

**B.R.A. BIHAR UNIVERSITY**



**MUZAFFARPUR**

**SYLLABUS**

**OF**

**M.B.A**

**(Master of Business Administration)**

**(Semester System)**

# SYLLABUS FOR MBA COURSE 2017

PAPER : MB-101 MANAGEMENT CONCEPT & PRACTICES

Full Marks : 100

## COURSE CONTENTS

1. **Introduction to Management** : Concept, Scope, Significance, Role, Nature, Purpose, Management as Profession, Management & Administration, Functions of Management.
2. **Management Thought** : Neo-Classical School, Classical Schools, Systems School, Contingency Approach to Management.
3. **Planning** : Nature, Types, Importance, Steps in Planning Process, Long range and Short-range Planning, Objectives, MBO, Premising, Decision Making, Strategies & Policies, Making Planning effective and Open System Approach to Planning.
4. **Organising** : Span of Management, Graicuna's Theory of Superior-subordinate Relationship, Factors influencing Span of Management, Wide versus Narrow Spans, Decentralisation of Authority, Principles of Delegation, Balancing between Centralisation & de-centralisation, Types of Organisation.
5. **Organisation Structure** : Line, Staff & Functional Authority relationships, Status & Authority.  
**Classification of Organisational Structure** : Classification on the basis of Possession of Authority, Classification on the basis of grouping of activities, New Organisational Designs – Project, Matrix, Organic Structure & Mechanistic Structure Challenge of Modern Organisation, Virtual Organisation.
6. **Staffing** : Nature & Significance, A brief knowledge of Recruitment, Selection, Training & Development, Performance Appraisal.
7. **Directing** : Nature, Concept of Leadership, Leadership Styles, Theories of Leadership, Charismatic Leadership Theory, Concept of Motivation, Relevance of Communication.
8. **Controlling** : Concept and Importance of Control, Control Process, Types of Control Mechanism, Management by Exceptions.

## BOOKS RECOMMENDED

Name of the Authors	Name of the Books
• Koontz & O-Donnel	: Essential of Management
• Neeru Vasistha	: Principles of Management
• Kast & R.Seuwing	: Organisation & Management
• Singh & T. N. Chabra	: Management Concepts & Practices
• George R.Terry	: Principles of Management
• Peter F.Drucker	: The Practice of Management
• Anthony	: Art of Japanese Management

**COURSE CONTENTS**

1. **Introduction to Organisational Behaviour** : Meaning and Importance of OB, Theories of OB – Definition of Personality, Determinants of Personality, Meaning and process of Learning, Attitude and Behaviour. Definition and Factors affecting Perception; Concept of Group-Meaning & Types of Group, Inter-Group relationship.
2. **Organisation** : Concept, Importance and Characteristics of Organisation Goals, Goals setting process – Behavioural view, Types of Goal, Goal changes – Goal displacement, Goal Succession, Iron Law of Oligarchy, Individual versus Organisational Goals. Models of Man – Rational – Economic man, Social man, Complex man and Administrative man.
3. **Dynamics of Organisational Behaviour** : Motivation – Definition, Importance, Nature and Theories of Motivation – Maslow’s need priority model, Herzberge’s Two Factory Theory, Mc. Gregor’s Theory X and Theory Y, Theory Z, Vroom’s Expectancy Theory, Financial and Non-Financial Incentives,
4. **Leadership** – Definition and Functions of Leadership. Leaders vs. Managers, Leadership Styles \_ Autocratic, Democratic, Free-rein Leadership, Theories of Leadership – Trait Theory, Behavioural Theory, Fiedler’s Contingency Models.
5. **Organisational Change** : Meaning and definition, Levels of Change, the Change Process : Types of Change; The Change Agents; Resistance to Change.
6. **Organisational Climate** : Definition, Factors affecting Organisational Climate, Measurement of Organisational Climate, Morale, Factors Influencing Morale, Measurement of Morale, Job-Satisfaction – Importance, Determinants.
7. **Communication** : Importance and Nature of Communication, Effective Communication Skills, Process of Communication, Types of Communication – Written, Oral, Interpersonal; Barriers and Gateways in Communication.
8. **Management of Stress** : An Overview

**BOOKS RECOMMENDED**

**Name of the Authors**

- Hersey & Blanchard
- Keith Davis
- Aswathapa K
- Emitai Etzoini
- Luthans F
- Mc Shane & Griffin
- Robbins S

**Name of the Books**

- : Management of Organisational Behaviour
- : Human Behaviour at Work
- : Organisational Behaviour
- : Modern Organisations
- : Organisational Behaviour
- : Organisational Behaviour
- : Organisational Behavioural

**COURSE CONTENTS**

1. **Introduction to Accounting** : Meaning, Scope and Role of Accounting, Accounting Concepts & Convention, Accounting as an Information System, Nature of Accounting information, Recording of Transaction in Journal and Ledger, Trial-Balance, Preparation of Final Accounts.
2. **Management Accounting** : Meaning, Functions, Scope Utility and Limitations of Management Accounting, Tools of Management Accounting, Difference between Management Accounting and Financial Accounting.
3. **Analysis and Interpretation of Final Statements** : Meaning and Types, Nature, Limitations of Financial Analysis, Steps involved in Financial Statements Analysis, Tools of Financial Analysis.
4. **Ratio Analysis** : Meaning of Ratio; Classification of Ratio and their Computation; Application of ratios, Advantages & Limitations of ratio analysis.
5. **Fund Flow Statement and Cash Flow Statement** : Meaning, Uses, Limitations, Preparation of Fund-flow Statement and Cash-flow Statement. Difference between Fund-flow Statement and cash-flow Statement.
6. **Cost Concept** : Meaning, Nature, Objective and Importance of Cost Accounting, Concept of Cost, Elements of Cost, Cost Sheet.
7. **Standard Costing & Variance Analysis** : Concept and variance analysis , Standard Cost and other Cost System-Standard Costing and its relationship with Historical Cost, Budgetary Control and Standard Costing. **Variance Analysis** : Concept of Variance, Classification of Variance – Material Variance, Labour Variance.
8. **Marginal Costing** : Concept of Marginal Cost and Marginal Costing, basic Characteristics of Marginal Costing, Working of Marginal Costing – Income determination under absorption and Marginal Costing, Role of Contribution, Practical Application of Marginal Costing, Cost-Volume – Profit Analysis, Key factor, Advantages and Limitations of Marginal Costing.

**BOOKS RECOMMENDED****Name of the Authors****Name of the Books**

• Hingorani Ramnathan & Grewal	:	Management Accounting
• Betty, J.	:	Management Accounting
• Anthony, Robert, N.	:	Management Accounting
• Manmohan Singh & Goel	:	Management Accounting
• Horngren, Charles, T.	:	Accounting for Management Control - An Introduction
• Solemen, Lanny M and Vargo, Richard J and Welther Larry M.	:	Financial Accounting
• T. P. Ghosh	:	Accounting & Finance for Managers
• Patric S camp	:	Accounting for the Managers
• Maheshwari S.N.	:	Financial Control

**COURSE CONTENTS**

1. **Introduction to Managerial Economics** : Nature and Scope, Five Fundamentals Concepts; Difference between Economics and Managerial Economics and related disciplines like Accounting, Mathematics and Statistics.
2. **Economics of the Firm** : The Objectives of the Business Firms, Profit Concepts and Analysis – Measurement of Profit, Alternatives to profit maximization.
3. **Demand Analysis** : Concept of Demand, Demand schedule, Demand Curve and Demand Function. Individual vs. Market Demand, Types of Demand – Price Demand, Income Demand and Cross Demand. Elasticity of Demand and Determinants of elasticity of Demand. Forecasting of Demand – Concept of Forecasting. Types of Forecasting – Firms vs. Industry, Micro vs. Macro, Short run vs long run, Techniques of Forecasting – Mechanical Extrapolation, Barometric approach survey method – survey of buyers intention, Opinion Polling, Statistical and Mathematical Models.
4. **Cost Analysis** : Cost Concept and Analysis – Actual Cost and Opportunity Cost, Past and Future Cost, Short-run and Long-run Cost, Direct and In-direct Cost, Historical and Replacement Cost, Urgent Cost and Postponable Cost, Explicit and Implicit Cost, Total Average and Marginal Cost and their relationship – Breken ven Analysis.
5. **Production Functions** – Law of diminishing return – Concept, Assumptions, Characteristics, Total Product, Average Product and Marginal Product. Three stages of Production and Least Cost Combination. Law of Returns to Scale – Concept, Characteristics, Optimum Combination of inputs and Identification of Price Effect, Output Effect and Substitution Effect.
6. **Pricing Decisions** : Perfect Competition – Features, Price Determination by the Industry, Short and Long Period Equilibrium of a Firm, Monopoly – Characteristics, Price and Output Determination, Price Determination – Definition, Conditions and Techniques, Dumping Price, Oligopoly – Characteristics, Types of Oligopoly Price and Output Determination. Price Leadership, Monopolistic Competition – Features, Price and Output Determination in Short and Long run.
7. **Business Cycle** : Definition, Four Phases, Effects and Remedies.
8. **National Income** : Definition, Methods of calculation and difficulties, Concept of National Income, Gross National Products, Net National Product.

**BOOKS RECOMMENDED****Name of the Authors**

- Varshney R. L. & Maheshwari K.L.
- Joel Dean
- Sundaram K. P. M.
- Haynes, Mote, Paul
- Stonier Hague
- Jhingam
- Mithani D M
- Dwivedi D. N.

**Name of the Books**

- : Managerial Economics
- : Managerial Economics
- : Principles of Economics
- : Managerial Economics
- : Economic Theory
- : Micro Economic Theory
- : Managerial Economics
- : Managerial Economics



**COURSE CONTENTS**

1. **Introduction to Quantitative Techniques** : Importance of Quantitative Techniques in managerial decisions, Graphs of frequency distributions. Histogram, Frequency Polygon, Frequency curve, Ogive. Measures of Central tendency - Arithmetic Mean, Median and Mode. Measures of Dispersion – Range, Mean Deviation and Standard Deviation and their Significance.
2. **Skewness, Moments and Kurtosis** : Definition of skewness, Measures of Skewness – Karl Pearson's coefficient of skewness. Moments for ungrouped and grouped data, 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> central moments, Moments about an arbitrary point. Kurtosis – Definitions. Measures of Kurtosis.
3. **Correlation and Regression** : Correlation – Definition and significance, Karl Pearson's coefficient of correlation and Rank correlation coefficient. Method of least squares and Interpretation of coefficient of correlation. Regression – Definition and significance – Regression lines, Regression equations of Y on X on Y, Regression coefficients. Properties of Regression coefficients.
4. **Index Numbers** : Definition and Uses, Problems in constructing Index numbers, Consumer price index numbers Construction of consumer price index - Aggregate Expenditure method, Family Budget method, Index number of Industrial production. Fisher's Ideal Index number, Time reversal Test and Reversal Test.
5. **Matrices and Determinants** : Definition, Types, Addition and Multiplication of Matrices. Determinants, Minors, Co-factors, Adjoint and Inverse of a matrix. Solution of linear equations for three unknown by matrix method.
6. **Set Theory and Probability** : Definition of a set, Presentation of sets, Types of set – Finite, Infinite, Null, Single-ton, Equal, Equivalent, Universal, Sub-sets, Super-sets, Venn Diagrams, Union of sets, Intersection of sets, Dis-joint sets Complement of a set, Difference of sets. De Morgan's Law, Associative, Commutative and Distributive properties of sets. Factorials, Permutation, Combination, Random experiment, Event, Compound events, Mutually exclusive events, Exhaustive events, Complementary events, Equally likely events, Addition law of probability, Conditional probability, Multiplication law of probability, Dependent events, Independent Events, Application of Baye's Theorem.
7. **Introduction of Linear Programming** : Meaning of Linear Programming, Formulation of L.P. problem, Unknown variables, Objectives, Constraints, Optional solutions, Maximisation and Minimisation of objective functions. Solution of Linear Programming problems by graphical method, Decision tree.
8. **Statistical Decision Theory** : Meaning, Action space, State space, Expected Monetary Value Criterion, Expected Opportunity Loss Criterion. The optimal Decision – Minima and Maximal principles. Theory of Games – Two person Zero – sum Game, Game with pure strategy and with mixed strategy.

**BOOKS RECOMMENDED**

1. Quantitative Approach to Management by Hein
2. Operation Research – Methods & Problems by Sieman
3. Fundamentals of Statistics by Elhance, D.N.
4. Quantitative Techniques & Operation Research by Gopikuttan
5. Business Statistics by Gupta, S.P. & Gupta M.P.
6. Introduction of Matrices by N. Saran & J. K. Goyal
7. Set – Theory by K. K. Jha

**COURSE CONTENTS**

1. **INFORMATION SYSTEMS** : Date and information, Characteristics of Information, Importance of Information for Managers, Information needs and Managerial levels, Evolution of Computerized Information Systems, PROCESS OF Information Generation, Adding values to information. Role of Information Systems in modern business management information Management as Business Function.
2. **COMPUTER APPLICATIONS IN INFORMATION MANAGEMENT** : Computer based Information Systems (CBIS), Basic hardware and Software Requirements for Implementation CBIS, Office Tools : Word Processors, Spreadsheets and Presentation Tools, Using Statistical Packages for Statistical Operations and Analysis, Components of CBIS and their types, MIS, Information Systems and Managerial Decision making, Decision Support Systems, Executive Information Systems, Expert systems.
3. **INFORMATION SYSTEM DESIGN** : IS design methodologies and approaches, Structured and Object Oriented Approach, nformation System Development Lifecycle (ISDLC), Waterfall Model, The 'V' Model.
4. **BUSINESS INFORMATION STORAGE AND RETRIEVAL** : Introduction to Database Management System (DBMS), Components, File-types organization, Hierarchial Net works, Relational Data Models, E-R Models, Client-Server Architecture, Use of DBMS in a Managerial Setup, Database Administrator, data Warehouses and Data Marts, Data mining in Information Management, OLAP (On-Line Analytical Processing).
5. **MODERN BUSINESS INFORMATION MANAGEMENT TRENDS** : E-Business, E-Commerce, M-Commerce, Electronic Payment system (EPS), online Banking, On-line Auctions and Trading, E-CRM and E-SCM Framework. IT in Government Organisation. E-governance.

**Books Recommended**

1. S. Madan – Information Technology
2. Murdick, Ross, Clagett – Information System for Modern Management
3. Kanter J – Managing with information
4. Lucey – Management Information Systems
5. Kroenke – Business Information Systems
6. Turban – Information Technology for Management
7. Anderson P. – Management Information Systems
8. Jawadekar - Management Information Systems

**COURSE CONTENTS**

1. **Introduction** : Concept and emergence of Ethics, its relevance in business sphere, Ethics & Morality, Ethics & Values, Need for value driven management, India culture, Ethics and Materialism.
2. **Work Ethics** : Concept of Work Ethics, Ethical decision-making, corporate social responsibility, ethical interfaces in public and private sectors.
3. **Indian Ethics** : Philosophical foundation of India ethics, Empirical vs. Eternal ethics, Ethical principles from contemporary corporate world.
4. **Corporate Governance** : Corporate governance as strategic alternative, Concept of corporate governance, Governance chain, shareholders, stake holders and governing bodies, Rights of creditors and lenders, Relations with clients, change of ownership, Information disclosure – ethical considerations, Corporate culture and ethics, Emerging dimensions in e-governance.
5. **Cross Cultural Management – An Overview.**

**Books Recommended**

- C. L. Bansal – Corporate Governance
- Right for Information Act – The Bare Act.
- Banerjee – Ethics in Business and Management
- Chakravorty – Values and Ethics in Management
- Dave – Vadant and Management
- Johnson, Scholes – Exploring Corporate Strategy
- Singh – Corporate Governance
- Arya, Tandon – Corporate Governance
- Weston, Siu & Johnson – Corporate Governance
- Dr. D. N. Sharma – Managerial Ethics in Finance



**COURSE CONTENTS**

1. **Production Planning & Control** : Meaning, Scope and Functions of Production Management, Characteristics of production planning and control, Process of production planning and control, Importance and Objectives of Production Planning and Control, Techniques of Production Planning and Control – Routine, Scheduling, Dispatching and Expediting.
2. **Manufacturing System** : Place of Production Management in Organisation, Types of production, Job-order production, Continuous and Intermittent Production System, Characteristics of different manufacturing system, Size of Plant, Type of Industry, Centralisation vs. Decentralisation.
3. **Production Order** : Meaning, Objective and Tools of Production Order – Charts for process analysis, Charts for equipments Utilisation analysis for two machines, Gantt Chart.
4. **Network Programming** : Activity, Event, Arrow Diagrams, Expected Time, Dummy activities, Critical Path and its calculation, Earliest start time, Latest finish date, Slack, Float, PERT, Uses of PERT, Difference between CPM and PERT.
5. **Work Study** : Definition and Objectives of Work Study, Work-measurement, Time, Motion & Fatigue Study, Productivity Meaning, Importance, Measurement, Factors affecting productivity, Ergonomics.
6. **Location and Lay-out of Plant** : Meaning of Plant location, Factors influencing location, Weber's theory of location, Sargant Fluency's theory. Meaning and objectives of Plant lay-out. Factors to be considered for lay-out, Product lay-out, Process Lay-out, Stationery and functional lay-out. Techniques of lay-out, Characteristics of lay-out, Procedure of Lay-out, Principles of Material handling.
7. **Inventory management** : Meaning, Objective Importance and Essentials of Inventory Control. Minimum and Maximum stocks limits, Safety stock, Danger Level Lead Time, Re-order level, Carrying Cost, Procurement Cost, Economic Order, Quantity (EOQ), Computation of EOQ, ABC analysis of Inventory, Various costs involved in Inventory Management.
8. **Quality Control** : Meaning, Objectives and Importance of Quality Control. Four phases of Quality Control, Inspection, Importance of stastical quality control, Control Charts, Types of Control Charts, Acceptance Sampling.

**BOOKS RECOMMENDED****Name of the Authors**

- | <b>Name of the Authors</b>        | <b>Name of the Books</b>                     |
|-----------------------------------|--|
| • Buffa, Eglewood S.              | : Modern Production                          |
| • Burbidge, John I.               | : Production Control                         |
| • Broom, H.N.                     | : Production Management                      |
| • American Management Association | : Successful Production Planning and Control |
| • P. K. Gupta & D. S. Hira        | : Operations Research                        |

**COURSE CONTENTS**

1. **Marketing Fundamentals** : Nature, Tasks and Philosophies of Marketing, Marketing Environment – Micro and Macro elements, Marketing Ethics, Marketing Strategies, Marketing Mix, Unique Selling Propositions, other Competitive advantages, Marketing Information System, Basics of Marketing Research, Market segmentation, Targeting and Positioning.
2. **Consumer Behaviour** : Consumer, Factors influencing consumer behaviour in Marketing Decisions.
3. **Product** : Product and Product classification, Consumer Product – Convenience products, Shopping Products, Specialty Products, Unsought Products, Industrial Products, Product Diversification – Product life cycle – New Products, New product development process – idea generation, idea screening, product development, test marketing, Branding and Packing decisions – Brand name and trade mark; Advantages and disadvantages of branding, Branding decisions, selecting a brand name, Functions of Packaging.
4. **Marketing Services** : The concept of service, Reasons of growth of service sector, Characteristics of services, Elements of marketing mix in service marketing.
5. **Distribution** : Importance, Channels of distribution, Different alternatives, Selection of an appropriate channel, Factors influencing channel decision.
6. **Pricing Policies and Practices** : Determinants of pricing, Role of Costs in pricing, Pricing methods – Cost – Plus pricing, Pricing for a rate of return, Marginal cost pricing, Going-rated pricing. Customary pricing – Penetration pricing, Skimming prices, Pricing below cost, Pricing strategy over the product life cycle.
7. **Managing Promotions** : Promotion Mix, factors affecting Promotion Mix, Effective Advertising Communication – Nature and Types of advertising, Developing advertising copy and message, Media selection, Publicity and Public Relations, Personal Selling.

**BOOKS RECOMMENDED****Name of the Authors****Name of the Books**

- |                        |   |   |
|------------------------|---|---|
| • Philip Kotler        | : | Marketing Management : Analysis, Planning and Control |
| • Mc. Corthy & Sahprio | : | Basic marketing                                       |
| • Enix & Cox           | : | Marketing Classics                                    |
| • Wiley                | : | Marketing Management                                  |
| • Rajan Saxena         | : | Marketing Management; Tata McGraw Hill                |
| • Namakumari           | : | Marketing Management; Mc Millan                       |
| • Neelamgham S         | : | Marketing Management and the Indian Economy           |
| • William J. Stanton   | : | Marketing, M c.Graw Hill.                             |

**COURSE CONTENTS**

1. **Introduction to Human Resource Management** : The concept, Importance, Function – Managerial and Operative, The changing concept of Human Resource Management, Introduction to social system approach HRM.
2. **Human Resource Planning of a Firm** : Significance, Need for Human Resource Planning, steps involved in Human Resource Planning.
3. **Procurement of Human Resource** : Recruitment – Meaning, Source & Methods, difference between Recruitment and selection, Selection – Meaning, Objectives, Methods of selection, placement & introduction.
4. **Training and Development** : Training – Meaning, Need for training, Planning the training programme, methods of training. Development – The concept, difference between training and development, importance, Development methods.
5. **Promotion, Transfer, Demotion & Discharge** : Promotion – The concept, Need, Promotion policy – Merits & de-merits of different policies. Transfer – The significance, objectives, Types of transfers. Demotion – Causes, Discharge – Lay off, Retrenchment, Discharge and Dismissal.
6. **Performance Appraisal** : The concept, objectives and the methods of performance appraisal.
7. **Compensation** : Concept, Types, Methods of compensation.
8. **Participative Management** : The concept, growth of idea, importance & forms of participation in India.

**Books Recommended****Name of Authors****Name of Books**

- |                        |   |  |
|------------------------|---|--|
| • Gomez, Balkin, Cardy | : | Managing Human Resources                 |
| • Ashwathapa           | : | Human Resource & Personnel Management    |
| • Dale Yodder          | : | Personnel Management & I.R.              |
| • Strauss & Saless     | : | Personnel – Human Problems of Management |
| • Pigors & Mayers      | : | Personnel Administration                 |
| • Dubrin               | : | Human Resource Management                |
| • Cascio               | : | Managing Human Resource                  |
| • Jackson & Mathis     | : | Personnel – Human Resource Management.   |

**COURSE CONTENTS**

1. **Introduction to Financial Functions** : Nature, Scope, Objectives, Importance and Changing role of finance functions, Maximisation of Profit vs. Maximisation of wealth.
2. **Financial Forecasting** : Planning for funds requirement, Preparation of cash budget, Proforma Income Statement and Balance sheet etc.
3. **Sources of Capital** : Preferred stock and Common stock. Long term debt, Retained earning & their Features, Choice for sources of funds, Capital structure planning.
4. **Cost of Capital**: Cost of Equity capital, preferred capital, long term debt, Detained charges, Computation and Composite cost of capital.
5. **Capital Budgeting** : Concepts and Steps in Capital budgeting, Average rate of return, pay back period, Present value method, Internal rate of return.
6. **Analysis and Interpretation of Leverage** : Meaning, Types of Significance of leverages, Calculation and Interpretation of Financial, Operating and Composite Leverages.
7. **Working Capital Management** : Definition, Financing current assets, Working Capital Policy, Cash & Inventory Management, Factors affecting the requirement for working capital.
8. **Dividend Policy** : Classification of dividend, Factors governing dividend policies.

**Books Recommended****Name of Authors****Name of Books**

- |                       |   |  |
|-----------------------|---|--|
| • Kuchal, S.C.        | : | Financial Management – A conceptual approach |
| • Van Horn, James, C. | : | Financial Management and Policy              |
| • Solemon Ezra        | : | The Theory of Financial Management           |
| • Solemon Ezra        | : | Management of Corporated Capital             |
| • Weston & Brigham    | : | Managerial Finance                           |
| • Dowing, A.S.        | : | Financial Policy of Corporation              |
| • Pandey, I.M.        | : | Financial Management                         |
| • Maheshwari, S.M.    | : | Management Accounting & Financial Control”   |
| • Ravi M Kishore      | : | Financial Management ; Taxman                |

**COURSE CONTENTS**

- 1. Nature and Objectives of Research** : Meaning and types of Research, Research approaches and Research methods, Importance of Research in Managerial decision-making.
- 2. Identification of Research Problem and Research Design** : Defining Research problem, Difficulties in identifying a problem, Identification and Formulation of a problem in social research, Concepts of research design, Types of research design, Experimental designs. Features of a good research design.
- 3. Hypothesis** : Meaning and Types of hypothesis, Null hypothesis, Procedure of testing a hypothesis in social research, Problems in the Formulation and Testing of Hypothesis.
- 4. Collection of Data** : Primary and Secondary sources of data and their distinctive features, Observation method – its uses and limitations, Methods of collecting primary data, Questionnaires and Schedules, Feature of a good Questionnaires, Guidelines for constructing Questionnaires & Schedules for field surveys, Case-study method of data collection – its uses and limitations.
- 5. Sampling** : Universe vs. Sample, Fundamentals of sampling, Types of sampling and their features, Purposive sampling, Random sampling, Stratified sampling, Quota sampling and Judgment sampling for data collection, Selection of random samples and determination of random samples and determination of the size of samples.
- 6. Analysis and Interpretation of Data** : Methods of analyzing research data, Classification, Tabulation and matrix building, Use of empirical techniques for analysis of data.
- 7. Measurement** : Measurement of attitude and its Difficulties, Importance and Limitations of the inferences based on scaling procedure & techniques, Reliability and validity of measurement scales.
- 8. Presentation of Research Findings** : Reporting of research findings, Assumptions, Precautions and Limitations, Steps involved, Types of research report, Uses of pictorial devices like Charts, Diagrams and Graphs, Effective communication of research findings.

**Books Recommended****Name of Authors**

- S.R.Bajpai :
- D.S.Kothari :
- Goods & Meritt :
- Cooper Schindler :
- Levin, Rubin :

**Name of Books**

- Social Survey and Research
- Research Methodology
- Methods in Social Research
- Business Research Methods
- Statistics for Management

**COURSE CONTENTS**

1. **Introduction to Optimization Techniques** : Linear Programming Problems – Formulation of Linear Programming Problems, Graphical Solutions.
2. **Simplex Method** - Simplex Algorithm, Big-M method and Two phase method, Duality – definition of the dual problem, Primal-dual relationships, Dual simplex method, Sensitivity analysis.
3. **Transportation Problems** : Initial solutions using North-West Corner Method, Matrix Minima and Vogel's Approximation Method, Optimal Solutions by Modified Distribution Method, Stepping Stone Method.
4. **Assignment Problems** : Balanced and unbalanced assignment models, Hungarian Method, Traveling Salesman Problem, Crwew-Assignment Problem.
5. **Game Theory** : Concept of Game; Two-person zero-sum game; Pure and Mixed Strategy Games; Saddle Point; Odds Method; Dominance Method and Graphical Method for solving Mixed Strategy Game.
6. **Sequencing Problem** : Johnson's Algorithm for n Jobs and Two machines, n Jobs and Three Machines, Two jobs and m Machines Problems.
7. **Queuing Theory** : Characteristics of M/M/I Queue model; Application of Poisson and Exponential distribution in estimating Arrival Rate and Service Rate; Applications of Queue model for better service to the customers. M/M/C Queuing Model.
8. **Replacement Problem** : Single Replacement and Group Replacement.

**Books Recommended**

- Taha – Operations Research : An Introduction, Pearson Education
- F. Hillier & G. Lieberman – Introduction to Operations Research, Tata McGraw Hill
- F. Hillier – Introduction to Management Science – A Modeling & Case Studies Approach with Spreadsheets, Tata McGraw Hill
- R. Panneerselvam – Operations Research, Prentice Hall of India.
- J. K. Sharma – Operations Research (Theory and Application).



**COURSE CONTENTS**

1. **Law of Contract** : Introduction, definition, essential elements, Consideration, Void and Voidable agreements, law relating to agencies.
2. **Partnership** : Nature and classification. dissolution and winding up of Partnership.
3. **Company Law** : Company Management, Nature and Classification, Formation of a company, Control over companies.
4. **Negotiable Instruments Act.**
5. **Sale of Goods Act.**
6. **Management's Right to Manage** : The question of prerogative, Justification and challenges, End of Laissez- Fair, Directive principles and the State Policy towards labour.
7. **Factories Act 1948** – An Overview.
8. **Industrial Disputes Act, 1947** – An Overview.
9. **Minimum Wages Act, 1948** – An Overview.
10. **Payment of Bonus Act, 1965** – An Overview.
11. **Right of Information Act** – An Overview.
12. **Cyber Laws & Information Technology Act 2000** – An Overview.

**Books Recommended**

- Rohini Grawal – Merchantile & Commercial Law
- Mazumda & Kapoor – Company Law & Practice
- V. S. Datey – Business & Corporate Law
- M. C. Shukla - Merchantile Law
- Mallik - Industrial Law
- Labour and Industrial Law        - Dayal
- Right for Information Act – The Bare Act.
- Cyber Law – The Bare Act.

## **GROUP – A      MARKETING MANAGEMENT**

### **PAPER : MB – 311      MARKETING RESEARCH & CONSUMER BEHAVIOUR**

**Full Marks : 100**

#### **COURSE CONTENTS**

- 1. The nature and scope of Marketing Research :** Meaning, Importance, Objectives, Nature and scope of Marketing Research. Limitations of Marketing Research, Market Research and Marketing Information.
- 2. Research Design :** Planning the research project exploratory, Descriptive and Experimental, Selection of a Research Design.
- 3. Sources of Information :** Internal Business Records and their uses; Sales and financial records. The use of financial ratio's. External Sources of Information : Different published materials and their sources, Panel design, Original research and continuous research.
- 4. Collection of Data:** Basic methods of collecting data – Mail survey, Telephone enquiry, Personal interview, Consumer panel, Observation. Research design and selection of technique. Drafting the questionnaire – The questions and the lay-out. Piloting the questionnaire.
- 5. Analysis and Preparation of Research Report :** Analysis and classification of Data, Tabulation and interpretation of data, choice of statistical techniques, Setting up tentative conclusions, Formulating final conclusions Recommendations.
- 6. Applications of Marketing Research :** Motivation Research – Meaning, Importance, Objectives, Kinds of information sought in motivation research, Techniques and limitations.
- 7. Consumer Behaviour Decision Process :** Concept of consumer Behaviour, Consumer Psyche and Consumer behaviour. Consumer Behaviour and Marketing Research. Models of Consumer Behaviour-Howard-Sheth Model.
- 8. Environmental factors and Consumer Behaviour :** Socio-cultural influences on Consumer behaviour – The concept of social class, Determinants of social class, Social class and buying behaviour influence of cultural factors on Consumer Behaviour.

#### **Books Recommended**

##### **Name of Authors**

- Green & Tull
- Churchill
- Blankenship & Myron
- Edward Loyd
- Adler
- Luck & Wales
- Tull & Hawkins
- Luck & Rubin
- Chisnall
- Kotlar Philip
- Kotlar Philip
- Engel,Blackwell & Miniard
- Wilkie,W.L.
- Haward Sketh
- Mewer J.C.
- London D.L. & Dalla Bitt
- Sciffman,L.G.
- Peter and Olson
- Berkman & Gilson
- Runyon K.E. & Steward D.W.

##### **Name of Books**

- Research for Marketing Decisions
- Marketing Research
- Market & Marketing Analysis
- Marketing Research as a tool of successful management
- Marketing Research
- Marketing Research
- Marketing Research
- Marketing Research
- Marketing Research
- Marketing:Analysis,Planning Implementation & Control
- Principles of marketing
- Consumer Behaviour
- Consumer Behaviour
- Theory of Buyer Behaviour
- Consumer Behaviour
- Consumer Behaviour, Concepts and Applications
- Consumer Behaviour
- Consumer Behaviour,marketing Strategy Perspective
- Consumer Behaviour ,concepts & strategy
- Consumer Behaviour and the practice of Marketing

## **GROUP – A      MARKETING MANAGEMENT**

### **PAPER : MB – 312    INTEGRATED MARKETING COMMUNICATIONS**

**Full Marks : 100**

#### **COURSE CONTENTS**

1. **Introduction** : Concept of Marketing mix, Sales promotion, Advertising and its relationship with marketing mix, Marketing view and communication view of advertising, Benefits of ad., limitations of ad.
2. **Social & Economic Aspects of Advertising** : Place of ad. In society and in the entire economic system, Role of advertising in stimulating primary demand.
3. **Marketing Communication Process** : Role of marketing communication, Concept of marketing communication, Elements of promotion mix, Planning framework of Promotional Strategy.
4. **Planning Advertising Campaign:** Objectives, Scheduling, Executing, Lay out, Copy, Theme, Headline, Appeal.
5. **Measurement of Advertising Effectiveness** : Introduction, Concept of Effectiveness and measurement, DAGMAR approach, Types of advertising evaluation, Presenting and testing techniques, Role of research in determining positioning strategies for advertisement.
6. **Advertising Agency** : Introduction, Role of an ad. Agency, Functions and structure of an ad. Agency. The agency-clint relationship and productivity, Preparing for the campaign, The advertising tasks.
7. **Message Design & Development** : Introduction, Message design and marketing objectives, Message presentation, Message development – Meaning and Tools, Size and shape.
8. **Public Relations, Publicity & Sales Promotion** : Nature, Scope, Objectives, Functions and Tools of Public Relations, Corporate Advertising, Sales Promotion Techniques.

#### **Books Recommended**

##### **Name of Authors**

- Aaker, David, A & Myrs John G. :
- Anand, M.M. :
- Borden, William H. :
- Borden, Neil H. & Marshall, Martin V. :
- Ogilvy, David :
- Peebles, D. Mand Rayans, J.K. :
- Russed, Thomas & Verrill, Glenn :
- Dr. Rayudu C., Balan A.R. :

##### **Name of Books**

- “Advertising Management”, 1989, Printice Hall of India, New Delhi
- Marketing Communication Text & Classes, Faculty of Management Studies, University of Delhi
- Advertising,, John Wiley, New York
- Advertising management Text & Cases” Richard D. Irwin Homewood, Illinois
- “Ogilvy on Advertising”, Longma, London
- “Management of International Advertising – A
- “Klepner’s Advertising procedure” 1986, Prentice Hall, Englewood Cliffs, N. J.
- Public Relations & Communication.

**GROUP – A      MARKETING MANAGEMENT**

PAPER : MB – 313

**SALES & DISTRIBUTION MANAGEMENT**

**Full Marks : 100**

**COURSE CONTENTS**

1. **Sales Management** : Introduction, Concepts, Evolution, Objectives of Sales Management.
2. **Selling Process** : Selling and Salesmanship, Personal selling Nature & Scope, Objectives, Theory AIDAS theory, Right set of circumstances, Buying formula, Behavioural equation.
3. **Managing the Sales Force** : Recruitment and Selection, Compensation of Sales Force, Designing and Administrating the compensation plan. Monitoring & Performance appraisal.
4. **Sales Territory**: Introduction, Need, Territory allocation, Steps involved.
5. **Sales Quota**: Meaning and importance, Quota setting.
6. **Sales Budget**: Significance, Methods.
7. **Distribution & Logistics** : Retailing, Wholesaling, Distributors selection and Management, Logistic, Importance of Logistic choice, Elements of distribution logistics Models of distribution, Role of IT in Logistics.
8. **Retail Management** : The Concept, Retailer's role in distribution channel, Functions performed by Retailers, Types of retailers, Benefits of organized retailing. The present Indian retail Scenario, Factors affecting retailing in India.

**Books Recommended**

**Name of Authors**

**Name of Books**

- Anderson,R. : Personal Professional Selling, 1991, Prentice Hall Englewood Cliffs, N.J.
- Buskirk, R.H. & Stanton, W.J.: Manmanagement of Sales Force, 1983 Richard D.Irwin, Homewood (Illinois)
- Dalrymole,D.J. : Sales management,Concepts,Practices & Cases, John Wiley,New York
- Johnson,E.M. Kurtz,D.L. : Sales management Concepts,Practices & cases, Mc Graw hill, New York
- & Schewing E.
- Patty-Hite : "Managing Sales People",Prentice Hall, Englewood Cliffs,N.J.
- Reid,M. : "Modern Applied Selling",Prentice Hall,N.J.
- Russel,Beach & Buskirk : Text Book of Salesmanship, Mc Graw hill,N.York
- Smith,R. : Sales Management: A Practitioner's Guide, Prentice Hall, Englewood Cliffs, N.J.
- Still, R.R. Cundiff, E.W. : Sales management" 1988, Prentice hall Englewood Cliffs, N. J.
- & Govoni NAP
- Stroholm,Kaulman : "Principles of Selling", 1985, Prentice hall, Englewood Cliffs, N.J.
- Vacarro,J.P. : Sales management:Text Cases and Readings, 1987 Prentice Hall, Englewood Cliffs, N.J.
- Abhijeet das : Mal Marketing

**GROUP – A      MARKETING MANAGEMENT**

PAPER : MB – 314

**INTERNATIONAL MARKETING**

**Full Marks : 100**

**COURSE CONTENTS**

1. **International Marketing** : Definition, concept & setting, chief features, scope and size of internal market, institutional and policy framework.
2. **International Business Environment**: Natural and social environment, Legal and political environment, Trade, Monetary and economic environment.
3. **International Institutions** : World Bank, I.M.F., UNCTAD, GATT (I.T.C.)
4. **Common Market & Trading** : Common Markets, Free Trade Zones, Economic communities, Constraints of International Marketing – Fiscal and Non-fiscal barriers, Trading patterns – Bilateral trade agreements, Commodity agreements & G.S.T.
5. **Institutional Infrastructure For Export Promotion** : Export promotion Council, Public Sector Trading agencies, ECGs, Export-Import Bank.
6. **Procedure & Documents** : Registration, Export quotations, Production and clearance of goods for exports, Shipping and Transportation, Insurance, Negotiation of documents, Instruments of payments – Bill of exchange, Letter of credit, Financing of export trade.
7. **International Marketing Planning**: International Market Selection and Segmentation, International Market Research, International Marketing Planning – Co-ordination and control. Identification of markets, Product policy, International product life cycle, Promotion strategy, Pricing and distribution strategy.
8. **Managing the Multinational Enterprises**: Introduction, the concept, Organization for Multinational operations, Building a Global strategy, Transfer of technology to Third World.

**Books Recommended**

<b>Name of Authors</b>	<b>Name of Books</b>
• Cherunilam :	International Marketing
• Rathor B S :	Export Marketing
• Bal Gopal I.S. :	Export Management
• Varshney R.L.D. & Bhattacharya B. :	International Marketing Management – An Indian Perspective
• Miracle B. Gordon :	International Marketing Management
• Fayer Weather J. :	International Marketing
• Hess J.M. & :	International Marketing
• Catera P.R. :	
• Blough, Roy :	International Business
• Flemming J.M. :	International Marketing
• Export manual :	Nabhi Publication.

**GROUP – A      MARKETING MANAGEMENT**

PAPER : MB – 315

**RURAL MARKETING**

**Full Marks : 100**

**COURSE CONTENTS**

1. **Introduction** : Nature and scope of Rural Marketing. Rural market environment. Challenges and opportunities of rural marketing. Rural consumer behaviour, 4P's in rural context.
2. **Value Offering** : Marketing of consumer durable, non-durable and services in rural markets.
3. **Branding** : Importance of Branding, Perception and positioning, Rural market segmentation, Classification of Agricultural products, Rural Marketing strategies.
4. **Rural Pricing** : Determination of agricultural prices, Role of agriculture Price Commission, Role of State & Central Governments in pricing.
5. **Rural Distribution Channels** : Promotional and personal selling in rural markets, Role of Media and its usage in rural context.
6. Planning and Distribution Channels in rural markets, Commodity markets in India, Problems of agricultural marketing in India, Role of Warehousing.
7. **Marketing Agencies and Institutions** : Institutional Support for Rural marketing, Nature, Scope and role of Cooperative Marketing, Marketing of products suited to Rural Environment.
8. Agri-Business – An overview

**Books Recommended**

1. Badi RV & Badi NV – Rural Marketing
2. Velayudhon Saval Kumar - Rural Marketing
3. Singh Sukhpal - Rural Marketing Management
4. Kamat Krishnamurthy - Rural Marketing
5. Habeeb K.S. - Rural Marketing in India
6. Ram Kishen Y. – New Perspectives in Rural & Agricultural Marketing in India.



**GROUP – A      MARKETING MANAGEMENT**

PAPER : MB – 316      **INDUSTRIAL AND SERVICES MARKETING**

**Full Marks : 100**

**COURSE CONTENTS**

- 1. Industrial Marketing** : Nature and coverage of Industrial marketing, Industrial marketing vs. Consumer Marketing, Buying motives of Industrial Consumers, Nature of Industrial demand, Types and attributes of Industrial markets.
- 2. Industrial Marketing Mix** : Classification of Industrial products, Industrial pricing, factors influencing channel decision for industrial products, Channel alternatives, Industrial marketing communication.
- 3. Services Marketing** : Characteristics of services, Classification of services, Service marketing environment, 7 P.s. of service marketing, Modern trend in service marketing.
- 4. Service Quality and Customer Focus** : Determinants of service quality with core features, Factors influencing customer satisfaction, Financial and economic effect of services, The integrated gap model of services quality.
- 5. Relationship Marketing** : The concept of relationship marketing, Applications of relationship marketing, customer acquisition and retention strategy, IT enabled marketing.

**Books Recommended**

<b>Name of Authors</b>	<b>Name of Books</b>
• Reeder	: Industrial Marketing
• Hill, Cross	: Industrial Marketing
• Govindrajan	: Industrial Marketing
• Havaladar	: Industrial Marketing
• Woodraffle	: Services Marketing
• Zeithmal	: Services Marketing
• Rampal Gupta	: Services Marketing
• Shahjahan	: Relationship Marketing

**COURSE CONTENTS**

1. **Introduction** : Industrial relations; definition, Aspects of Industrial Relations, Scope and Different approaches in IR, Impact of New Economic Policy on IR with reference to India.
2. **The Legal Framework of Industrial Relations** : (1) Trade Unions Act,1926, (2) Industrial Employment (Standing Orders) Act,1946 and (3) Industrial Disputes Act,1947.
3. **Conflict Aspect of I.R.** :
  - a) Individual and Industrial disputes; Meaning, Nature, Causes, Effects.
  - b) Methods for settlement of Industrial disputes.
  - c) Compulsory Arbitration vs. Collective Bargaining.
4. **Collective Bargaining** :
  - a) Meaning, scope and theories of Collective Bargaining.
  - b) Evolution and present position of Collective Bargaining in India, Future of Collective Bargaining in India.
  - c) Bargaining Agent, Collective Agreement – Contents, Status, Role of State in Collective Bargaining.
  - d) Bargaining power and determinants.
5. **Co-operative Aspect of Industrial Relations** :
  - a) The Bipartite system – Evolution and present position, The Work Committees, JMC and Workers participation in Management
  - b) The Tripartite system : Indian Labour Conference, Standing Committees at the Central & State Levels in India.
6. Recommendations of the Second National Commission on Labour,2002 on Industrial Relations in India.
7. (a) Trade Unions – Objectives, Methods, Types & Functions, Rivalry, Leadership, Recognition, Trade Union Movement in India.  
(b) Employers association – Role , Objectives & Functions

**Books Recommended**

<b>Name of Authors</b>	<b>Name of Books</b>
• G.P.Sinha & PRN Sinha	: Industrial Relations & Labour Legislation (OXFORD & IBH,New Delhi)
• C B Matoria	: Dynamics of Industrial Relations (Himalaya Publishing House,Bombay)
• Berl & Edward	: The Practice of Collective Bargaining (Richard D. Irwin, Illinois)
• Beal Wickersham & Kienast	: The Practice of Collective Bargaining (Richard D.Irwin,Illinois)
• Chaberlain & Kuhu	: Collective Bargaining (McGraw Hill,New Delhi)
• B. N. Shukla & Bimla Shukla	: Collective Bargaining (Tata McGraw Hill,New Delhi)
• Kornhanser	: Industrial Conflict (Mc Graw Hill,New York)
• Report(1969) National Commission on Labour	(Govt.,of India Publications Division, New Delhi).
• ILO	: Worker's Participation in Decisions within undetrtaking (ILO, Geneva)

**COURSE CONTENTS**

1. **INTRODUCTION** : Concept of HRD, Rationale and Assumptions, Managing Change through HRD, Corporate HRD, Concept of HRD Climate.
2. **DEVELOPING HUMAN RESOURCES** : Introduction to Orientation and Training, Managing Training Programme, Instructional Methods, Evaluation of Training and Development Programme, Career Planning and development.
3. **CAREER PLANNING AND DEVELOPMENT** : Career Planning – Meaning, concept, objectives needs Career Planning vs HRD, Process of Career Planning, Career Anchors, Career Marriages, Career Path, Benefits of Career Planning and Development, Limitations and steps in Effective Career Planning and Development.
4. **POTENTIAL APPRAISAL AND SUCCESSION PLANNING.**
5. **CURRENT ISSUES IN HRD** : Globalisation and HRD, changing demographic of workforce, workforce diversity, Employee Relocation assistance Programmes, (HR in BPO industry), HR and Kaizen, Re-engineering, HR Roles in the Re-engineering Process. The concept of “Flexi-Time” Business Process outsourcing, Challenges and Tasks of HR Managers.
6. **HRD – A STRATEGIC PERSPECTIVE** : Significance of HRD, Human Resources for competitive advantages, Business strategy and HRD, HR and Business Policy Linkages, HRD and Life Cycle of organization, HRD and organizational performance.

**Books Recommended**

- Hollenbeck et al – Human Resource Management – Gaining a Competitive Advantage
- Anthony et al - Human Resource Management – A Strategic Approach
- Ivancevich - Human Resource Management
- Mathis, Jackson - Human Resource Management
- Nicky Hayes – Managing Teams – A Strategy for Success
- Berger, Berger – Talent Management Handbook
- Biswajeet Pattanayak – Corporate HRD
- J Leslie Mckeown – Retaining Top Employees
- Nitin Sawrdekar – Assessment Centres
- Bill Curtis / William E Hefley / Sally A Miller – People Capability Maturity Model-Guidelines for Improving the Work Force.

**ORGANISATIONAL DEVELOPMENT AND MANAGEMENT OF DISCIPLINE**

**Full Marks : 100**

**COURSE CONTENTS**

1. **INTRODUCTION** – Meaning and Definition of Organizational Development; Characteristics of Organizational Development, Need for Organizational Development, Benefits; Limitations; Assumptions.
2. **SCOPE AND OBJECTIVES** : Objectives of Organizational Development; Organizational Development vs Management Development; Areas of Organizational Development; Importance and Significance of Organizational Development; Values of Organizational Development.
3. **PROCESS OF ORGANIZATIONAL DEVELOPMENT** – Steps involved.
4. **ORGANIZATIONAL DEVELOPMENT INTERVENTION OR TECHNIQUES** : Sensitivity Training; Grid Training and Development; Process consultation; Team Development; Third Party Peace Making; Role Playing etc.
5. **ORGANIZATIONAL DEVELOPMENT FOR TWO OR THREE PEOPLE** – Transactional Analysis.
6. **ORGANIZATIONAL DEVELOPMENT IN INDIAN INDUSTRY.**
7. **DISCIPLINE** : Concepts and Definitions, Causes of Indiscipline, Causes / Aspects of Discipline, Essentials of a Good Disciplinary System, Kinds of Punishment, Steps involved in the Procedure for Disciplinary Action (Principles of natural justice), What is Misconduct ? Misconduct under standing orders, How to draft a charge sheet, Role of HR Manager in “Employee Discipline” function, Code of Discipline in Indian Industry.

**Book Recommended :**

1. Organisational Development by S. Ramnarayan, T V Rao
  2. Organisational Development and Change by Cummings and Worley (7<sup>th</sup> Edition)
  3. Organisational Development by French and Bell (6<sup>th</sup> Edition)
  4. Dynamics of Industrial Relations by C. B. Memoria
- Human Resource Management by Gary Dessler

**GROUP – B**

**HUMAN RESOURCE MANAGEMENT**

**PAPER : MB – 324**

**LABOUR WELFARE & SOCIAL SECURITY**

**Full Marks : 100**

**COURSE CONTENTS**

1. Labour Welfare : Meaning, Definition, Types, Necessities, Agencies.
2. Theories & Principles of Labour Welfare.
3. Labour welfare statutes – The welfare provisions under Factories Act 1948, Mines Act 1952 and Plantation Labour Act 1951, Labour welfare officers, their duties, status and role.
4. Social Security : Meaning, Definitions, Methods, Necessities.
5. Social Security Legislations : Evolution in India, Employees' Compensation Act, 1923; Employees' State Insurance Act, 1948, Employees Provident Fund and Miscellaneous Provisions Act, 1952; Payment of Gratuity Act, 1972; Maternity Benefit Act, 1961.
6. International Labour Organization (ILO) Structure & Functions, Impact of ILO on India Labour Legislations. Adoption of conventions and recommendations, Problems of Ratification.
7. Recommendations of the second NCL (2002).

**Book Recommended :**

1. Labour Laws - Taxmann
2. Bare Acts (On each of the above units)
3. Labour & Industrial Law by S. N. Mishra
4. Mercantile Law – N. D. Kapoor
5. Industrial Relation by Chhabra & Suri
6. Dynamics of Industrial Relations – C. B. Memoria

**GROUP – B**

**HUMAN RESOURCE MANAGEMENT**

**PAPER : MB – 325**

**COMPENSATION & REWARD MANAGEMENT**

**Full Marks : 100**

**COURSE CONTENTS**

1. **COMPENSATION** : Concept, Objectives, Dimensions, Role and Significance, Components of wages, Wage and Salary administration in Indian Industrial System.
2. Role of Governmental & Non-governmental agencies in compensation management in India, Wage board composition, Principles & issues to be kept involving wage structure, Role of Job analysis & Job evaluation in deciding compensation, significances methods.
3. **Role of Labour laws in regulating wages in India :**
  - a. **Payment of wages Act, 1936**
  - b. **Minimum wages Act, 1948**
  - c. **Payment of Bonus act, 1965**
  - d. **Equal Remuneration Act, 1976**
4. **Fringe Benefits** : Meaning, Types, need, importance and administration.
5. Determination of compensation in the era of globalization.
6. Future trends in compensation and reward management.

**Recommended Books**

Bhatia – New Compensation Management in Changing Environment  
Henderson – Compensation Management in a Knowledge-based World  
Milkovich & Newman – Compensation Management  
Belchar – Wage & Salary Administration  
Gupta – Managerial and Executive Remuneration in India  
Sarma – Understanding wage & System  
Alka gupta – Wage and Salary Administration in India  
Subramaniam – Wages in india



**COURSE CONTENTS**

1. **Introduction** : Negotiation Strategies, Negotiation Process, Issues in Negotiation.
2. **NEGOTIATION SUB-PROCESSES** : Perception, Cognition and Emotion, Communication, Finding and using Negotiation Power. Influence : Routes to influence, Role of Receivers in Influence. Ethics in Negotiation.
3. **Negotiation Contexts** : Relationships in Negotiation, Agents, Constituents, Audiences, Coalitions, Multiple Parties and Teams.
4. **Employee Counselling** : Introduction, Characteristics, Need, Objectives and Types of Counselling; Counselling Functions; The Manager's Counselling Role.
5. **Emergence and Growth of Counselling** : Factors contributing to the emergence. Approaches to counseling : Behaviouristic, Humanistic Approaches and Rogers Self Theory. Counselling Process; Steps involved.
6. **Modern Trends in Counselling** – Trends, Role of a Counsellors and Model of Counselling.

**Recommended Books**

1. Cohens – Negotiating Skill for managers
2. Spangle, M.L. & Isenhart M.W. – Negotiation
3. Lewicki, Saunder & Barry – Negotiation
4. Donaldson, T & Werhane P – Ethical Issue in Business
5. Dono Hue & Kolt – Managing Interpersonal Conflict
6. Zartman I.W. – The Negotiation Process : Theories and Applications
7. Fleming Peter – Negotiating in a Week

**COURSE CONTENTS**

1. **Financial Planning** : Meaning of Financial Planning, Characteristics of a sound Financial Plan, need for Financial Planning, Financial Plan and factors to be considered in drafting a Financial Plan.
2. **Financial Control** : Managing of Financial Control, Budget as an instrument of Financial Control, Essential for Effective Budgeting, Purpose of Budgeting – Budget Administration – Budget Committee, Budget Director and Budget Manual, Key Factors, Budget Period, Operation of Budgetary Control.
3. **Types and Classification of Budgets** : Their Preparation and Application. Sales Budget, Production Budget, Cash Budget, Capital Budget and Master Budget. Fixed and Flexible Budgeting, Performance Budgeting, Zero-Base Budgeting.
4. **Management Control Process** : Responsibility Accounting, Responsibility Centers – Cost, Profit and Investment Centers, Decentralized divisional controls, transfer prices, measurement of divisional performance.
5. **Profit Planning and Cost-volume-Profit Analysis**: Meaning of profit planning, Concept of Cost-Volume-Profit relationship, concept of Break Even Analysis and Profit-volume Ratio and their Limitations.
6. **Financial Decision Making** : Concept of Financial decision-making, Relevant cost and Differential cost, Exploring New Markets, Discontinuance of a Product line, Make or Buy Decisions, Equipment Replacement Decisions, Decision to Expand or Contract, Shut Down or Continue.
7. **Financial Information System** : Concept, significance and role in Financial decisions. Types of Financial Information System and the various parties constituting the system.
8. **Financial Reporting System**: Objective of Financial Reporting, Reporting need of different levels of Management, Elements of Financial Report and Basic consideration, Types of reporting, Preparation and uses, structure of Financial Report, Financial Reporting Practices in Public and Private Sectors in India.

**Books Recommended****Name of Authors**

1. Wales Alem A
2. Anthony, Deardon, Vancil
3. C.T.Horngren
4. Jones & Trention
5. J.A.Swtt.
6. Bhattacharya, S.K.I
7. Mohanty, B.
8. Anthony R.N.
9. Batty, J.
10. Das Gupta, N.
11. Hawkins, D.F.
12. Dew, R. Deresfor

**Name of Books**

1. Budgeting: Profit Planning and Control
2. Management Control System cases and readings
3. A Managerial Emphasis Cost Accounting
4. Budgeting: Key to planning and control. Ewing(ed.) Long range planning.
5. Budgetary control and standard cost.
6. Management Planning and Information Systems,1976, I.E. Learning Systems, New Delhi.
7. Management Control System,Information and Administration,1976, Mc Million, New Delhi.
8. Planning and Control Systems: Framework for Analysis 1976, Hardwired University Division of Research, Boston.
9. Corporate Planning and Budgetary Control, M & E Ltd., London
10. Financial Reporting in India, Sultan Chand
11. Financial Reporting Practice of Corporation,, D.J.Irwin, Illinose & Gee Kenneth, P.
12. Management Control and Informatin, Mac Millan, London.

**COURSE CONTENTS**

1. **Timing of Investment Decisions** : Dow Zones Theory, Random Walk Theory, Formula Plans Rupee cost averaging plan and its merits and limitations, Modified Rupee average plan, Ratio formula plans – constant ratio formula plans, Variable Ratio Formula Plans.
2. **Investment in Liquid Asset:** Portfolio of two risk securities, A Three Security Portfolio, The Efficient Frontier, Tracing the efficient Frontier, The relationship between the Unleveraged and Leveraged Portfolio, Capital Asset Pricing model, Characteristic lines, factor model, and Arbitrary Pricing Theory.
3. **Factors Affecting Investment Decisions:** Identification of Industries with Growth Potential – Statistical analysis of past share prices, Assessing the intrinsic value of an industry's shares, General factors affecting the value of industry's share-demand and supply position, profitability, Labour-management relations, Industry's special characteristics, Specific factors affecting the value of a particular company's share-size and ranking of the company, growth record-price earning ratio, percentage growth rate of Net Block Ratio, Financial analysis, Quality of Management, Location and Labour-Management Relations, Pattern of existing stock holdings, Market ability of shares.
4. **Introduction to Portfolio Management** : Meaning & concepts of Investment, Distinction between Investment and Speculation & Speculation and Gambling, Meaning of Investment Portfolio and Investment Portfolio Management, Types of Investors – Individual Investors and Institutional Investors, Selection Timing of Investments.
5. **The Optimum Portfolio Selection Problem** : Markowitz Portfolio theory, The mean Variance criterion (MVC), The Nature of Investment Risk, MVC and Portfolio Selection, Techniques of Portfolio revision.

**Books Recommended**

<b>Name of Authors</b>	<b>Name of Books</b>
1. Maheshwari, S.N.	Management Accounting & Financial Control, Sultan Chand & Sons, New Delhi.
2. Fisher, D.M. & Jordan, R.J.	Security Analysis and Portfolio Management, Prentice Hall, Englewood Cliffs, N.J.
3. Lee, Cheng F., Finnerty	Security Analysis and Portfolio Management, Joseph E & Worl, Donald H 1990, Foresman, Scow.
4. Markowitz, Harry M.	Mean Variable Analysis in Portfolio Choice and Capital Market, 1987, Basic Backwell, London.
5. Rudd, Andrew & Classing, H.K.	Modern Portfolio Theory, The Principles of Investment Management, Jones Irwin.
6. Sharps, William F.	Portfolio Theory & Capital Markets, 1970, Mc Graw hill, New York
7. Cohen, Zibarg & cohen	Investment Analysis and Portfolio Management, Zeiker Richard D. Irwin, Homewood (Illinois)
8. Bhalla, V.K.	"Worlds Economy in 90's A Portfolio Approach", 1990, Anmol, New Delhi.
9. Alexander, Gordon J & Sharpe, William F.	"Fundamentals of Investment", 1989, Prentice Hall Englewood Cliffs, N.J.
10. Bhalla V.K., J & Grabber Martin J	Modern Portfolio Theory and Investment Analysis, John Wiley, New York

**COURSE CONTENTS**

1. **INTRODUCTION** : Concept of Risk, Types of Risk, Measurement of Risk, Measuring effect of price risk. Management of Risk : Insurance, Asset / Liability Management. Hedging, size and cost of Hedge. Measuring cost of Hedge.
2. **FUTURES** : Concept and Types of Futures, Purpose of Futures Markets, Overview of Futures Market Reading the futures price, Futures price and Expectations, Functions of Future Markets.
3. **OPTIONS** : Meaning and Type of Options. Categorization of Options. Hedging with options : Zero-cost options, Delta Hedging with options. Options pay-offs and Options Strategies. Black-Scholes model for options pricing. Put-call Parity. Synthetic options.
4. **SWAP AND OTHER HYBRID INSTRUMENTS** : Meaning & types of Swap, Swap Facilitators, Benefits of Swap, Economic Analysis of Swap and Application of Swaps. Mortgage Derivatives, Treasury Bills and Credit Derivatives.
5. **INTRODUCTION TO FINANCIAL ENGINEERING** : Scope of Financial Engineering, Tools of Financial Engineering. Financial Engineering versus Financial Analysis, Productizing the solutions, factors contributing to the growth of Financial Engineering : Environmental and Intra Firm Factors. Hybrid and Synthetic Securities.

**Recommended Books**

1. Somnathan, T.V. – Derivatives
2. Arditti Fred.P. – Derivatives
3. Redhead – Financial Derivatives
4. Rose & Marquis – Money and Capital Markets
5. Marshall & Bansal – Financial Engineering
6. Vohra, N.D. & Bagai – Futures and Options
7. Strong A. Robert – Derivatives and Introduction

**COURSE CONTENTS**

- 1. PROJECT FORMULATION AND APPRAISAL** : Concept of Project and Project Management, Project Concealing, Project identification, Appraisal strategies, Project life cycle, Profitability and financial projections, Project formulation, Appraisal and Evaluation : Appraisal procedures of Financial Institutions.
- 2. SOCIAL COST – BENEFIT ANALYSIS** : Concept : Measurement of Social cost benefit – Employment potential, Capital output ration, Value added per unit of capital saving in foreign exchange, Cost benefit ratio; preparation of social income statement and social balance sheet.
- 3. Project Financing** : Project Capital cost estimation; Sourcing of Finances and their approximate mix, Issue management, Loan syndication, Consortium Financing, Venutre capital, Credit Rating.
- 4. Assessment of Short Term Requirement** : Approach and Analysis, Short-term Financial policies, Approaches of Short Term Financing, Sort-term financing, trends and Practices in India.
- 5. Project Implementation & Control** : Project Management Techniques, Project implementations : Scheduling (PERT, CPM) & implementation Problem of time and cost over-run, Project implementation Practices in India.
- 6. Merchant Banking** : Emergence of Merchant Banking Practices in India.

**Books Recommended**

1. Chandra, Prasanna – “Project Preparation Budgeting & Implementation”, Tata Mc Graw Hill, New Delhi
  2. Chawla, Krishan – “Social Cost Benefit Analysis”, Mittal, Delhi
  3. Clark, John J. Hindley Thomas J & Pritchard Robert E. – “Capital Budgeting Planning & Control of Capital Expenditure”, Prentice Hall, Englewood Cliffs.
- Kerzener, Harold – “Project Management : A System approach to Planning Scheduling & Controlling.”

**COURSE CONTENTS**

1. **Overview of Corporate Finance** : Patterns of corporate finance (Corporate Market Benchmarking), Common Stock, Debt. Financial Market & Intermediation, time value of Money.
2. **Financing the entrepreneurial firm** : Venture capital, Strategic Alliance, Agency Theory, Strategic Financial management, Micro Financing.
3. **Share holders Value Analysis** : capital Expenditure decision & capital budgeting techniques, capital disinvestments, optimum capital structure, value of perfect & imperfect information.
4. **Corporate Budgets** : Introduction, financial projections & forecasting, preparation of functional & master budget, budgetary control, Zero Based Budget (ZBB), Performance Based budgeting, Activity Based Budgeting.
5. **Fundamental of corporate capital Valuation** : Corporate Bond – intrinsic value of stand alone bond, discounted cash flows, valuation of corporate bond, Corporate bond types; bond Covenants : Assets, Financing, Dividend Covenants; influence of covenants over bond's valuation; Bond's yields : promised YTM, realized (horizon yield), promised Yield to Call; Theorems of bond pricing, bond rating & YTM.
6. **Corporate investing policies & value creation** : Profitability Index (PI) Economic Value added (EVA), project Financing : estimation of project cost.
7. **Corporate Governance & Corporate Value** : Type of corporate governance, managerial incentives & corporate investing decisions, managerial control & capital structure choices; management control, managerial incentive planning, empirical research on the effect of corporate governance over the market value of the corporation.

**Books Recommended**

1. Fundamental of corporate Finance : Stephen A Ross, westerfield & Jordan – TMH publication
2. Financial management & Policy – Vanhorne James C – TMH Publication
3. Principal of Corporate Finance – Brealy, Myes, Allen & Mohanty – TMH Publication



**COURSE CONTENTS**

1. **INTRODUCTION** : Introduction to International Financial Management, Nature and Scope of IFM, International Financial Management Vs. Domestic Financial Management. Balance of Payment Approach.
2. **INTERNATIONAL MONETARY SYSTEM** : Gold Standard, Bretton Woods System of Exchange Rates, Role of IMF, Concept of SDRs and Quotas, IBRD and its Role in International Financial System, ADB, Concept of International Banking.
3. **FOREIGN EXCHANGE MARKET** : An Overview of the Foreign exchange Market, Foreign Exchange Transactions, Quoting Foreign Exchange Rates, Forex Market in India, Exchange Rate Theories (PPP, IRP & IFE), Concept of Swap and International Swap Market.
4. **FOREIGN EXCHANGE RISK** : Foreign Exchange Exposure, Types of Exposure, Strategies for Exposure Management, Organisation of the Exposure Management Function. Techniques for Foreign Exchange Rate Projections.
5. **GLOBALIZATION AND FOREIGN INVESTMENT** : Underlying Reasons for International Investment and Strategies Governing them, Foreign Direct Investment & Portfolio Investment, Issues in Foreign Investment Analysis, International Cash and Receivables Management. Cost of Capital.

**Recommended Books**

1. Shapiro, A.C. – Multinational Financial management
2. Bhalla, V.K. – International Financial Management
3. Advani – International Finance – Theory & Practice
4. Sharan, V. - International Financial Management
5. Apte, P.G. - International Financial Management
6. Abdullah, A.F. – Financial Management for Multinational Firms
7. Eiteman, Stonemill & Moffet – Multinational Business Finance

**COURSE CONTENTS**

Production Planning & Control Function  
Production – Inventory Systems  
Forecasting for Inventory and Production Control  
Aggregate Planning  
Job Shop Planning, Scheduling and Control  
Just-In-Time Production Systems.  
Planning for High Volume Standardised Products  
Procedures and Documentation in Production Planning and Control, Application of Computers in production planning and control.

**Books Recommended**

<b>Name of Authors</b>	<b>Name of Books</b>
Buffa, Elwood S & Tauhert W.H.	Production-Inventory Systems, Richard D.Irwin, Homewood (Illinois)
Burbidge, John L.	Principles of Production Control, Donald and Evans, London
Caubanj, Ted C.	Reading on Production Planning and Control, ILO Geneva
Greene James H.	Production and Inventory Control Handbook, Mc Graw hill, New York
Johnson LA and Montgomery D.C.	Operations Research in Production Planning Scheduling and Inventory Control, John Wiley, New York
O Brien, James J.	Scheduling Handbook, Mc Graw Hill, New York

**COURSE CONTENTS**

Introduction to Simulation, design and evaluation of Simulation, experiments.  
Parametric Programming, applied queuing models.  
Inventory Control Models under Uncertainty.  
Network Analysis.  
Scheduling with limited Resources.  
Dynamic Programming.  
Quadratic Programming  
Goal Programming Replacement, Model & Policies.

**Books Recommended**

**Name of Authors**  
Brookes,CP,Grouse  
R Joffray & Lawrence,M  
Denarod Eric V  
  
Gordon C  
  
Gupta MP & Sharma JK  
  
Sharma JK  
  
Wrist,JD & Levy

**Name of Books**  
Information system design,Prentice hall  
Englewood Cliffs,N.J.  
Dynamic Programming Models & Application,  
Prentice Hall Englewood Cliffs,N.J.  
System Stimulation, Printice Hall,  
Englewood Cliffs, N.J.  
Operations Research for Management,  
National,New Delhi  
Mathematical Models in Operations Research,  
Tata Mc Graw Hill, New Delhi  
A Management Guide to PERT/CFM,  
Prentice Hall of India New Delhi.

**GROUP – D**

**PRODUCTION & MATERIALS MANAGEMENT**

**PAPER : MB – 343**

**PURCHASE MANAGEMENT**

**Full Marks : 100**

**COURSE CONTENTS**

1. Purchasing Functions and its Importance, Organisation for Purchasing.
2. Purchasing Procedure, Institutional & Govt. Buying.
3. Purchasing forms and records of purchasing form.
4. Selection of sources of supply. Vendor analysis.
5. Legal aspects of purchasing.
6. Purchasing of Capital Equipments.
7. Price determination & negotiation.
8. Import of materials.
9. Right Quality and Quantity
10. Right Time, Forward Buying & Speculation.

**Books Recommended**

<b>Name of Authors</b>	<b>Name of Books</b>
Ammer, dean S	Materials management & Purchasing Richard D.Irwin,
Ansari, A & Modarress, B	Just in Time Purchasing, E.P.Dutton, New York
Burt David N.	Proactive Procurement, Prentice Hall, Englewood
Dobler,D.W. Lec.L. & Burt DN	Purchasing & Materials Management Tata Mc Graw Hill, New Delhi
Gopal Krishanan, P & Sundarshan M	Materials Management, Prentice Hall of India, New Delhi.

**COURSE CONTENTS**

1. **Concept of Materials Management** : Meaning & objectives, Integrated approach to Materials Management.
2. **Inventory Management** : Materials planning & Programming, lead Time analysis, ABC analysis, economic lot Size & consideration of re-order Point, control of maintenance and repair items.
3. **Receiving & Storing** : Receipt of materials, materials Identification, Stores system, Codification, standardisation variety reduction & Simplification.
4. **Warehousing Management** : Ware-house design, Warehouse setting, New building, Stores methods, The equipment, racking, mechanization in order picking and internal transport, automated warehouse, valuation of stores.
5. **Materials Handling**: Factors influencing materials handling system, characteristics of good Material handling System, major classes of materials handling Systems.
6. **Value Analysis**
7. **Disposal of Scrap & Surplus**
8. **Make or Buy Decisions**
9. **Materials Information System, Electronic Data Processing (EDP).**

**Books Recommended**

<b>Name of Authors</b>	<b>Name of Books</b>
Ammer, Dean S	Materials Management & Purchasing, Richard D.Irwin, Homewood (Illinois)
Ansari, A & Modarress, B	Just in Time Purchasing, E.P.Dutton, New York
Burt Davind N.	Proactive Procurement, Prentice Hall, Englewood Cliffs N.J.
Dutta, A. K.	Integrated Materials Management, Prentice Hall of India, New Delhi.
Dobler, D.W. Lee, L. & Burt DN	Purchasing & Materials Management, Tata Mc Graw Hill, New Delhi
Gopal Krishanan, P & Sundarshan M	Materials Management, Prentice Hall of India, New Delhi.
Zenz, Gray J.	Purchasing Management of Materials, John Wiley, New York
	The Materials Manager, Journal of the Indian Institute of Materials Management, Madras.

**COURSE CONTENTS**

1. **Logistics and SCM-An Overview :**
  - a. Logistics and SCM – An Introduction
  - b. Principles of SCM
  - c. Customer Focus in SCM
2. **Design and Management of SCM :**
  - a. Logistics – Inbound and outbound
  - b. Models of SCM Integration
  - c. Strategic supply chain management
  - d. Organising for Global Markets
3. **IT Enabled SCM :**
  - a. Information Technology : A Key Enabler of SCM
  - b. Intelligence Information System
  - c. IT Package in SCM
4. **Cost and Performance Measurement in SCM :**
  - a. Cost Analysis and Measurement
  - b. Best Practices and Benchmarking for SCM
  - c. Performance Measurement and Evaluation of SCM
5. **Distribution Network Planning :**
  - a. Transportation Mix
  - b. Locational Strategy
  - c. Logistic and SCM Environment
6. **Emerging Trends :**
  - a. Future Trends and Issues
  - b. Design for SCM & Greening the Supply Chain
  - c. SCM in Service Organisation / Non-Manufacturing Sector

**Books Recommended**

- Donald J Dowersox & David J. Closs – Logistical Management
- Donald W. Dobler & David – Purchasing & Supply Chain Management (SHM)
- R.V. Altekar – Supply Chain Management
- David J. Bloomberg & Stephen Lemay – Logistics
- B.S. Blanchand – Logistical Engineering & Management



**GROUP – D**

**PRODUCTION & MATERIALS MANAGEMENT**

**PAPER : MB – 346**

**TOTAL QUALITY MANAGEMENT**

**Full Marks : 100**

**COURSE CONTENTS**

1. **Philosophy and Basic Concepts :**
  - a. Introduction : Basic Concepts & Approaches
  - b. Quality Management : Leading thinkers
  - c. Building Blocks of TQM
2. **Strategic Considerations :**
  - a. TQM and Business Strategy
  - b. Quality Centred Strategic Planning
  - c. Economics of Quality
3. **Tools and Techniques :**
  - a. Statistical Quality Control
  - b. Other Concepts, Tools & Techniques - I
  - c. Other Concepts, Tools & Techniques - II
4. **Organisation and Leadership :**
  - a. Organisation for Quality
  - b. Quality Culture & Leadership
  - c. Motivation and Commitment
5. **Management Systems for TQM :**
  - a. ISO 9000 Quality Management Systems
  - b. Environmental Management Systems (EMS)
  - c. Management Systems for Safety and Health
6. **Quality Appraisal and Auditing Systems :**
  - a. Auditing and Certification
  - b. Awards and Certification

**Books Recommended**

1. Bale N. Besterfield – Total Quality Management
2. B. Janki Raman & R. K. Gopal - Total Quality Management : Text & Cases
3. S.D. Bagabe - Total Quality Management
4. K. S. Bhatt - Total Quality Management : Text & Cases.

**COURSE CONTENTS**

**Unit I Hardware:** (a) Input devices - keyboard, printing devices, voice speech devices, scanner, MICR, OMR, Bar code reader, digital camera etc. (b) Output devices - Visual Display Unit, printers, plotters etc. (c) Storage Devices – Magnetic storage devices, Optical storage devices, Flash Memory etc. Software: Introduction; Types of software with examples; Introduction to languages, compiler, interpreter and assembler. Operating System: Definition, Functions, Types and Classification, Elements of GUI based operating system- Windows- Use of menus, tools and commands of windows operating system.

**Unit II Use of MS-Office:** Basics of MS-Word, MS-Excel and MS-PowerPoint; MS Access: Overview of MS-Access. Creating tables, queries, forms and reports in MS-Access. Computer Networks: Overview of Computer Network, Types of computer networks (LAN, WAN and MAN), Network topologies, Internet: Overview of Internet, Architecture & Functioning of Internet, Basic services over Internet like WWW, FTP, Telnet, Gopher etc., IP addresses, ISPs, URL, Domain names, Web Browsers, Internet Protocols, Search engines, e-mail, Web browsing, searching, downloading & uploading from Internet. Applications of Information Technology.

**Unit III MIS Introduction:** Concept of Data and Information, Information Systems, Classification, Operations Support System (OSS), Management Support System(MSS), Transaction Processing System(TPS), Process Control System(PCS), Enterprise Collaboration System(ECS), Management Information System(MIS), Decision Support System(DSS). Artificial Intelligence(AI) , Applications Of Artificial Intelligence : Neural Networks, Fuzzy Logical Control System, Virtual Reality , Expert System(ES), Executive Information System(EIS), Cross Functional Information Systems.

**Unit IV Developing MIS Systems:** System Development Life Cycle. , Investigation Phase, Prototyping, Feasibility Analysis, System Analysis (DFD and ER Diagram), System Design, Implementing Business Systems, Testing, Documenting, Training, Conversion and Maintenance

**Unit V Applications:** Enterprise Resource Planning (ERP), Customer Relationship Management (CRM), Security and Ethical Challenges Of IT, Ethical Responsibility - Business Ethics, Technology Ethics; Cyber Crime and Privacy Issues.

**Recommended Books :**

1. Shrivastava-Fundamental of Computer& Information Systems (Wiley Dreamtech)
2. Leon A and Leon M - Introduction to Computers ( Vikas, 1st Edition).
3. ITL ESL – Introduction to Information Technology (Pearson, 2nd Edition).
4. ITL ESL – Introduction to Computer science (Pearson, 2nd Edition).
5. Introduction to Computers, Norton P. (TATA McGraw Hill)
6. Leon - Fundamentals of Information Technology, (Vikas)

**COURSE CONTENTS**

**Unit I Introduction to Database:** Organisation of Database; Components of Database Management Systems; Data Models; Entity-Relationship Model; Network Data Model; Hierarchy Data Model; Relational Data Model; Semantic Data Model; Advantages of DBMS.

**Unit II Relational Database Design :** Integrity Constraints; Functional Dependencies; Normalisation; Physical Database Design; Decomposition of Relation Schemes;

**Unit III Introduction to data mining & Data Warehousing:** Knowledge Extraction through Data Mining.

**Unit IV Structured Query Language, Oracle-** Creating Tables; Applying column constraints; Inserting Rows; Views, Snapshots, Indexes & Sequences. PL/SQL structure, Cursor, Triggers, Procedures, Functions & Package.

**Unit V Database Utilities:** Security, Object/Basic Database Administration/ Remote Data Access.

**Recommended Books :**

1. Chakrabarti- Advance Database Management System (Wiley Dreamtech)
2. Beynon -Davies P- Database Systems (Palgrave, 2003)
3. Karthikeyan Understanding Database Management System (Acme Learning)
4. Hoffer - Modern Database Management (Pearson Education, 6th edition)
5. Alexis and Leon - Database Management System (Vikas, 2003.)
6. Majumdar and Bhattacharya - Database Management System (Tata Mc Graw Hill, 1996).
7. Navathe E - Fundamentals of Database Systems (Pearson Education, 3rd Ed.)

**COURSE CONTENTS**

**Unit I Introduction :** System Definition and concepts, System Environments and Boundaries. Realtime and distributed systems, Basic principles of successful systems, Structured System Analysis and Design. Systems Analyst : Role and Need of Systems Analyst. Qualifications and responsibilities. System Analysis as a Profession System Development Cycle : Introduction to Systems Development Life Cycle (SDLC).

**Unit II Systems documentation consideration:** Principles of Systems Documentation, Types of documentation and their importance, Enforcing documentation discipline in an organization System Planning : Data and fact gathering techniques : Interviews, Group Communication Questionnaires, Presentations & Site Visits. Assessing Project Feasibility: Technical, Operational, Economic, Cost Benefits Analysis, Schedule, legal and contractual, Political.

**Unit III Modular and Structured Design :** Module specifications. Top-down and bottom-up design. Module coupling and cohesion. Structure Charts. System Design and Modeling: Process Modeling, logical and physical design, Conceptual Data Modeling: Entity Relationship Analysis, Entity-Relationship Modeling, DFDs, Process Description: Structured English, Decision Tree, Decision Tables. Documentation: Data Dictionary, Recording Data Descriptions. Input and Output: Classification of forms, Input/output forms design. User-interface design, Graphical interfaces. Standards and guidelines for GUI design.

**Unit IV System Implementation and Maintenance :** Planning considerations. Conversion methods, procedures and controls. System acceptance criteria. System Evaluation and Performance. Testing and Validation. Preparing User Manual. Maintenance Activities and Issues

**Recommended Books :**

1. Roger. S. Pressman. (2009). Software Engineering: A Practitioner's Approach, 7th Edition, Tata McGraw Hill, New Delhi,
2. Kendall, Kenneth E and Julie E. Kendall, (2009). Systems Analysis and Design, 7th Edition, Prentice Hall of India.

**Reference Books**

1. Jeffrey, L. Whitten and Lonnie D. Bentley. (2004). System and Design Methods. 6th Edition, Tata McGraw Hill
2. Jeffrey A. Hoffer, Joey F. George and Joseph S. Valacich. (2007). Modern Systems Analysis and Design, 5th Edition(2007). Pearson Education.
3. Roger H.L.Chinan , Keng Siau, and Bill C. Hardgrave. (2009). Systems Analysis and Design Techniques,Methodologies, Approaches, and Architectures,1st Edition. Prentice Hall of India.
4. Alan Dennis, Barbara H. Wixom and Roberta M Roth. (2009).Systems Analysis & Design, 4 th Edition,Wiley & Sons.

**COURSE CONTENTS**

**Unit I Introduction E - Business Fundamentals:** Internet Basics: Internet, Intranet, Extranet

**Unit II B2B Marketing B2B Marketing** – focus, scope - different forms of B2B organizational process

**Unit III Online** - Marketing On-line marketing – On-line retail – On-line sales promotion – Web enabled advertisements – Web based Marketing research.

**Unit IV E-Customer Relationship Management The Economics of e-Loyalty** – The importance of trust - The importance of focusing on the "right" Customers - Relationship Capital

**Unit V Internet Marketing E** - CRM - Internet strategies facilitating CRM – including personalization, collaborative filtering, data mining, data warehousing and real-time profiling.

**Recommended Books :**

1. Internet Marketing - By Rafia. Mohammed, 2003
2. Building an Intelligent E-Business – By David Ferris and Larry Whipple, 2005
3. eCRM-Concepts & Cases: Madhavi Garikaparthi
4. Kaushik Mukerjee – CRM – PHI.
5. Dr.S.V. Srinivasa Vallabhan – E- Commerce – Learntech press – Trichy.
6. P.T.Jpseph, S.J. – E.Commerce – PHI.

**COURSE CONTENTS**

- 1. Support Systems:** Changing Business Environment, Managerial Decision Making. Computerised Support. Concept of Decision Support Systems. Major Tools and Techniques for Management Support System.
- 2. Decision Support:** Decision Making, Introductory and Definitions, Models, Phases of Decision Making
- 3. Decision Support Systems:** Definition, Configuration, Characteristics, And Components of DSS: Dialogue Management, Data Management and Model Management for DSS.
- 4. Modelling and Analysis:** Modelling for MSS, Static and dynamic models, Certainty, Uncertainty and Risk, MSS Modelling in Spreadsheets, Simulation, Optimization via Mathematical Programming
- 5. Data Warehousing** Data Warehousing definitions and concepts, Process Overview, architecture, development, administration and security issues
- 6. Business Analytics and Data Visualization:** Overview, Online Analytical Processing(OLAP), Data Visualization, GIS, Usage, Benefits and success
- 7. Data Mining:** Concepts and Applications, Tools and Techniques, Text Mining, Web Mining
- 8. Neural Networks:** Concept, ANN, Applications, development of Neural Network based system
- 9. Knowledge Management:** Introduction, activities, approaches, information technology, role of people, success
- 10. Knowledge-Based Decision Support:** Concepts and Definitions of Artificial Intelligence and Expert Systems, Benefits, Problems and limitations, Success factors



**COURSE CONTENTS**

**Unit I Fundamentals of Communication System:** Communication Links, Communication System Formats; Character Codes, Digital Data Rates; Asynchronous and Synchronous Data. Types of signals: AM; FM; PM; PCM; PDM; TDMA; FDMA; SDMA; CDMA; ASK; FSK; PSK Features: Error detection and correction codes; Hamming codes.

**Unit II LAN topologies:** Workstation; Server; Cables; Types of Ethernet; Broadband and base-band; Optical Fibers; Network Interface Card.

**Unit III Networks and accessories:** LAN, MAN, WAN; Hub; Bridges; Switches; Routers; Gateways Cell Relay; Frame Relay; ISDN; B-ISDN

**Unit IV** Introduction to E-Commerce, Benefits, Impact of E-Commerce, Classification of E-Commerce, Application of E-Commerce Technology, Business Models, Framework of E-Commerce., Business to Business, Business to Customer, Customer to Customer.

**Unit V** HTTP, Web Browsers, HTML, Simple exercises in HTML, Common Gateway Interface, Multimedia objects Electronic Payment Systems: Online Electronic Payment Systems, Prepaid and Post Paid Electronic Payment Systems Information Directories and Search Engines

**Laboratory Sessions in E-Commerce:**

1. HTML
2. Create a Web Site with minimum Details

**Recommended Books :**

1. Comer - Computer Networks and Internets (Pearson Education, 4th Ed.)
2. Stallings W - Data Computer Communication (Pearson Education, 2003, 7th Ed.)
3. Tanenbaum - Computer Networks (Prentice-Hall, 2004, 4th Ed.)
4. Electronic Commerce -Framework, technologies and Applications - Bharat Bhasker TMH Publications
5. World Wide Web Design with HTML : C Xavier

**Reference Books:**

1. E-Commerce – Cutting Edge of Business- Kamlesh K Bajaj, Debjani Nag – Tata McGraw Hill, 1/e, 2003
2. Global Electronic Commerce- Theory and Case Studies J Christopher Westland, Theodore H K Clark- University Press
3. E-Commerce – an Indian perspective – P T Joseph – Prentice Hall, 2/e, 2005
4. E-Commerce concepts, Models, Strategies – C S V Moorthy – Himalaya Publications

**COURSE CONTENTS**

1. Indian Rural Economy – Rural-Urban disparities; Policy interventions required; Rural face to Reforms; The Development exercises in the last few decades.
2. Rural Marketing – Concept and scope; Nature of rural markets; attractiveness of rural markets; Rural Vs Urban marketing; Characteristics of the Rural Consumers; Buying decision, process; Rural Marketing Information System; Potential and size of Rural Markets; Selection of Markets.
3. Product Strategy – Product Mix Decision; Competitive product strategies for rural markets; New product planning and development.
4. Pricing Strategy – Pricing process and policies; Innovative pricing methods for rural markets.
5. Promotion Strategy – Promotion design and Implementation process; Appropriate Media; Designing right Promotion Mix; Rural promotional campaigns.
6. Distribution Strategy – Logistic Management; Problems encountered; Selection of appropriate channels; New approaches to reach out rural markets; Electronic choupal applications.

**Recommended Books :**

1. Rural Marketing – Concept & Cases : Balaram Dogra & Karminder Ghuman
2. Rural Marketing - Indian Perspective : A. K. Singh & S. Pandey
3. Rural Marketing : CSG Krishnamacharylu & Laitha Rama Krishna
4. Indian Economy : Ruddara Dutt Sundaram

**COURSE CONTENTS**

1. Origin of Co-operative Movement : Meaning; Origin and Development of co-operative movement in world and in India; Features and Principles of co-operation. Application of cooperative principles in practice; Co-operative sector and Economic Development.
2. Co-operative Management : Nature and functions; Process of establishing a co-operative unit. Professionalism in co-operative management placement and the role of the Board of Directors in co-operative management. Role of leadership in cooperative management. Development of co-operative leaders. State and Cooperative Movement: Role of State in co-operatives. Agencies of state Aid and State Regulations.
3. Legal Framework for Co-operatives : Approach towards co-operative legislation; Administration of Cooperatives; Effect of Co-operative law on management.
4. Rural Credit : Need, Objectives, Sources of Agricultural Finance; Rural indebtedness: Factors, Analysis and Implications; Systems of Rural and Agricultural credits in India.
5. Co-operative Finance to Agricultural Sector : Short and Medium term Finance; State Co-operative Banks; District and Central Co-operative Banks ; Primary Agricultural Credit Co-operative Society and Land Development Banks.

**Books Recommended:**

1. Ansari A.A. – Co-operative Management Pattern.
2. Akmat J.S. – New Dimensions of Co-operative Management.
3. Goel B.B. – Co-operative Management and Administration.
4. Sah a.K. – Professional Management for the Co-operatives.
5. Ajit singh – Rural Development and Banking in India.
6. Dandekar V.M. – Financing small and Marginal Farmers through cooperative credit structure.
7. Naidu L.K. – Bank Finance Rural Development.

**COURSE CONTENTS**

1. Unit I : Rural Development Policies and Planning – Health, Education, Population
2. Unit II : Overview of Rural Development Strategies and Programmes in India such as CDP, IRDP, TRYSEM, SFDA, DPAP, JAY, JRY, EAS, MWS, CRA, PMRY, NREGP.
3. Unit III : Globalisation and Rural Development : WTO, TRIPS, TRIMS.
4. Unit IV : Agriculture economics – Traditional agriculture and its modernization. Role of agriculture in economic development, Introduction to Agri-Business.
5. Unit V : Recent trends in agriculture growth in India – Inter-regional variations in growth of output and productivity, strategy of agricultural development and technological progress.

**Suggested Readings :**

1. Khanna, B.S. (1991), Rural Development in South Asia, Deep and Deep Publishers, New Delhi
2. Robert Chambers (1993), Challenging the Professionals, Intermediate Tech. Publications
3. Ruddar Datt & K. P. M. Sundharam (2006), Indian Economy, S. Chand & Co. Ltd., New Delhi
4. Ganguly A. S. (1985) The Growing Rural Market in India, Grameen Foundation, New Delhi
5. Snodgrass M. Milton and L. T. Wallace (1982) Agriculture Economics and \_\_\_\_ Management, Prentice Hall of India Pvt. Ltd.

**COURSE CONTENTS**

1. Introduction to Rural Entrepreneurship : Development of Rural Entrepreneurship in India; Factors promoting entrepreneurship. Theories of entrepreneurship; problems and prospects of Rural Entrepreneurship in India.
2. Policies and programmes : Policies and programmes for the development of rural entrepreneurship, Entrepreneurship in Rural Industrial Sectors; Small Scale; Handloom; Agro based Industries; Rural Artisans; Handicrafts and sericulture.
3. Operational Aspects of Micro Finance : What is Micro Finance? Why Micro Finance? Microfinance as a tool for Development; Evolution and character of microfinance in India; Microfinance Delivery Methodologies.
4. Microfinance in India : Present and Future; some innovative and creative Microfinance Models; Legal and regulatory framework; Monitoring and Evaluation Findings; Impact assessments and social Assessment of MFIs.
5. Accounting and Financing Reporting : Financial Analysis; Revenue Model, Operating costs and efficiency; Risk Management; Basics of Banking; Priority Sector norms; lending.

**Books Recommended:**

1. Vasant Desai : Entrepreneurship and Technology
2. N. P. Singh : Entrepreneurship Development – Theory and Practices
3. S. N. Bhattacharya : Rural Industrialization in India
4. Ajit Singh : Rural Development and Banking in India

**COURSE CONTENTS**

1. Introduction to Agribusiness : nature, definition, scope and functions. Agribusiness input and output services, Difference between farm and nonfarm sector, Importance of small agribusinesses, Successful Agri-business enterprises.
2. Agricultural Marketing : Definition of market and agricultural marketing, Royal Commission on Agriculture, Agricultural Marketing Organizations, Bureau of Indian Standards (BIS). National Agriculture Policy of India.
3. Agro-processing industries in India : management and processing of Sugar industry-Dairy processing – Cotton textiles – Oil Seeds processing – Sericulture, Horticulture and floriculture processing – medicinal plants. Problems and prospects of Agro processing industries in India.
4. Business Legislation : Essential Commodities Act, Food Adulteration Act, Food safety and standards, consumer protection Act. Recent Trends in Agri-business management : ITC e-choupal, precision farming and logistics in agro products in India.

**Books Recommended:**

1. M. Upton & B. O. Anloio – “Farming As a Business” Oxford University Press, New York
2. S. S. Achary, N. L. Agarwal – “Agricultural Marketing in India”.
3. S. K. Mishra, V. K. Puri – Indian Economy, Himalaya Publishing House, Mumbai
4. Bhav S. W. – “Agri-Business Management in India”
5. Smita Diwase – “Agri-Business Management”, Everest Publishing House, Pune - 4



**COURSE CONTENTS**

1. Social Enterprises (SEs) and Entrepreneurship concepts and definitions of SEs; History and evolution of social entrepreneurship – international and national examples of pioneers; Hybrid spectrums of SEs – business models, legal and organizational manifestation; types and functions of SEs such as fair trade organizations, cooperative organizations etc. SEs in different sectors.
2. SEs' conception, Design and Incubation-opportunity Analysis and Idea Generation; Organizational launch and development processes in Social entrepreneurship – Idea Generation Tools and approaches (Brainstorming, TRIZ, Morphological Analysis etc.); The use of market research tools (Anthropological studies, Interviews, Survey, Focus Groups etc.) for observing, understanding and assessing customer needs in different sectors; Design thinking for SEs and innovations in their lifecycles; Issues in the early stages of SEs' lifecycles.
3. Introduction to project planning – Function; project implementation; project monitoring and control; Designing a monitoring system; cost control; project evaluation; strategies.
4. Fundamentals of Product Development : Prototyping, Testing and Intellectual Property Management – Brief history of appropriate technology; principles of sustainable design and product/service development; prototyping and testing in Lab and field conditions and user feedback; Basics of IP Management.
5. Management of SEs (Functions and Issues : Resource mobilization, Management of Finance, HR, Communication, Strategic and Operational Issues) – Management – Purpose, Concepts, Functions and Resources; Types and Sources of Finance; Resource mobilization strategies; Core issues in management – Value, Risk, Returns and Cost.

**Books Recommended:**

1. The Fortune at the Bottom of the Pyramid : C. K. Prahalad, Wharton School Publishing, 2005
2. Capitalism at the Crossroads : The Unlimited Business Opportunities in Solving the World's Most Difficult Problems, Stuart L. Hart
3. Next Generation Strategies for the base of the Pyramid : New Approaches for Building Mutual Value., Ted London and Stuart Hart, eds.
4. Out of Poverty : Paul Polak, Barret Kohler Publisher, 2008
5. How to Change the World : David Bornstein, Penguin Books, 2005
6. Inclusive Value Chains in India : Malcom Harper, World Scientific, 2009
7. In the River They Swim : Essay from Around the World on Enterprise Solutions to Poverty, Michael Fairbanks, Malik Fal, Marcela Escobari-Rose, Elizabeth Hooper

8. Creating a World Without Poverty : Social Business and the Future of Capitalism, Muhammad Yunus
9. Building Social Business : M. Yunus, Public Affairs, 2010
10. Banker to the Poor : M. Yunus, Penguin Books, 1999
11. Microfinance for bankers & Investors : Elisabeth Rhyne, Tata McGraw Hill, 2009
12. Development as Freedom : Amartya Sen, Oxford Press, 2000
13. The Power of Unreasonable People : J Elkinton & P. Hartigan, Harvard Business Press, 2008
14. Governing the Commons : Elinor Ostrom, Cambridge University Press, 1990
15. Transforming Capitalism : Business Leadership to Improve The World For Everyone : Arun Maira, Tranquebar Press, 2011
16. Entrepreneurship : New Venture Creation – David H. Holt
17. Project Management – K. Nagarajan

**COURSE CONTENTS**

1. Nature and scope of analysing consumer behaviour. Consumer needs and motives, building customer satisfaction, market segmentation and positioning concept.
2. Delivering customer values and satisfaction, Attracting and Retaining customers, estimation of customer life time value, Innovation and Diffusion process.
3. Analysing Buyer Behaviour : Major factors influencing buyer behaviour, models of consumer behaviour to understand consumers.
4. Buying Decision process; Buying Roles, types of Buying Behaviour, Researching the Buying Decision process, Stages bin the Buying Decisions.

**Suggested Readings :**

1. Consumer Behaviour : Solomon, Michael R
2. Consumer Behaviour : Evans, Martin, Jamal Ahmad
3. Consumer Behaviour : Satish K Batra and H HKajmi
4. Consumer Behaviour (Concept and Application) : David Loudan, Albert Bitta
5. Marketing Management : Philip Kotler

**COURSE CONTENTS**

1. Introduction : Concept of shopping mall, Growth of malls in India, Mall positioning strategies, strategic planning for malls.
2. Tenant Management : Selection of anchor tenant, Tenant Mix, Types of Retail Formats, Multiplexes, Food courts, Branded Stores, Specialty Stores, Hypermarkets, Supermarkets, Mall resource allocation, owner tenant relationship.
3. Aspects in the Mall Management : Concepts in the Mall design, Factors influencing malls' establishment, Recovery management, Aspect in finance, Human resources, security and accounting, Legal compliances and issues, Measuring mall performance.
4. Mall Management : Store allocation, Leasing negotiations, Maintenance and repairs, security and safety procedures and regulations, operational activities, Foot fall measurement, common area management.

**Suggested Readings :**

1. Retailing Management – Text and case : SwapnaPradhan
2. Guide to Retail Management : P. Fleming
3. Retail Management : S. N. Mitra
4. Retail Management – A Strategic Approach : Berry Berman & J. R. Evans

**COURSE CONTENTS**

1. **Nature & Scope** : Concept & services, importance, Goods & Services marketing, Emergence & Reasons for growth of service sector in India, Characteristics of services, Classifications of services, Environment of Service Marketing (Micro as well as Macro).
2. **Pricing** : pricing concepts, prices strategies for services, use of differential pricing.
3. **Place** : Service distribution, components of service delivery system, potential management, problems associated with service delivery.
4. **Promotion** : Advertising, Sales Promotion & Personal Selling in service industry.
5. **People** : Importance of people in service marketing. Role of various people involved.
6. **Physical Evidence** : Concept of Physical Evidence, importance, types of Physical Evidence in various services.
7. **Process** : Concept, types of process, Role of process in various services.
8. **Service Models** : Service quality Gap Model, Gronross Model of service quality (Internal marketing, external marketing and Interactive marketing)
9. **Challenges** : Challenges in Marketing of services
10. **Application of Service Marketing** to Hospitals, Educational Institutions, Tourism Industry.

**Suggested Readings :**

1. Service Marketing : Sinha
2. Service Marketing : Jha

**COURSE CONTENTS**

1. **Logistic Framework** :Concept, Objective and Scope, Processing, Warehousing, Inventory, Transportation, Organisational Responsibility for Logistic Management.
2. Role of Information Technology in Logistics, logistics service firms, Third party logistics, Retail logistics, Network Design for Global operations, Characteristics of Logistics Information and Telecommunications systems.
3. Performance measurement and evaluation in logistics; Operations and logistics control, Key activities performance information, Measureing performance in functional and sectorial integration.
4. Supply Chain Management : Global optimisation, Importance, Key issues, Inventory Management, Economic Lot size Model, Supply contracts, Supply Chain Integrates and its impact on Retail Industry.
5. Strategic Alliance : Frame work for strategic alliance, Retailer supplier partnership, Distributors Integration, Verticle Marketing System (VMS), Horizontal Marketing System (HMS), Multichannels and Omnichannels arrangement in Distribution.

**Suggested Readings :**

1. Handbook of Logistics and Distribution Management : A. Rushton, J. Oxley and P. Croucher
2. Designing and Managing the Supply Chain – Concepts, Strategies and Case Studies : Davis Kaminsky, Philip and Simchi Levi
3. Supply Chain Management : SarikaKulkarni and Ashok Sharma
4. Supply Chain Management Concepts and Cases : Altekar V. Ragul



**COURSE CONTENTS**

1. Introduction : Meaning, Nature, Concepts, Advantages and Reasons for Transacting Online, Categories of E-Commerce, Planning Online Business, Nature and Dynamics of the Internet, Pure Online Vs. Brick and Click Business, Assessing Requirement for Online Business, Designing, Developing and Deploying the System.
2. Technology for Online Business : Internet, IT Infrastructure, Middleware Contents, Text and Integrating E-Business Applications, Mechanism of Making Payment through Internet, Electronic Payment System, Payment Gateways, Visitors to Website, Tools for promoting websites, Plastic Money, Laws Relating to online transactions.
3. Applications of E-Commerce : E-Commerce Applications in Manufacturing, Wholesale, Retail and Service Sector.
4. Virtual Existence : Concepts, Working, Advantages and Pitfalls of virtual organisations, workface, work zone and work space and staff less organisation, Designing on E-Commerce Model for a Middle level organisation, the conceptual design, Description of Transaction Handling, Infrastructure and Resources required, System Flow Chart, Security in E-Commerce, Digital Signature, Network security, Data Encryption secret keys, Data Encryption.

**Suggested Readings :**

1. E-Commerce : C. V. S. Murty
2. Managing Your E-Commerce Business : Kienam
3. Understanding E-Commerce : Kosiur
4. Frontiers of Electronic Commerce : WhinstonKalakota
5. Business on the Net : What's and How's of E-Commerce : K. N. Agarwala and D. Agarwala

**COURSE CONTENTS**

1. Product :Concept, Classification, Levels, Product Mix.
2. Concept of Brand : Introduction, Role of Brand, Advantages of Branding, Core values of Brand.
3. Brand Equity : Concept, Brand Elements, Principles of Branding, Communication Mix Strategy
4. Brand Media : Communication channels and Techniques, Advertising, Packaging, Brand Perception.
5. Brand Extension : Nature, Advantages and Disadvantages, Factors of Brand Extension, Brand Personality and User imagery, Concept of Brand positioning.
6. Brand Valuation : Meaning, Techniques, Methods of valuing a Brand, Introduction to service and private label brands.
7. Brand Strategies : Introduction and type of Brand strategies, Managing Brand over their Life Cycle, Own Brand and Counter Feting of Copycat Brands, Brand Management in Retailing.

**Suggested Readings :**

1. Retail Management : S. L. Gupta
2. Retail Marketing Management : David Gilbert
3. Retail Management : B. Berman and R. J. Evans
4. Brand Management : YLR Moorthi
5. Brand Positioning : SubratoSen Gupta

**COURSE CONTENTS**

1. **Introduction to Transportation Economics** : Micro & Macro Economics of Transport, Demand curve, Supply curve, Equilibrium in a negative feedback system, Disequilibrium, Provision & Principles.
2. **The Market for transport services** : Transport demand elasticity, Transport costs, Perfect Competition in transport market.
3. **Transportation Pricing** : Theory of Congestion Pricing, Alternative Revenue Mechanisms, Use of the Revenue, Pricing & Cost Recovery, Vickery's Types of Congestion, Marginal Cost Pricing, Profit Maximizing Pricing.
4. **Transportation & Production** : Characterizing transportation production, Production Theory & Efficiency.
5. **Production & Cost** : Types of cost, Time Horizon, Indicator of Aggregate Cost Behaviour, Economies of Scale, Characterizing Transport and Aggregate Cost Analysis.

**Suggested Readings :**

1. R. Khan, Transport Management, Transport Himalaya Publishing House, 1980
2. R. L. Sabharwal, Rail and Road Transport in the Punjab (India), (Punjab University, Chandigarh, 1952)
3. Bichitrananda, Sinha, Geo-Economic Planning of Orissa, (University of Calcutta, 1959)
4. Prasad, Umesh; River Transport in U.P., (Banaras Hindu University, 1956)
5. Prasad, Umesh; River Transport in U.P., (Banaras Hindu University Varanasi, 1956)
6. Prakash Chandra; "Rural Transport And Economic Development in Rajasthan", University of Rajasthan, Jaipur
7. Krishna Chandra Sharma; "Rural Transport in India with Special Reference to Uttar Pradesh", Agra University, Agra

**COURSE CONTENTS**

1. **Logistics Management and Supply Chain Management** : Definition, Evolution, Importance. The concepts of logistics. Logistics relationship. Functional applications – HR, Marketing, Operations, Finance, IT. Logistics Organization – Logistics in different industries.
2. **Logistics Activities** : Functions, objectives, solution, Customer service, Warehousing and Material Storage, Material Handling, Order processing, Information handling and procurement transportation and packaging. Third party and fourth party logistics – Reverse Logistics – Global Logistics.
3. **Fundamentals of Supply Chain and Importance** : Development of SCM concepts and Definitions Supply Chain Strategy, Strategic Supply Chain Management and Key components. Drivers of Supply Chain Performance – Key decision areas – External Drivers of Change.
4. **Modeling Logistics Systems** : Simulation of logistic system – Dimensions of Logistics & SCM – The Macro perspective and the macro dimension – Logistic system analysis strategy, Logistical Operations Integration, Customer Service – Supply Chain Relationships.
5. **Framework and Role** : Framework and Role of Supply Chain in e-business and b2b practices. Value of information in logistics & SCM – E-logistics, E-Supply Chains – International and global issues in logistics – Role of government in international logistics and principal characteristics of logistics in various countries and regions.

**Suggested Readings :**

1. Bowersox, Logistical Management, Mc-Graw Hill, 2000
2. Sahay B S, Supply Chain Management for Global Competitiveness, Macmillan India Ltd., New Delhi
3. Reguram G, Rangaraj N, Logistics and Supply Chain Management Cases and Concepts, Macmillan India Ltd., New Delhi, 1999
4. Coyle, Bradi & Longby, The Management of Business Logistics, 3<sup>rd</sup> Ed., West Publishing Co.

**COURSE CONTENTS**

1. **Introduction** : Relevance of transport law, classification of transport law, modes of transportation, regulations governing logistics and transportation, Reasons for regulating public transport, International transport convention carriage contracts and liabilities of parties in coverage contracts (Shippers and \_\_\_\_), Distinction between public and private transport law.
2. **Global Regulation** : Laws and regulations of air transportation, sources of air transport regulation.
3. **IATA (International Air Transport Association)** : Air transportation liberalization.
4. Legal aspect of maritime transportation and multi model transportation, International payment terms and documentary LOC document, in international trade and their function, \_\_\_\_, International delivery terms, their characteristics and their relationship with international transportation modes Law of carriage goods.

**Suggested Readings :**

1. Transport Law in India : Talak Fatima

**COURSE CONTENTS**

1. **Multi-Modalism** : Evolution basic intermodal system, factor's outline why shippers favour multi modalism, Multi-model strategy, Multi-model transport operator (MTO), Multi-model in Indian perspective.
2. **Physical Multi-model Operations** : Specialized Vessels Terms, Road Transport Weight and Measurement, Rail Transport Vehicle and equipment containerization, Indian Ports and other models of transport, Development of ports to handle large shipping vessels, Freight forwarders , Factors affecting mode and route choice.
3. **Conventions relating to multi-model transport** : Goods Acts and Cargo liability conventions related to bill of lading, Hamburg Rule Convention related to through transport operation by load air, rail, measures of domestic containerization, Regulatory Reform, carriage of \_\_\_ goods – international convention for safe containers 1972 (SCS).
4. Technology Trending Logistics, Optimization Techniques

**Suggested Readings :**

1. Branch's element of shipping, 9<sup>th</sup> Edition : Alan E Branch & Michael Roberts (2014), Routledge Publication
2. A Text Book on Container & Multi-model Transport Management-2002 : Dr. Hariharan K.V.
3. Multi-model Transport System : Slian Hammadi Mekki Ksouri

**COURSE CONTENTS**

1. **Introduction** : History of aviation, Growth of air transportation in India, Civil Aviation Department : its establishment and administrative structure.
2. **Types of airline operations** : Types of aircraft and performance, Route networks, Hubs, Airport functions, International aviation, Principal organizations supporting aviation management, Chicago convention on international aviation, Sovereignty of air space, Air transit agreements, Open skies concept.
3. **Airline Marketing** : Overview of practices in sales, advertising, public relations and marketing efforts, Airline marketing share analysis, Branding and corporate identity, Passenger operations; Ticketing systems, Seat inventory management, Provision and maintenance of facilities, Public announcement system, Baggage claim, Passenger relations, Regulations of passenger movements, Disruptive situations.
4. **General Instruction of Airport** : Airport site selection, Size of airport, Obstructions, Zoning laws, Layout and capacity, airport architecture, Environmental considerations, Runway design, Runway orientation, Basic running length, Geometric design, balanced field concept, Airport capacity, Runway intersections, Taxiway design, Layout of taxiway, Geometric standards, loading aprons, holding aprons, Bypass or turnaround taxiway, Visual aids for pilots, Airport lighting, Visibility factors, Access to airport : Security and airfield operations.

**Suggested Readings :**

1. Fundamentals of Air Transport Management by Sengultuvan P.S., 2006
2. Airline Handbook by Air Transport Association (A.T.I.)
3. Annual Reports, Ministry of Civil Aviation, G.O.I.
4. Airport Operations, Norman Ashford



**COURSE CONTENTS**

1. **Cargo Operation** : Ground handling practices, Documentation procedures, Responsibilities in various operations relating to transshipment of air cargo, security practices, Containerization, Logistics of air freight.
2. Regulations and laws pertaining to air cargo operations, Handling of hazardous cargo and liability practices, Basics of safety and risk management, Safety performance monitoring and auditing.
3. **Financial Management and accounting** : Costing and pricing, Setting of airport fees, rates and charges, Tariff formulation and competitive practices.
4. Impact of aviation on environment, aircraft noise and abatement procedures, aircraft emissions.

**Suggested Readings :**

1. Airport Planning and Management, Alexander T. Wells
2. Managing Transport Operations, Edmund G. Gubbins
3. Transport Manager's and Operator's Handbook, Lowe
4. Management of Transportation, Edward D. Bardi
5. Dictionary of Transport and Logistics, David Lowe

**COURSE CONTENTS**

- Introduction to Supply Chain Management :- Meaning of Supply Chain Management, Decision phases of Supply Chain Management, Process view of Supply Chain Management, Concept of value chain.
- Management basics to Supply Chain Management :- Role of a Manager in supply chain, levels of supply chain, key enablers in Supply Chain Management, Aligning supply chain with business strategy, Collaborative planning, forecasting and replenishment (CPFR), order fulfilment and order management.
- Strategies of Supply Chain Management :- Competitive supply chain strategies achieving strategic fit, strategic supply chain decisions.
- Introduction to Metrics and Driver of supply chain
- Introduction to demand forecasting and aggregate planning in Supply Chain Management.
- Information technology in Supply Chain Management.

**Suggested Readings :**

1. Ayer's , J (2001) Handbook of Supply Chain Management (1<sup>st</sup> Ed.) Boca Raton, Fla :Stlucie Press.
2. Chopra, S. &Meindl P. (Supply Chain Management 1<sup>st</sup> Ed.) Hallberguooos : Pearson.
3. Shah, J. (2009) Supply Chain Management Upper Saddle River N. J. : Pearson Education
4. Handbook of Supply Chain Management : NHIMS Global Access for continuing education

**GROUP – I**

**SUPPLY CHAIN MANAGEMENT**

**PAPER : MB – 392**

**FACILITIES MANAGEMENT**

**Full Marks : 100**

**COURSE CONTENTS**

- The need for long range planning and facilities management.
- The strategic importance of logistics Network Design.
- Logistics Network Design and Key steps involved in it.
- Major locational Determinants.
- Current trends concerning site selection.
- Modeling Approaches : Optimization Models strategic issues relevant to logistics network modeling, Simulation models, Heuristic models, Potential supply chain modeling pit falls to avoid.
- Introduction to transportation pragmatics.

**Suggested Readings :**

1. Supply Chain Management by Jojn J. Coyle, C. John Langley, Edward J. Bardi (Congage)

**COURSE CONTENTS**

- Meaning and key players of transportation system.
- Elements of transportation strategy.
- Role of transportation in supply chain.
- Framework of transportation decision making or transportation selection.
- Trade off in supply chain.
- Modes of transportation and their performance.
- Models of transportation and distribution.
- Designing transportation and various transportation network options.
- Factors affecting distribution network effectiveness.
- Third party logistics (3PL).
- Overview of Indian Infrastructure for transportation.
- Transportation Documents : Bill of lading, Freight bill, claims, F.O.B. terms of sale, bases for rates.

**Suggested Readings :**

1. Supply Chain Management by R. P. Mohanty & S. G. Deshmukh (biztantra)
2. Supply Chain Management by NMIMS Global Access School for Continuous education
3. Ayer's , J (2001) Handbook of Supply Chain Management (1<sup>st</sup> Ed.) Boca Raton, Fla :Stlucie Press.
4. Chopra, S. &Meindl P. (Supply Chain Management 1<sup>st</sup> Ed.) Hallberguooos : Pearson.

**COURSE CONTENTS**

- Definition and importance of Inventory Management in Supply chain
- Types of inventory and imbalances in a supply chain
- Different types of inventory control system and inventory cost
- Inventory policies for various types of demand
- Selective inventory control & vendor managed inventory systems
- Safety inventory in a supply chain
- Planning safety inventory and its appropriate level
- Impact of supply uncertainty on safety inventory.
- Impact of Aggregation on safety inventory
- Impact of replenishment policies on safety inventory
- JIT and EOQ Approaches to inventory management
- Material requirements planning
- Inventory performance measures
- Financial performance
- Operational performance
- Inventory Turnover Ratio

**Suggested Readings :**

1. Supply Chain Management – John J. Coyle, C. John Langley (Gngage)
2. Supply Chain Management by R. P. Mohanty & S. G. Deshmukh (biztantra)
3. Essentials of Supply Chain Management, Hugos. M., Hoboken, N. J. : John Wiley & Sons
4. Simchi-Levi D. Kaminsky P. & Simchi \_\_, E. (2000). Designing and Managing the Supply Chain (1<sup>st</sup> Ed.) Boston : Irwin / McGraw Hill

**COURSE CONTENTS**

- Inbound logistics along the supply chain.
- Procurement process.
- Importance of item and service purchased : Item procurement importance matrix.
- Managing the procurement process.
- Supplier vendor evaluation and relationship, supplier scoring and assessment.
- Overview of vendor selection criteria.
- Special case of procurement price.
  - Sources of price.
  - Hierarchy of price measurement approaches.
  - Total procurement price.
- Electronic procurement and its advantages.
- Introduction to strategic sourcing.
- Introduction of the types of E-Commerce models.
- Other materials management activities : (PPC, Receiving, Quality Control salvage and scrap disposal) – an introduction.
- Elements of Contract negotiation.

**Suggested Readings**

1. Supply Chain Management – John J. Coyle, C. John Langley (Gngage)
2. Wisner J. Leong. G. & Tan K (2005), Principles of Supply Chain Management. Mason, Ohio, (u.a.), Thomson / South Westera

**COURSE CONTENTS**

- Objectives and importance of physical distribution system
- Role of physical distribution system in value delivery
- Factors governing physical distribution system
- Physical distribution decisions
  - Order processing
  - Ware housing
  - Inventory Control System
  - Transportation
- Strategic issue in physical distribution
- Total cost approach to distribution
- Relevance of physical distribution system in India
- Making physical distribution system effective
- Managing distribution logistics with a systems approach
- Outsourcing of distribution logistics

**Suggested Readings**

1. Supply Chain Management by John J. Coyle, C. John Langley Edward J. Bardi (Cengage)



**COURSE CONTENTS**

- Philosophy of TQM
  - TQM and its evaluation
  - Phases in the development of TQM
  - Core concept of TQM
  - Organizational changes for adopting TQM
- Management of Quality Vs Total Quality
  - Distinguished features of Quality Management philosophy of Dewing and Juran
  - Dewing's fourteen points of quality management
  - Ten steps of quality improvement of Juran
  - Crosby's "Absolutes of Quality"
- Components of Total Quality Management
  - Customer Supplier relationship strategy
  - Management Leaders and Leadership in TQM system
  - Values vision, Mission and Goals in TQM
  - Cultural changes for TQM
- Implementation Models of TQM for performance excellence
  - Models for TQ Implementation
  - TQM and ISO-9000 Quality Management System
  - Principles and objectives of ISO-9000
  - System requirements of ISO-9001 of 2000
  - QS-9000 standard
- Introduction of TQM in services
- Introduction to quality audit and quality circle

**Suggested Readings**

1. Total Quality Management by Poornima M. Charantimath
2. Total Quality Management by S. K. Mandal (Vikas Publishing House)

**COURSE CONTENTS**

- Objectives of TQM
- Scope and Approach of Total Quality Management
- Key Activity Areas of TQM
- Principles of Total Quality Management
  - Customer focus in the organization
  - Strategic planning and leadership
  - Continuous improvement and learning
  - Empowerment and Teamwork
- Cultural changes for implementation of TQM
- TQM as a strategy for growth
- Key-Issues for achieving TQM objectives
- Structuring of TQM system
- Role of Leadership in TQM practice
- Steps for implementing of TQM principles
- Obstacles in implementation of TQM

**Suggested Readings**

1. Total Quality Management by S. K. Mandal (Vikas Publishing House)
2. Total Quality Management by Pankaj Madan (Krishna Prakashan Media (P) Ltd.)

**COURSE CONTENTS**

- Need for tools and Techniques in TQM practice
- Impact areas for application of strategic Tools and Techniques
- Commonly used tools for TQM and their purpose
- Approaches and Deployment of Tools for quality planning
  - Quality function deployment (QFD)
  - Concurrent Engineering
  - Failure Mode and Evaluation Analysis (FMEA)
  - The New Seven Management and Planning Tools
- Tools for Continuous improvement
  - Creativity and innovation
  - Dewing's P-D-C-A cycle
  - Poka Yoke
  - Just in Time Manufacturing
  - Kaizen
  - Zero-defect programme
  - Taguchi's quality loss function

**Suggested Readings**

1. Total Quality Management by S. K. Mandal (Vikas Publishing House)
2. Design of Experiment : Douglas C Montgomery, John Wiley & Sons
3. Total Quality Management : Dale H Basterfield Hemant Urdhwareshe, Mary Basterfield – Sacre (Pearson)

**COURSE CONTENTS**

- History of quality control
- Role of Statistics in Business
- Statistical thinking and approaches in Total Quality Management
- Scope of Statistical Tools and Techniques in Total Quality Management
- Seven Common statistical tools of quality control
- Statistical concepts in quality management
  - Variation
  - Statistical process control
  - Quality control measurements
  - Process capability and process capability indices
  - Precision and Accuracy of the Method of Measurement
  - Acceptance sampling
  - Sampling plans
  - Quality Assurance System
- Manufacturing to specification Vs Manufacturing to reduce variations

**Suggested Readings**

1. Introduction to statistical quality control : Douglas C Montgomery, John Wiley & Sons
2. Total Quality Management : Poornima M. Charantimath, Pearson (2<sup>nd</sup> edition)
3. Total Quality Management by S. K. Mandal (Vikas Publishing House)
4. Total Quality Management by Pankaj Madan (Krishna Prakashan Media (P) Ltd.)

**GROUP – J**

**TOTAL QUALITY MANAGEMENT**

**PAPER : MB – 3105 QUALITY & CUSTOMER SATISFACTION**

**Full Marks : 100**

**COURSE CONTENTS**

- Customer Satisfaction
- Customer value and customer perception of quality
- Customer Complaints
- Service quality and customer satisfaction
- Customer retention
- Employee Involvement
- Motivation and Empowerment
- Recognition and reward
- Relationship development
- Continuous Improvement
- Supplier Partnership
- Supplier selection and rating
- Performance measures – Basic Concept and Strategy

**Suggested Readings**

1. Total Quality Management by Dr. S. Kumar (University Science Press)
2. Total Quality Management by Pankaj Madan (Krishna Prakashan Media (P) Ltd.)

**COURSE CONTENTS**

- Benchmarking
  - Introduction
  - Evolution
  - Advantages
  - Outline of Benchmarking process
  - Types of Benchmarking
- Business process Re-engineering
  - Principles of Re-engineering
  - Steps for Re-engineering
  - Benefits of BPR
  - BPR Methodologies
  - Re-engineering in service and Manufacturing industry
- Six Sigma
  - Key Six Sigma Concepts
  - Six Sigma verses Three Sigma
  - Defects per million opportunities
  - Six Sigma strategy
  - Implementing Six Sigma
- Cost of Quality
  - Introduction
  - Approach to Quality Cost Analysis
  - Benefits of Cost of Quality measurement and control

**Suggested Readings**

1. Total Quality Management : Poornima M. Charantimath, Pearson (2<sup>nd</sup> edition)
2. Total Quality Management by S. K. Mandal (Vikas Publishing House)

## **GROUP – A      MARKETING MANAGEMENT**

### **PAPER : MB – 411    INTEGRATED MARKETING COMMUNICATIONS**

**Full Marks : 100**

#### **COURSE CONTENTS**

1. **Introduction** : Concept of Marketing mix, Sales promotion, Advertising and its relationship with marketing mix, Marketing view and communication view of advertising, Benefits of ad., limitations of ad.
2. **Social & Economic Aspects of Advertising** : Place of ad. In society and in the entire economic system, Role of advertising in stimulating primary demand.
3. **Marketing Communication Process** : Role of marketing communication, Concept of marketing communication, Elements of promotion mix, Planning framework of Promotional Strategy.
4. **Planning Advertising Campaign**: Objectives, Scheduling, Executing, Lay out, Copy, Theme, Headline, Appeal.
5. **Measurement of Advertising Effectiveness** : Introduction, Concept of Effectiveness and measurement, DAGMAR approach, Types of advertising evaluation, Presenting and testing techniques, Role of research in determining positioning strategies for advertisement.
6. **Advertising Agency** : Introduction, Role of an ad. Agency, Functions and structure of an ad. Agency. The agency-clint relationship and productivity, Preparing for the campaign, The advertising tasks.
7. **Message Design & Development** : Introduction, Message design and marketing objectives, Message presentation, Message development – Meaning and Tools, Size and shape.
8. **Public Relations, Publicity & Sales Promotion** : Nature, Scope, Objectives, Functions and Tools of Public Relations, Corporate Advertising, Sales Promotion Techniques.

#### **Books Recommended**

##### **Name of Authors**

- Aaker, David, A & Myrs John G. :
- Anand,M.M. :
- Borden,William H. :
- Borden,Neil H. & Marshall,Martin V. :
- Ogilvy,David :
- Peebles,D. Mand Rayans,J.K. :
- Russed,Thomas & Verrill,Glenn :
- Dr. Rayudu C., Balan A.R. :

##### **Name of Books**

- “Advertising Management”, 1989, Printice Hall of India, New Delhi
- Marketing Communication Text & Classes, Faculty of Management Studies, University of Delhi
- Advertising,,John Wiley,New York
- Advertising management Text & Cases” Richard D.Irwin Homewood, Illinois
- “Oglivy on Advertising”, Longma, London
- “Management of International Advertising – A
- “Klepner’s Advertising procedure” 1986, Prentice Hall, Englewood Cliffs, N. J.
- Public Relations & Communication.



**GROUP – A      MARKETING MANAGEMENT**

PAPER : MB – 412

**SALES & DISTRIBUTION MANAGEMENT**

**Full Marks : 100**

**COURSE CONTENTS**

1. **Sales Management** : Introduction, Concepts, Evolution, Objectives of Sales Management.
2. **Selling Process** : Selling and Salesmanship, Personal selling Nature & Scope, Objectives, Theory AIDAS theory, Right set of circumstances, Buying formula, Behavioural equation.
3. **Managing the Sales Force** : Recruitment and Selection, Compensation of Sales Force, Designing and Administrating the compensation plan. Monitoring & Performance appraisal.
4. **Sales Territory**: Introduction, Need, Territory allocation, Steps involved.
5. **Sales Quota**: Meaning and importance, Quota setting.
6. **Sales Budget**: Significance, Methods.
7. **Distribution & Logistics** : Retailing, Wholesaling, Distributors selection and Management, Logistic, Importance of Logistic choice, Elements of distribution logistics Models of distribution, Role of IT in Logistics.
8. **Retail Management** : The Concept, Retailer's role in distribution channel, Functions performed by Retailers, Types of retailers, Benefits of organized retailing. The present Indian retail Scenario, Factors affecting retailing in India.

**Books Recommended**

<b>Name of Authors</b>	<b>Name of Books</b>
• Anderson,R.	: Personal Professional Selling, 1991, Prentice Hall Englewood Cliffs, N.J.
• Buskirk, R.H. & Stanton, W.J.	: Management of Sales Force, 1983 Richard D.Irwin, Homewood (Illinois)
• Dalrymole,D.J.	: Sales management,Concepts,Practices & Cases, John Wiley,New York
• Johnson,E.M. Kurtz,D.L. & Schewing E.	: Sales management Concepts,Practices & cases, Mc Graw hill, New York
• Patty-Hite	: "Managing Sales People",Prentice Hall, Englewood Cliffs,N.J.
• Reid,M.	: "Modern Applied Selling",Prentice Hall,N.J.
• Russel,Beach & Buskirk	: Text Book of Salesmanship, Mc Graw hill,N.York
• Smith,R.	: Sales Management: A Practitioner's Guide, Prentice Hall, Englewood Cliffs, N.J.
• Still, R.R. Cundiff, E.W. & Govoni NAP	: Sales management" 1988, Prentice hall Englewood Cliffs, N. J.
• Stroholm,Kaulman	: "Principles of Selling", 1985, Prentice hall, Englewood Cliffs, N.J.
• Vacarro,J.P.	: Sales management:Text Cases and Readings, 1987 Prentice Hall, Englewood Cliffs, N.J.
• Abhijeet das	: Mal Marketing

**GROUP – A      MARKETING MANAGEMENT**

PAPER : MB – 413      **INDUSTRIAL AND SERVICES MARKETING**

**Full Marks : 100**

**COURSE CONTENTS**

1. **Industrial Marketing** : Nature and coverage of Industrial marketing, Industrial marketing vs. Consumer Marketing, Buying motives of Industrial Consumers, Nature of Industrial demand, Types and attributes of Industrial markets.
2. **Industrial Marketing Mix** : Classification of Industrial products, Industrial pricing, factors influencing channel decision for industrial products, Channel alternatives, Industrial marketing communication.
3. **Services Marketing** : Characteristics of services, Classification of services, Service marketing environment, 7 P.s. of service marketing, Modern trend in service marketing.
4. **Service Quality and Customer Focus** : Determinants of service quality with core features, Factors influencing customer satisfaction, Financial and economic effect of services, The integrated gap model of services quality.
5. **Relationship Marketing** : The concept of relationship marketing, Applications of relationship marketing, customer acquisition and retention strategy, IT enabled marketing.

**Books Recommended**

<b>Name of Authors</b>		<b>Name of Books</b>
• Reeder	:	Industrial Marketing
• Hill, Cross	:	Industrial Marketing
• Govindrajan	:	Industrial Marketing
• Havaladar	:	Industrial Marketing
• Woodraffle	:	Services Marketing
• Zeithmal	:	Services Marketing
• Rampal Gupta	:	Services Marketing
• Shahjahan	:	Relationship Marketing

**COURSE CONTENTS**

1. **Introduction** : Industrial Relations: Definition, Concept, Aspects, Scope and Impact of New Economic Policy on Industrial Relations with reference to India.
2. **Conflict Aspect of I.R. : Meaning, Causes and Effect**
3. **Co-operative Aspect of Industrial Relations :**
  - a. The Bipartitism – Evolution and present position, The Work Committees, JMC and Workers participation in Management
  - b. The Tripartitism - Indian Labour Conference, Standing Committees at the Central & State Levels in India.
4. **Labour welfare** : Meaning, Definition, Types and Agencies.
5. **Social Security** : Meaning, Concept and Methods.
6. **International Labour Organization (ILO)** : Structure and Functions, Adoption of convention and Recommendations, Ratification.

**Books Recommended****Name of Authors****Name of Books**

- |  |   |  |
|--|---|--|
| • G.P.Sinha & PRN Sinha                      | : | Industrial Realties & Labour Legislation<br>(OXFORD & IBH,New Delhi)     |
| • C B Mamoria                                | : | Dynamics of Industrial Realties (Himalaya<br>Publishing House,Bombay)    |
| • Berl & Edward                              | : | The Practice of Collective Bargaining<br>(Richard D. Irwin, Illinois)    |
| • Beal Wickersham &<br>Kienast               | : | The Practice of Collective Bargaining<br>(Richard D.Irwin,Illinois)      |
| • Chaberlain & Kuhu                          | : | Collective Bargaining (McGraw Hill,New Delhi)                            |
| • B. N. Shukla & Bimla Shukla                | : | Collective Bargaining (Tata McGraw Hill,New Delhi)                       |
| • Kornhanser                                 | : | Industrial Conflict (Mc Graw Hill,New York)                              |
| • Report(1969) National Commission on Labour | : | (Govt,.of India Publications Division, New Delhi).                       |
| • ILO  | : | Worker's Participation in Decisions<br>within undetrtaking (ILO, Geneva) |

**COURSE CONTENTS**

1. **INTRODUCTION** : Meaning and characteristics of HRD, Need for HRD, Methods and Processes.
2. **CAREER PLANNING AND DEVELOPMENT** : Career Planning – Meaning, concept, objectives, Process of Career Planning, Career Anchors, Career Marriages, Career Path.
3. **Potential Appraisal and Succession Planning.**
4. **CURRENT ISSUES IN HRD** : Employee Relocation Assistance Programmes, HR in BPO industry, HR and Kaizen, Re-engineering. HR Roles in the Re-engineering Process, Bench Marking.
5. **ORGANIZATIONAL DEVELOPMENT** : Meaning and Definition of Organizational Development, Characteristics of O.D., Need and Benefits of O.D.
6. **DISCIPLINE** : Concept and Definitions, causes of Indiscipline, Essentials of a good Disciplinary System, Kinds of Punishment, Steps involved in the Procedure for Disciplinary Action (Principles of Natural Justice), Role of HR Manager in “Employee Discipline” function. Code of Discipline in Indian Industry.
7. **FRINGE BENEFITS** : Meaning, Types, Need and Importance.

**Books Recommended**

- Hollenbeck et al – Human Resource Management – Gaining a Competitive Advantage
- Anthony et al - Human Resource Management – A Strategic Approach
- Ivancevich - Human Resource Management
- Mathis, Jackson - Human Resource Management
- Nicky Hayes – Managing Teams – A Strategy for Success
- Berger, Berger – Talent Management Handbook
- Biswajeet Pattanayak – Corporate HRD
- J Leslie Mckeown – Retaining Top Employees
- Nitin Sawrdekar – Assessment Centres
- Bill Curtis / William E Hefley / Sally A Miller – People Capability Maturity Model-Guidelines for Improving the Work Force.

**COURSE CONTENTS**

1. **Introduction** : Negotiation Strategies, Negotiation Process, Issues in Negotiation.
2. **NEGOTIATION SUB-PROCESSES** : Perception, Cognition and Emotion, Communication, Finding and using Negotiation Power. Influence : Routes to influence, Role of Receivers in Influence. Ethics in Negotiation.
3. **Negotiation Contexts** : Relationships in Negotiation, Agents, Constituents, Audiences, Coalitions, Multiple Parties and Teams.
4. **Employee Counselling** : Introduction, Characteristics, Need, Objectives and Types of Counselling; Counselling Functions; The Manager's Counselling Role.
5. **Emergence and Growth of Counselling** : Factors contributing to the emergence. Approaches to counseling : Behaviouristic, Humanistic Approaches and Rogers Self Theory. Counselling Process; Steps involved.
6. **Modern Trends in Counselling** – Trends, Role of a Counsellors and Model of Counselling.

**Recommended Books**

1. Cohens – Negotiating Skill for managers
2. Spangle, M.L. & Isenhart M.W. – Negotiation
3. Lewicki, Saunder & Barry – Negotiation
4. Donaldson, T & Werhane P – Ethical Issue in Business
5. Dono Hue & Kolt – Managing Interpersonal Conflict
6. Zartman I.W. – The Negotiation Process : Theories and Applications
7. Fleming Peter – Negotiating in a Week

**COURSE CONTENTS**

- 1. Financial Planning:** Meaning of Financial Planning, Characteristics of a sound Financial Plan, need for Financial Planning, Financial Plan and factors to be considered in drafting a Financial Plan.
- 2. Financial Control:** Managing Financial Control, Budget as an Instrument of Financial Control, Essential for Effective Budgeting, and Types and Classification of Budgets.
- 3. Marginal Costing:** Concept of Marginal cost, Product and period costs, Marginal costing, Absorption Costing, Marginal Costing versus Absorption Costing, Income statement under Absorption and Marginal Costing, Applications of Marginal Costing, Cost-Volume-Profit Analysis; Concept of contribution and P/V Ratio, CVP Analysis, Break even analysis, Methods of Break Even Analysis, Graphic presentation of Break Even Analysis, Margin of safety, Incremental and Differential costing.
- 4. Financial Information System and Reporting:** Types of Financial Information System, Objective of Financial Reporting, need of different levels of Management, Elements of Financial Report and Basic consideration, Preparation and uses, Financial Reporting Practices in Public and Private Sectors in India.

**TEXT BOOKS:**

- 1. Budgeting: Profit Planning and Control by Glenn A. Welsch, Ronald W. Hilton, Paul N. Gordon, Prentice Hall Professional Technical Reference, 5<sup>th</sup> edition.*
- 2. Cost and Management Accounting, M.N.Arora, Himalaya publishing house 3rd • edition*
- 3. Corporate Financial Reporting and Analysis: Text and Cases by Hawkins, D.F., 4th ed. Homewood, IL: Irwin/McGraw-Hill, 1997.*

**REFERENCE BOOKS**

- 1. Financial Reporting in India by Das Gupta, N., Sultan Chand publication.*
- 2. Planning and Control Systems: Framework for Analysis 1976 by Anthony, Robert N., Boston, Division of Research, Graduate School of Business Administration, Harvard University, 1965.*
- 3. Management Control System, Information and Administration by Mohanty, S., Mc Million, New Delhi.*
- 4. Management, Planning and Information Systems by Bhattacharyya S.K., T.E. Learning Systems, , New Delhi*

**COURSE CONTENTS**

1. **INVESTMENT:** Meaning of Investment, Characteristics and objectives of Investment, Types of Investment, Investment alternatives, and Risk and return concepts.
2. **SECURITIES MARKETS:** Financial Market, Types of financial markets, Participants in financial Market, Role & Regulation of primary market & secondary market, Stock exchanges in India BSE, OTCEI , NSE, ISE and Regulations of stock exchanges.
3. **FUNDAMENTAL ANALYSIS:** Economic analysis, Industry analysis and company analysis.
4. **TECHNICAL ANALYSIS:** Dow Theory, Charting methods, Random walk Theory, Efficient Market Theory, and Fundamental Analysis Vs Technical Analysis.
5. **PORTFOLIO MANAGEMENT:** Portfolio selection Model; Markowitz Theory, Sharpe's Single Index Model, CAPM, Portfolio Construction and Optimization, Measuring Portfolio Performance and Mutual Funds.

**TEXTBOOKS**

1. *Donald E.Fischer & Ronald J.Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8th edition, 2011.*
2. *Prasannachandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 2011.*

**REFERENCES BOOKS**

1. *Reilly & Brown, Investment Analysis and Portfolio Management, Cengage Learning, 9<sup>th</sup> edition 2011.*
2. *S. Kevin , Securities Analysis and Portfolio Management , PHI Learning , 2012.*
3. *Bodj, Kane, Markus, Mohanty, Investments, 8th edition, Tata McGraw Hill, 2011.*
4. *V.A.Avadhan, Securities Analysis and Portfolio Management, Himalaya Publishing House, 2011.*
5. *V.K.Bhalla, Investment Management, S.Chand & Company Ltd., 2012*



**GROUP – C**

**FINANCIAL MANAGEMENT**

**PAPER : MB – 433**

**RISK MANAGEMENT & DERIVATIVES**

**Full Marks : 100**

**COURSE CONTENTS**

1. **Derivative-** An Introduction , Managing Risk, Types of Business Risks, Derivatives, Products, Classification, participant, Evolution, Functions.
2. **Forward & Future-**Introduction, Forward Contract, settlement of Forward Contract, Futures contract, Specifications of Futures contract, Stock & Index Futures, Currency Forwards & Futures.
3. **Options-**Introduction to Options, Types of options, Option Pricing, Option Risks, & Hedging Options.
4. **Swap Instruments:** Interest rate & Currency Swaps, Features of Swap, Applications, and Valuing Interest rate and currency swap.

**TEXTBOOKS**

1. *Derivatives & Risk Management, Rajiv Srivastava, 4th Edition, Oxford Publication House*

**RECOMMENDED BOOKS**

1. *Futures and Option Markets, John C. Hull, Pearson Education*
2. *Risk Management & Derivative, Rene M. Stulz, Cengage*

**COURSE CONTENTS**

Production Planning & Control Function  
Production – Inventory Systems  
Forecasting for Inventory and Production Control  
Aggregate Planning  
Job Shop Planning, Scheduling and Control  
Just-In-Time Production Systems.  
Planning for High Volume Standardised Products  
Procedures and Documentation in Production Planning and Control, Application of Computers in production planning and control.

**Books Recommended**

<b>Name of Authors</b>	<b>Name of Books</b>
Buffa, Elwood S & Tauhert W.H.	Production-Inventory Systems, Richard D.Irwin, Homewood (Illinois)
Burbidge, John L.	Principles of Production Control, Donald and Evans, London
Caubanj, Ted C.	Reading on Production Planning and Control, ILO Geneva
Greene James H.	Production and Inventory Control Handbook, Mc Graw hill, New York
Johnson LA and Montgomery D.C.	Operations Research in Production Planning Scheduling and Inventory Control, John Wiley, New York
O'Brien, James J.	Scheduling Handbook, Mc Graw Hill, New York

**COURSE CONTENTS**

1. **Concept of Materials Management** : Meaning & objectives, Integrated approach to Materials Management.
2. **Inventory Management** : Materials planning & Programming, lead Time analysis, ABC analysis, economic lot Size & consideration of re-order Point, control of maintenance and repair items.
3. **Receiving & Storing** : Receipt of materials, materials Identification, Stores system, Codification, standardisation variety reduction & Simplification.
4. **Warehousing Management** : Ware-house design, Warehouse setting, New building, Stores methods, The equipment, racking, mechanization in order picking and internal transport, automated warehouse, valuation of stores.
5. **Materials Handling**: Factors influencing materials handling system, characteristics of good Material handling System, major classes of materials handling Systems.
6. **Value Analysis**
7. **Disposal of Scrap & Surplus**
8. **Make or Buy Decisions**
9. **Materials Information System, Electronic Data Processing (EDP).**

**Books Recommended**

<b>Name of Authors</b>	<b>Name of Books</b>
Ammer, Dean S	Materials Management & Purchasing, Richard D.Irwin, Homewood (Illinois)
Ansari, A & Modarress, B	Just in Time Purchasing, E.P.Dutton, New York
Burt Davind N.	Proactive Procurement, Prentice Hall, Englewood Cliffs N.J.
Dutta, A. K.	Integrated Materials Management, Prentice Hall of India, New Delhi.
Dobler,D.W. Lee.L. & Burt DN	Purchasing & Materials Management, Tata Mc Graw Hill, New Delhi
Gopal Krishanan, P & Sundarshan M	Materials Management, Prentice Hall of India, New Delhi.
Zenz, Gray J.	Purchasing Management of Materials, John Wiley, New York The Materials Manager, Journal of the Indian Institute of Materials Management, Madras.

**COURSE CONTENTS**

1. **Logistics and SCM-An Overview :**
  - a. Logistics and SCM – An Introduction
  - b. Principles of SCM
  - c. Customer Focus in SCM
2. **Design and Management of SCM :**
  - a. Logistics – Inbound and outbound
  - b. Models of SCM Integration
  - c. Strategic supply chain management
  - d. Organising for Global Markets
3. **IT Enabled SCM :**
  - a. Information Technology : A Key Enabler of SCM
  - b. Intelligence Information System
  - c. IT Package in SCM
4. **Cost and Performance Measurement in SCM :**
  - a. Cost Analysis and Measurement
  - b. Best Practices and Benchmarking for SCM
  - c. Performance Measurement and Evaluation of SCM
5. **Distribution Network Planning :**
  - a. Transportation Mix
  - b. Locational Strategy
  - c. Logistic and SCM Environment
6. **Emerging Trends :**
  - a. Future Trends and Issues
  - b. Design for SCM & Greening the Supply Chain
  - c. SCM in Service Organisation / Non-Manufacturing Sector

**Books Recommended**

- Donald J Dowersox & David J. Closs – Logistical Management
- Donald W. Dobler & David – Purchasing & Supply Chain Management (SHM)
- R.V. Altekar – Supply Chain Management
- David J. Bloomberg & Stephen Lemay – Logistics
- B.S. Blanchand – Logistical Engineering & Management

**GROUP – D**

**PRODUCTION & MATERIALS MANAGEMENT**

**PAPER : MB – 401**

**BUSINESS ENVIRONMENT ENTREPRENEURSHIP**

**Full Marks : 100**

**COURSE CONTENTS**

1. Concept, Nature and Significance of Business Environment, Micro and Macro Environment, Techniques for Environment Analysis. Social Responsibility of Business.
2. Economics Planning in India-Present Five year Plan, Industrial Policy, Monetary Policy, Fiscal Policy
3. Consumer protection act, 1986
4. EXIM Policy, Foreign Investment Policy, multinational Corporations, WTO, Foreign Exchange Management act, 1999
5. Entrepreneurship : Concept, Environmental factors affecting entrepreneurial development, entrepreneurial development programme and their evaluation,
6. Starting a new venture, Concepts of projects, Project Identification and Formulation, Project Report, Project Appraisal, Location of an Enterprise and choice of organization.
7. Management of small units, Importance of small units and Government Policy relating thereto.
8. Industrial sickness and small units: Causes, prevention and remedies.

**Books Recommended**

1. Business Environment – Dr. Das Gupta & Dr. Sen.
2. Government in Business – S.S. Khera
3. Business Environment & Govt. – Cherunilam
4. Indian Economics – Alakh Ghosh
5. Saravanavel P. – Entrepreneurial development
6. Desai – Management of Small Scale industries
7. M.B. Shukla - Entrepreneurship

**COURSE CONTENTS**

1. **Definition & Scope** : Identification of Central Issues of managing an organization.
2. **Corporate Objectives** : Identification and Formulation, The Process of strategic Management, Elements of Business Policy and Strategy, Corporate strategy, Business level Strategy and Functional level Strategy.
3. **The General Management Function** : General Management and Strategic Management, Role of the Chief Executive, Role of Top Managers, responsibility for Growth.
4. **Corporate Planning** : SWOT Analysis, (Corporate Appraisal and Environmental Analysis) – Plan Formulation : Internal Analysis of Firm, Assessing Corporate Capabilities.
5. **Corporate Policy in Relation to Different Functional Areas** : Sales Policy, Personnel Policy, Production Policy and Financial Policy.

**Books Recommended**

- Business Policy & Central Management - Newman & Logan
- Business Policy - Mc. Millan
- The Concept of Corporate Strategy - Kenneth R. Andrews
- Business Policy & Strategic Management - William F Glueck & Jouch