by wizard (Select, Make Table, Append, Delete, Cross Tab, Update, Parameterized Query, Find Duplicate and Find Unmatched), Creating multi table queries, creating & working with table joins. Using operators & expressions: Creating simple & advance criteria. Working with forms: Creating Basic forms, working with bound, unbound and calculated controls, understanding property sheet,

Text Book:

Working with Personal Computer Software (2nd Ed.) – R.P.Soni, Harshal Arolkar, Sonal Jain , Wiley –India Publications

305. II E-COMMERCE

Unit-1

Introduction to Electronic Commerce-What is E-Commerce (Introduction and Definition), Main activities ECommerce, Goals of E Commerce, Technical Components of Ecommerce, Functions of E-commerce, Adv / Disadvantages of Ecommerce, Scope of E-commerce,

Unit-2

Electronic data interchange – Concept of EDI, Differences in Paperbased Business and EDI based Business, Advantages of EDI, Application ,Areas for EDI, Action plan for implementing EDI,

Unit-3

Internet Marketing-The PROS and CONS of online shopping, Justify an Internet business, Internet marketing techniques, The E-cycle of Internet marketing,

Unit-4

Applications of E-Commerce:-.

E- Marketing – Traditional Marketing V/s E-Marketing, Impact of Ecommerce on markets, Marketing issues in E-Marketing, Promoting your EBusiness, Direct Marketing – One to One Marketing.

E-Finance: - Areas of E- Financing, E- Banking, Traditional Banking V/s E- Banking, Operations in E-Banking,

Books Recommended:

1. E-Commerce Concepts , Models , Strategies by -- G.S.V Murthy
2. E-Commerce by --Kamlesh K Bajaj and Debjani Nag
3. Electronic Commerce by --Gary P. Schneider
4. Frontiers of E-Commerce by – Ravi Kala Kota & Andrew Whinston

305. III Personality Development:

Objective: The objective of the course is bring about personality development with regard to the different behavioural dimensions that have far reaching significance in the direction of organisational effectiveness.

Course Content:

Unit I : Techniques in Personality development a) Self confidence b) Mnemonics c) Goal setting d) Time Management and effective planning

Unit II: Written communication,: Basics of Letter writing, memorandum, notice, email, and report writing. Resume writing.

Unit III: Communication skills and Personality Development a) Intra personal communication and Body Language b) Inter personal Communication and Relationships c) Leadership Skills d) Team Building and public speaking

Semester 5

501 QUANTITATIVE TECHNIQUES FOR MANAGEMENT

COURSE OBJECTIVES

1. To introduce the students how to use variables for formulating complex mathematical models in management
2. To provide the students with opportunity of using various software package for solving linear programming and integer programming models
3. To introduce the students to the use of basic methodology for the solution of linear programs and integer programs.

SYLLABUS

UNIT I :

Operations Research – Meaning, Scope, Nature,

UNIT II :

Linear Programming, Formulating a linear programming model, Simplex Method

UNIT III:

Transportation and Assignment Problems,

UNIT IV:

Theory of Games ,Characteristics, Pure Strategies ,Saddle Point, Value of the game ,Mixed Strategies
Rules of Dominance ,Two Persons Game ,3 x 3 persons game ,

UNIT V:

Queuing Theory ,Meaning , Elements of Queuing System ,Single Channel model only, Network
Analysis ,PERT/CPM ,Objectives

Text Books:

1. N. D. Vohra: Quantitative Management, Tata McGraw Hill .
2. P. K. Gupta, Man Mohan, KantiSwarup: Operations Research, Sultan Chand.
3. V. K. Kapoor: Operations Research, Sultan Chand & Sons.
4. J. K. Sharma: Operations Research Theory & Applications, Macmillan India Limited.

502 LEGAL ASPECTS OF BUSINESS

Objective: To gain knowledge of the branches of law which relate to business transactions, certain corporate bodies and related matters and also, to understand the applications of these laws to practical commercial situations.

Course contents:

Unit I

Laws applicable to Business; *Indian Contract Act, 1872*: Definitions in Contract, Essentials of a Contract, Types of Contracts, Capacity of Parties, performance of contracts, Modes of Discharge of a Contract, breach of contracts and Remedies for Breach of Contract; Void agreements, Quasi contract.

Unit II

Sale of Goods Act 1930: Contact of Sale of Goods, Essentials of a Contract of Sale, Rights and Duties of Buyer, Right of Unpaid Seller, Conditions and Warranties, Transfer of Property.

Negotiable Instruments Act 1881: Type of negotiable instruments, Parties to Negotiable Instruments, Dishonour of a Negotiable Instrument.

Unit III

The Companies Act 2013: Definitions and types, Memorandum & Articles of association, Prospectus, Incorporation of a Company, Share Capital.

Partnership Act, 1932: Nature of the Partnership, Kinds of Partners, Partnership Deed, Registration of a Partnership, Rights and Duties of Partners, Dissolution of Partnership.

Unit IV

Consumer Protection Act 1986: Definitions, Objectives of consumer protection, Consumer Protection Council, Consumer Redressal Agencies, Rights of consumers.

Competition Act, 2002: Scope of Competition Act, Salient Features of Competition Act, Offences and Penalties under the Act.

Unit V

Information Technology Act, 2000: Digital Signature, Electronic Governance, Regulation of Certifying Authorities, Cyber Laws, Penalties for Offences

Intellectual Property Rights: Scope of Patent Act and Amendments of WTO Agreements, Rights of Patentee, Infringement, Remedies, Trademarks, Copyright

Readings:

1. M.C.Kucchal: Business Law/Mercantile Law, Vikas Publishing.House (P) Ltd.
2. M.C.Kucchal & Vivek Kucchal: Business Legislation for Management, Vikas Publishing House (P) Ltd.
3. Dr. G. K. Kapoor & Sanjay Dhamija: Company Law and Practice-A comprehensive textbook on Companies Act 2013, latest edition, Taxmann.
4. Avtar Singh: Principle of Mercantile Law, Eastern Book Company
5. Gulshan Kapoor: Business Law, New Age International Pvt Ltd Publishers.
6. Maheshwari & Maheshwari: Principle of Mercantile Law, National Publishing Trust
7. Rohini Aggarwal: Mercantile & Commercial Law, Taxmann.

503. I. A. INVESTMENT BANKING AND FINANCIAL SERVICES

Objective: The objective of this paper is to know the different aspects of Investment banking, mergers and acquisition and the detailed SEBI guidelines on issue management.

UNIT- 1

Introduction: An Overview of Indian Financial System, Investment Banking in India, Institutional structure and Functions of Investment / Merchant Banking; Registration, obligations and responsibilities of Lead Managers

UNIT II

Issue Management: Public Issue: classification of companies, eligibility, issue pricing, promoter's contribution, minimum public offer, prospectus, allotment, preferential allotment, private placement, Book Building process, designing and pricing, Green Shoe Option; Right Issue; Investor protection, Broker, sub broker and underwriters

UNIT III

Leasing and Hire Purchase :Concepts of leasing, types of leasing – financial & operating lease, direct lease and sales & lease back, advantages and limitations of leasing, Finance lease evaluation problems (only Lessee's angle),

Hire Purchase interest & Installment, difference between Hire Purchase & Leasing

Factoring, forfaiting and its arrangement,

Housing Finance: Meaning and rise of housing finance in India, Fixing the amount of loan, repricing of a loan, floating vs. fixed rate

UNIT IV

Venture Capital: Concept, the venture investment process, various steps in venture financing, incubation financing.

Insurance: concept, classification, principles of insurance, IRDA and different regulatory norms, operation of General Insurance, Health Insurance, Life Insurance.

Credit Ratings: Introduction, types of credit rating, advantages and disadvantages of credit ratings,

Securitization: concept, securitization as a funding mechanism, Traditional and nontraditional mortgages,

REFERENCES

1. M.Y.Khan: Financial Services, Tata McGraw –Hill.
2. Machiraju: Indian Financial System, Vikas Publishing House.
3. J.C.Verma: A Manual of Merchant Banking, Bharath Publishing House.
4. K.Sriram: Hand Book of Leasing, Hire Purchase & Factoring, ICFAI, Hyderabad.
5. Ennew.C.Trevor Watkins & Mike Wright: Marketing of Financial Services, Heinemann Professional

503. I. B BUSINESS ANALYSIS AND VALUATION

Objective: This Paper will enable the students to analyze the health of a company through their annual reports and will equip them to understand what an asset is worth and what determines that value.

Course Contents:

Unit I

Analysis of Corporate Financial Statements: Income statements and Balance sheets through ratio analysis

Unit II

Cash Flows: Firm cash flows, Earnings, Tax effect, Equity cash flows: Dividend, Forecasted Cash flows, terminal value Equity discounted cash Flow Models-Dividend discount models,

Unit III

Introduction to Valuation: Approaches to valuation, Discounted Cash Flow, Relative Valuation, Role of valuation; Discounted Cash flow Valuation: Estimating discount rates cost of equity

Unit IV

Firm Valuation Models:Cost of capital approach, adjusted present value approach, EVA, Capital structure and firm value. Relative valuation- Equity Multiples; Value Multiples;

Value of Synergy; operating and financial synergy, Cash and tax benefits, debt capacity, Valuing Real options

Text Books:

1. Foster, George *Financial Statement Analysis*, 2nd ed., Pearson Education Pvt Ltd
2. Damodaran, A. (2008). *Damodaran on Valuation, Security Analysis for investment and Corporate Finance* (2nd ed.). Wiley India Pvt. Ltd.

References:

1. Chandra, P. (2011). *Corporate Valuation and Value Creation*, (1st ed). TMH
2. Weston, Chung, Hoag, *Mergers, Restructuring and Corporate Control*, Prentice Hall of India

503. II. A. PERSONAL SELLING & SALES FORCE MANAGEMENT

Objectives: To familiarize the students with the concepts of sales management and to equip them with the various tools required to be a success in the various techniques essential for sales staff management. To help them differentiate the nuances of personal, organizational and personal selling.

Course Contents:

Unit I : Introduction to Personal Selling; functions of a sales person, qualities of an effective Sales Person

Unit II Theories of Selling: AIDAS, Right Set of circumstances, Buying formula theory.

Unit III The Selling Process: Preapproach – acquiring product knowledge, market knowledge, Identifying and qualifying prospects – sources of prospecting, Opening a sale – methods of approaching, Sales presentation – methods, Sales demonstration – planning effective demonstration, use of sales tools, Handling objection – types of objections, strategies for handling objections, Closing a sale – trial close, closing techniques, Post sales follow up.

Unit IV Introduction to sales force management: Objectives of Sales management, Role of a sales manager; Managing Sales force – Recruitment, Selection, Training, Compensation and evaluation of sales force; Sales Territory Concept, Reasons for establishing sales territories, procedures for selling up sales territories.

Readings:

1. Still, Cundiff & Govani: Sales Management, Prentice Hall of India
2. Charles Futrell: Fundamentals of Selling, McGraw Hill.

503.II.B CONSUMER BEHAVIOR

Objective: The course of Consumer behaviour equips students with the basic knowledge about the issues and dimensions of consumer behaviour and with the skill and ability to analyse consumer information and develop consumer behaviour oriented marketing strategies.

Course contents:

Unit I : Consumer Behaviour: Nature, scope & application: Importance of consumer behaviour in marketing decisions, characteristics of consumer behaviour, role of consumer research, Introduction to 'Industrial Buying Behaviour'

Unit II

Consumer Needs & Motivation: Characteristics of motivation, theories of needs & motivation: Maslow's hierarchy of needs, Bself-concept & importance, types of involvement.

Personality & Consumer Behaviour: Importance of personality, theories of personality- Freudian theory, Jungian theory, Neo-Freudian theory, Trait theory: Theory of self- images;

Consumer Perception: Concept of absolute threshold limit, differential threshold limit & subliminal perception: Perceptual Process: selection, organization & interpretation.

Learning & Consumer Involvement: Importance of learning on consumer behaviour, learning theories: classical conditioning, instrumental conditioning, cognitive learning & involvement theory.

Consumer Attitudes: Formation of attitudes,

Unit III

Group Dynamics & consumer reference groups: Different types of reference groups, factors affecting reference group influence,

Family & Consumer Behaviour: Consumer socialisation process, consumer roles within a family, purchase influences and role played by children, family life cycle.

Social Class & Consumer behaviour: Determinants of social class,

Culture & Consumer Behaviour: Characteristics of culture, core values held by society & their influence on consumer behaviour, introduction to sub-cultural & cross-cultural influences.

Unit IV

Diffusion of Innovation: Definition of innovation, product characteristics influencing diffusion, resistance to innovation, adoption process.

Consumer Decision making process: Process- problem recognition, pre-purchase search influences, information evaluation, purchase decision (compensatory decision rule, conjunctive decision, rule, Lexicographic rule, affect referral, disjunctive rule), post-purchase evaluation;

NOTE: Cases & application to marketing will be taught with respect to each topic.

Readings

1. Leon G.Schiffman & Leslie L.Kanuk: Consumer Behaviour, Prentice Hall Publication, latest Edition
2. Solomon, M.R.: Consumer Behaviour – Buying, Having, and Being, Pearson Prentice Hall.
3. Blackwell, R.D., Miniard, P.W., & Engel, J. F.: Consumer Behaviour, Cengage Learning.
4. Hawkins, D.I., Best, R. J., Coney, K.A., & Mookerjee, A: Consumer Behaviour –Building Marketing Strategy, Tata McGraw Hill.
5. Kotler, P. & Keller, K. L.: Marketing Management (Global Edition) Pearson.

503. III. A TRAINING & DEVELOPMENT

Objective: To familiarize the students with the concept and practice of training and development in the modern organizational setting.

Course Contents

Unit - I

Introduction to Training and Development; Need of Training and Development; Benefits: Benefits for the Organisation, Benefits for the Individual; Limitations of Training; Training Process: Training Analysis, Training Design, Implementation, Evaluation; Areas of Training.

Unit- II

Training Needs Assessment (TNA): Purpose of TNA, TNA at different levels, Approaches for TNA, methods used in TNA; training functions.

Unit - III

Training and Development Methodologies: Overview of Training Methodologies- learning curve, learning management system; Criteria for Method Selection; Computer Aided Instructions- Distance Learning, Open Learning, E- Learning.

Development Programme Methods: Development Techniques for enhancing decision-making and interpersonal skills: multiple management Programme Learning, Syndicate Method, Action Maze, Self Diagnostic Skills, Experience Learning, Discovery Learning, Coaching, Action Learning, Role Play, Seminars, job rotation, case study, sensitivity training, succession planning, conferences, field trips, workshops.

Unit - IV

Post training: Evaluation of Training and Development: Different evaluation frameworks; Costing of training, measuring costs and benefits of training program; Methods of evaluating effectiveness of Training Efforts; Training issues resulting from the external environment and internal needs of the company.

Unit - V

Organisational Development (OD): Foundations of OD, Managing the OD Process, Action Research and OD. OD Interventions: Team Interventions Inter-group and Third-Party Peacemaking Interventions. Comprehensive OD Interventions, Structural Interventions and the Applicability of OD; Power, Politics and OD

Readings:

1. Blanchard P.Nick & Thacker James: Effective Training, Systems, Strategies and Practices, Pearson.
2. French Wendell, Bell Cecil and Vohra Veena: Organisation Development, Behavioral Science Interventions for Organisation Improvement, Prentice Hall.
3. Lynton Rolf & Pareek Udai: Training & Development, Prentice Hall.
4. Bhatia S.K.: Training & Development, Deep & Deep Publishers.
5. Dayal, Ishwar, Management Training in Organisations, Prentice Hall.

503.III.B. TALENT AND KNOWLEDGE MANAGEMENT

Objective - To prepare students for talent and knowledge management efforts in organisations .It aims at enabling students to gain insights in concepts and application of talent and knowledge management in organizations. The course aims at understanding basic elements, processes, approaches and strategies of managing talent and knowledge in organisations.

Course Contents

Unit 1

Meaning and importance of talent management, Talent management Grid, Creating talent management system, Strategies of talent management, Talent management and competitive advantage; Competency model, Competency mapping.

Unit 2

Building the talent pipeline; Managing employee engagement; Key factors and different aspects of talent management; Talent management in India.

Unit 3

Introduction to Knowledge Management, KM Models, KM Tools and Application, Elements of knowledge management.

Knowledge management in learning organisations; Types of Knowledge: Tacit and Explicit; Managing knowledge workers.

Unit 4

Knowledge management process, Approaches to knowledge management: Knowledge management solutions, Knowledge creation, Knowledge sharing, Knowledge dissemination, Knowledge management life cycle.

Knowledge capturing techniques: Brainstorming, Protocol analysis, Consensus decision making, Repertory grid, Concept mapping.

Unit 5

Knowledge management strategies: Aligning individual needs with organisation, Reward systems for knowledge management, Knowledge audit, Benchmarking, Gap analysis.

Readings

1. Lance A. Berger, Dorothy Berger: Talent management handbook, McGraw Hill New York.
2. Cappeli Peter: Talent on Demand –Managing Talent in an age of uncertainty, Harvard Business press.
3. Awad E.M and Ghaziri.H.M: Knowledge management, Pearson education International.
4. Stuart Barnes: Knowledge management system theory and practice, Thomson learning.
5. Donald Hislop: Knowledge management in organisations, Oxford University press.
6. Sudhir Warier: Knowledge management, Vikas publishing house.
7. T. Raman: Knowledge management –a resource book, Excel books.

503. IV. A. INTERNATIONAL TRADE: POLICIES AND STRATEGIES

Objective: The paper aims to provide a thorough understanding of the basis for international trade and strategies. The role of the global institutional structure and trade strategies of developing countries and trade partners of India will be studied.

Course Contents:

Unit I

Theories of international trade: Absolute and comparative advantage theories; Modern theories of trade; Terms of trade; Review of Economic Theory on International Trade: Basis for international trade; distributional issues, policy instruments and their impact, political economy.

Trends in Global Trade and Balance of Payments with special reference to India: Composition, origin and destination of global exports and imports, Trade in invisibles, Balance of payments: current account and capital account, Capital flows and foreign exchange revenues, External Debt

Unit II

The Global Institutional Structure: GATT (General Agreement on Trade and Tariffs), WTO (World Trade Organisation), Regional Trade Blocks and Trade Agreements.

International Trade Policy: Tariffs Definition, Types, Effects of a tariff on consumer and producer surplus, Cost and benefit analysis of tariff, Rate of effective protection, Optimum tariff, Stolper – Samuelson Theorem, Non-Tariff Barriers and the New Protectionism Quota – comparison with tariff, Voluntary Export Restraints, Technical, Administrative and other regulations, International Cartels, Dumping, Export Subsidies, Strategic trade policies.

Unit III

Foreign Trade Policy and Economic Relations: Policy making body and regulatory framework; Trends and developments in India's foreign trade policy; Bilateralism and multilateralism in India's trade relations; India and regional economic cooperation in South Asia.

Exim policy, structure of tariffs and restrictions, currency depreciation and convertibility, Export Promotion Zones

Unit IV

Regional Economic Integration: Levels of Regional Economic Integration; Free trade area, customs union, economic union, and common market; Trade creation and diversion effects, NAFTA, EU, SAARC, ASEAN.

Impact of trade on growth, agriculture, inequality, poverty, and other developmental indicators

Text Books:

1. Tendulkar and Srinivasan: Reintegrating India with the World Economy, Pearson.
2. Connor, David E. O' (2006). Encyclopedia of the Global Economy: A guide for students and researchers. New Delhi: Academic Foundation

References:

1. The Trade Game: Negotiation trends at WTO and concerns of developing countries, 2006. New Delhi : Academic Foundation

2. Krugman, Obstfeld and Melitz: International Economics. (8th ed.). Pearson Education
3. www.wto.org
4. Nayyar Deepak, Foreign Trade Sector, Planning and Industrialisation in India, in Terance J. Byres (ed.), The State Development Planning and Liberalisation in India, Delhi, 1997
5. Nayyar Deepak, India's Export Performance 1970-85, Underlying Factors and Constraints, in Robert E.B. Lucas and Gustav F. Pipanek (ed.), Indian Economy Recent Development and Future Prospects, New Delhi, 1988.
6. V. K. Bhalla, S. Shiva Ramu, International Business, Environment and Management, Anmol Publications Pvt Ltd, New Delhi 8. V Sharan, , International Business,, Pearson Education, New Delhi
7. Dominick Salvatore: International Economics

503. IV.B. GLOBAL BUSINESS ENVIRONMENT

Objective: To get the students acquainted with the present economic environment in India and abroad. To enable the students understand the various issues involved in the macro management of the economy

Unit I:

Introduction. Concept of Economic Environment; Nature and scope. Macro variables: Income, Employment, Money Supply, Price Level, Interest rates, Saving and Investment.

Unit II:

Institutional Framework of Economic Environment: Role of state; State Vs Markets.

Fiscal Policy; Concept & Implications. Monetary Policy; Concept & Implications. Commercial Policy; Concept & Implications

Unit III:

Structure of Indian Economy, Industrial Policy, Public sector & Private sector, Issues in Indian Economy: Poverty, Unemployment, Regional Dimensions, Productivity & Modernisation, Environment & Sustainable Development, Human Resource Development

Unit IV:

Open Economy Management. Balance of payments. Role of Foreign Trade & Policy. Role of Foreign Capital & Policy. Exchange Rate Policy and Exchange Controls. External Debt; International Linkages: Globalisation: Concept, Implications, Policy.

Text Books:

1. The Indian Economy; Problems and Prospects. Edited by Bimal Jalan, Penguin
2. V.K.Puri: Indian Economy, Himalya Publishing House

504. I. A INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

Objective: The aim of this course is to provide a conceptual framework for analysis from an investor's perspective of maximizing return on investment – a sound theoretical base with examples and references related to the Indian financial system.

Course Contents:

Unit I

Basics of risk and return: concept of returns, application of standard deviation, coefficient of variation, beta, alpha. Bonds : present value of a bond, yield to maturity, yield to call, yield to put, systematic risk, price risk, interest rate risk, default risk. Yield curve
Unsystematic risk and non-risk factors that influence yields. Duration and modified duration,

Fundamental analysis: EIC framework;

Unit II

Share valuation: Dividend discount models- no growth, constant growth, two stage growth model, multiple stages; Relative valuation models using P/E ratio, book value to market value.

Technical analysis: meaning, assumptions, difference between technical and fundamental analysis; Price indicators- Dow theory, advances and declines, new highs and lows- circuit filters. Volume indicators- Dow Theory, small investor volumes.

Trends: resistance, support, consolidation, momentum- Charts: line chart, bar chart, candle chart, point & figure chart.

Patterns: head & shoulders, triangle, rectangle, flag, cup & saucer, double topped, double bottomed, Indicators: moving averages.

Efficient market hypothesis; Concept of efficiency:

Random walk, Three forms of EMH and implications for investment decisions. (No numericals in EMH and technical analysis)

Unit III

Portfolio analysis: portfolio risk and return, Markowitz portfolio model: risk and return for 2 and 3 asset portfolios, concept of efficient frontier & optimum portfolio.

Market Model: concept of beta systematic and unsystematic risk.

Asset allocation: Asset allocation pyramid, investor life cycle approach,

Portfolio management services: Passive – Index funds,

systematic investment plans. Active – market timing, style investing.

Unit IV

Capital asset pricing model (CAPM): Efficient frontier with a combination of risky and risk free assets. Capital Market Line, Security market Line.

Expected return, required return, overvalued and undervalued assets.

Mutual Funds :Introduction, calculation of Net Asset Value (NAV) of a Fund, classification of mutual fund schemes by structure and objective, Performance Evaluation using Sharpe's Treynor's and Jensen's measures.

References:

1. Fischer, D.E. & Jordan, R.J.: Security Analysis & Portfolio Management, Pearson Education.
2. Sharpe, W.F., Alexander, G.J. & Bailey, J.: Investments, Prentice Hall of India.
3. Singh,R: Security Analysis & Portfolio Management . Excel Books.
4. Frank K Reilly & Keith C Brown: Investment Analysis and Portfolio Management, Cenage India Pvt. Ltd.

504. I. B FINANCIAL MODELING AND DERIVATIVES

Objective: To equip students with principles and techniques of Financial modeling along with various Financial Derivatives including Greeks & Exotic Options.

Course Contents:

Unit I

Introduction: Financial Time Series and Their Characteristics:

Asset Returns; Distributional Properties of Returns;

Multivariate Returns, Likelihood Function of Returns and Empirical Properties of Returns

Unit II

Linear Time Series Analysis and Its Applications: Stationarity; Correlation and Autocorrelation Function; White Noise and Linear Time Series; Simple Autoregressive Models, Properties of AR, MA, ARMA and ARIMA Models, Goodness of Fit; The basic Concepts of Stochastic Process.

Unit III

Financial Derivatives: Introduction, various underlyings and strategies: Forwards and Futures, Interest rate futures and currency futures; Options and related terminology, Calculating the pay-off from options and diagrammatic representation.

Unit IV

Pricing of Options- Binomial model and Black-Scholes model; trading strategies involving options; Introduction to Swaps, Interest rate swaps, currency swaps, cross currency swaps; Forward rate agreements (FRA). Interest rate caps, floors, collars.

The basic concepts of Greek Letters: Delta, Theta & Gamma and relationships among them.

Text Books:

1. Ruey S. Tsay (2005). *Analysis of Financial Time Series* (2nd ed.). John Wiley.
2. John C. Hull. *Options, Futures and Other Derivatives* (7th ed.). Pearson Education.

References:

1. Jurgen Franke, Wolfgang Hardle and Christian Hafner. *Introduction to Statistics of Financial Markets*.
2. R. Madhumathi, M. Ranganatham. *Derivatives and risk management* (1st ed.) Redhead, K. *Financial Derivatives- An introduction to futures, forwards, options, swaps*. Prentice Hall of India

504. II. A. ADVERTISING AND BRAND MANAGEMENT

Objective: To equip the students with the nature, purpose & complex constructions in the planning and execution of a successful advertising program. The course will expose student to issues in brand management, faced by firms operating in competitive markets.

Course Contents:

Unit I

Advertising need & importance: Definition & growth of modern advertising, advertising & the marketing mix, types & classification of advertisement, Marketing communication models: AIDA, hierarchy of effect, innovation adoption model, action first model, quick decision model

Unit II

How advertising works: Exposure, salience, familiarity, low involvement, central route & peripheral route & cognitive learning; Positioning strategies ; Associating feelings with a brand; Developing brand personality ; Creating copy strategies: Rational & emotional approaches, selection of an endorser, creative strategy & style-brand image, execution, USP, common touch & entertainment, message design strategy,

Unit III

Media planning & scheduling: Introduction to broadcast & non -broadcast media; Budgeting decision rule: percentage of sales method, objective to task method, competitive parity, & all you can afford;

Unit IV

Management of sales promotion: need for sales promotion, types and techniques of sales promotion.

Unit V

Introduction to brands and brand management, branding challenges and opportunities, Strategic brand management process.

Unit VI

Brand building, brand positioning and values brand repositioning.

Unit VII

Designing and implementing brand strategies; Brand hierarchy Kapferer. Brand equity,

Note: Applied cases would be taken up in class.

Readings:

1. Aaker, Myers &Batra : Advertising Management , Prentice Hall.
2. Wells, Moriarity & Burnett : Advertising Principles & practices , Prentice Hall.
3. Kleppner's Advertising Procedure: W.Ronald Lane, Kane Whitehill king and J. Thomas Russell, Pearson Education.
4. George E.Belch& Michael A. Balch : Advertising and Promotion, TMH
5. S.H.H Kazmi and SatishK.Batra : Advertising and sales promotion, Excel books
6. Cowley. D: Understanding Brands, , Kogan Page Ltd
7. Jean Noel Kampferer: Strategic Brand Management, Kapferer Free Press
8. David Aaker: Brand Leadership, Simon & Schuster

9. Wright, Winter, Ziegler: Advertising, Atlantic Publishers & Dist.
10. Sandage, Fryburger,: Advertising Theory & Practice, Ratroll Longman Group

504. II. B. DISTRIBUTION AND SUPPLY CHAIN MANAGEMENT

Objective:

This course would help students develop an understanding about the role of marketing channels, distribution and supply chain, key issues of supply chain and the drivers of supply chain performance. The course would acquaint the students with various concepts.

Course Contents

Unit I: The channel system: Rationale for marketing channel structures, Composition of marketing

Unit II: Distribution – Basic concept, Transportations, Inventory , logistics.

Unit III: Concepts and importance of a Supply Chain (SC), Key issues of Supply Chain Management, Competitive and SC strategies

Unit IV: Dynamics of supply chain: Supply Chain Integration, Push-based, Pull-based and Push-Pull based supply chain

Unit V: Strategic Alliances, Transportation and logistics, Third party and fourth party logistics, Retailer- Supplier partnerships (RSP), Supplier evaluation and selection

Readings

1. Ayers, J. B. (2006). Handbook of supply chain management (2nd ed.). Florida: Auerbach Publication.
2. Ballou, R. H., & Srivastava, S. K. (2008). Business logistics/ supply chain management (5th ed.). New Delhi: Pearson Education.
3. Chopra, S., & Meindl, P. (2007). Supply chain management: Strategy, planning and operation (3rd ed.). New Delhi: Pearson Education.
4. Coyle, J. J., Bardi, L. J., & Langley, C. J. (2008). The management of business logistics (7th ed.). USA: South-Western.
5. Dornier, P. P., Ernst, R., Fender, M., & Kouvelis, P. (1998). Global Operations Management and Logistics: Text and Cases. New York: John Wiley & Sons.
6. Mentzer, J. T. (2001). Supply chain management. New Delhi: Sage Publications.
7. Monczka, R. M., Handfield, R. B., Giunipero, L. C., & Petterson, J. L. (2009). Purchasing and supply chain management (4th ed.). USA: Cengage Learning.
8. Raghuram, G., & Rangaraj, N. (2000). Logistics and supply chain management: cases and concepts. New Delhi: Macmillan.
9. Shah, J. (2009). Supply chain management: Text and cases. New Delhi: Pearson Education.
10. Simchi-Levi, D., Kaminsky, P, Simchi-Levi, E., & Shankar, R. (2008). Designing and managing the supply chain (3rd ed.). New Delhi: Tata McGraw Hill.
11. Coughlan, Anderson, Stern, Marketing Channels, Prentice Hall.

504. III. A. HRD: SYSTEMS AND STRATEGIES

Objective: The course gives an overview of the need for HRD and HRD practices which can develop and improve an Organization's systems and strategies leading to an optimal HRD climate.

Course Contents

UNIT - I

Human Resource Development (HRD): Concept, Relationship between human resource management and human resource development; Activity Areas of HRD: Training, Education and Career Development; HRD matrix.

UNIT – II

HRD Process: Designing and developing effective HRD programs; Implementing HRD programs; Evaluating HRD programs.

UNIT- III

HRD Interventions: Integrated Human Resource Development Systems; Physical and Financial Resources for HRD; HRD Climate; HRD Audit.

UNIT – IV

HRD Applications: Coaching and mentoring, Career management and development; High Performance Work Systems, Balanced Score Card, Appreciative inquiry; Integrating HRD with technology.

UNIT – V

Evaluating the HRD Effort; Analysis and Feedback; Industrial relations and HRD; Future of HRD.

Readings:

1. Nadler, Leonard: Corporate human Resource Development, Van Nostrand Reinhold / ASTD, New York.
2. Rao T.V. and Pareek, Udai: Designing and Managing Human Resource Systems, Oxford and IBH Publication Ltd.
3. Rao T.V.: Reading in human Resource Development, Oxford IBH Publication .Ltd.
4. Viramani B.R. and Seth, Pramila: Evaluating Management Training and Development, Vision Books.
5. Rao T.V.: Human Resource Development, Sage publication.
6. Kapur, Sashi: Human resource Development and Training in Practice, Beacon Books.
7. Lynton, Rolf P. and Pareek, Udai: Training for Development, Vistaar publication.
8. Werner J. M., DeSimone, R.L.: Human resource development, South Western.
9. Mankin, D.: Human resource development, Oxford University Press India.
10. Haldar, U. K.: Human resource development, Oxford University Press India.
11. Rao, T.V.: Future of HRD, Macmillan Publishers India.

504.III.B. PERFORMANCE AND COMPENSATION MANAGEMENT

Objective: To familiarize students about concepts of performance and compensation management and how to use them to face the challenges of attracting, retaining and motivating employees to high performance.

Course Contents

Unit I

Introduction- Concept; Performance management and performance appraisal; Performance Management process: Performance planning, Methods of performance appraisal.

Unit II

Performance Management Model; Performance Management Systems (PMS) - strategies; Assessment of performance needs - characteristics, Goal Setting Theory, Expectancy Theory Performance management and reward systems; Ethical Perspectives in performance appraisal.

Unit III

Introduction to Job Evaluation, Methods of Job Evaluation; Company Wage Policy: Wage Determination, Pay Grades, Wage Surveys, Wage Components; Broad-banding, competency based pay.

Unit IV

Developing effective incentive plans, pay for performance; Supplementary pay benefits, insurance benefits, retirement benefits, employee services benefits; Benefits & Incentive practices in Indian industry.

Unit V

Wages in India: Minimum wage, fair wage and living wage; Methods of state regulation of wages; Wage differentials & national wage policy; Pay commissions, dearness allowances, linking wages with productivity.

Readings:

1. Milkovich & Newman, Compensation, McGraw Hill.
2. T.J. Bergman, Compensation Decision Making, Harcourt, Fort Worth, TX
3. Richard Henderson: Compensation management in a knowledge based world, Prentice Hall.
4. T.N. Chhabra & Savitha Rastogi: Compensation management, Sun India Publications.
5. Gary Dessler, Human Resource Management, Prentice Hall.
6. Armstrong's Handbook of Performance Management: An Evidence-Based Guide to Delivering High Performance: Book by Michael Armstrong

504. IV. A INTERNATIONAL ACCOUNTING AND REPORTING SYSTEM

Objective: - To develop skill and competencies of various practices in the International Accounting and Reporting Systems. A comparative perspective of the accounting standards and practices across the different countries is the focus of the study.

Course Contents:

Unit I

Global accounting standard: Meaning, needs, benefits of accounting standards, types of accounting standards,.

Unit II

International Accounting Standard Committee (IASC): Process of developing International Accounting Standards.

International Accounting Standard Board (IASB): Standard Setting Procedures,

Unit III

International Financial Reporting Standards (IFRS): Uses and objectives of IFRS, Fair Value Accounting (FVA), Public sector and IFRS.

Unit IV

Global Accounting Standards and International Convergence.

Readings

1. Frederick, D.S. Choi and G. Mueller: International Accounting, Englewood Cliffs. Prentice Hall
2. Radebaugh, Lee H., Gray, Sidney J. & Black, Ervin L.: International Accounting and Multinational Enterprises, Wiley Publications
3. Miller Paul B.W and Bahnson, Paul R.: Quality Financial Reporting, Tata McGraw- Hill.
4. Evans, Thomas G., Taylor, Martin E. and Holzman Oscar: International Accounting and Reporting. New York: Macmillan Publishing Company.
5. Rathore, Shirin: International Accounting, Prentice Hall of India

504. IV. B INTERNATIONAL JOINT VENTURES, MERGERS AND ACQUISITIONS

Objective: This course is designed to provide an understanding of the essential elements of Joint Ventures, Mergers and Acquisitions with the basic methods of valuation, postmerger valuation, methods of payment and financing options at global level.

Course Contents:

Unit I

Joint Ventures: Concept & Meaning of Joint Ventures, Need & Types of Joint Ventures, Some relevant case study of successful and failed jointed ventures.

Unit II

Mergers and Acquisitions: Introduction to mergers, types of mergers, theories of mergers & acquisitions; Cross-border mergers and acquisitions, M & A. Analysis of Post-Merger Performance.

Demerger, types of demerger, reverse merger, buyback of shares, leverage buy-out strategy, merger strategy - growth, synergy, operating synergy, financial synergy, diversification. Takeover and its types, takeover strategy, takeover bids, leverages and buyouts.

Unit III

Deal Valuation and Evaluation: Factors affecting valuation basics, methods of valuation, cash flow approaches, economic value added (EVA), sensitivity analysis, swap ratio determination

Unit IV

Post-Merger Evaluation: Financial Evaluation of Mergers & Acquisitions, Methods of payment and financing options in mergers & acquisitions, financing decision, Merger, Acquisition and Competition law 2002, SEBI (Securities & Exchange Board of India) Takeover Code 2011

Readings

1. Weston, Fred; Chung, Kwang S. & Siu, Jon A.: *Takeovers, Restructuring and Corporate Governance*, (2nd ed.). Pearson Education
2. Gupta, Manju (2010): *Contemporary Issues in Mergers and Acquisitions*. Himalaya Publishing
3. Sundarsanam (2006); *Creating Value from Mergers and Acquisitions*, (1st ed.) Pearson Education
4. Ramanujan. S. (1999); *Mergers: The New Dimensions for Corporate Restructuring*, McGraw Hill
5. Narayankar, Ravi, (2013): *Merger and Acquisitions Corporate Restructuring, Strategy and Practices*, (2nd ed.). International Book House Pvt. Ltd.