

## Appendix C

# SYLLABUS

## CORE COURSES SEMESTER-I

### MBCI - 1 - Principles of Management

**UNIT I: Introduction :** Concept, Nature, Process and Significance of Management; Managerial Roles; An Overview of Functional Areas of Management – Marketing, Finance, Production, HRM, IT, R and D; Development of Management Thought – Classical, Neo- Classical, system and contingency Approaches – An Overview.

**UNIT II: Functions of Management – I: Planning and control -** Concept, Process and Types; Decision – making concept and process; bounded rationality; Management by Objectives; Corporate Planning – Environment analysis and Diagnosis, Strategy Formulations; Managerial Control – Concept and process; Designing an Effective Control System; Techniques – Traditional and Modern (PERT and CPM).

**UNIT III: Functions of Management – II: Organizing -** Concept, Nature, Process and Significance; Authority and Responsibility Relationships – Delegation, Decentralization; Departmentation basis and forms (Project and Matrix); Formal and Informal organization; Changing patterns in Organization structures in the Knowledge economy. **Staffing :** Concept, Manpower Planning, Job Design, Recruitment & Selection, Training and Development, Performance Appraisal. **Directing :** Motivating and Leading People at work – basic concepts; communication – nature, process, networks and barriers; Effective Communication.

**UNIT IV: International Management Practices :** A comparative study of management practices in India, Japan, USA and China with particular reference to Planning, Organising, Directing, Staffing and Controlling, Recent developments in the field of Management in a global perspective.

#### Suggested Readings:

1. Dr. V.S.P. Rao, “Principles of Management”, Himalaya Publishing House.
2. Dr. Kiran Nerkar, Dr. Vilas Chopde, “ Principles and Practices of Management”.
3. Tripathi Reddy , “ Principles of Management”, Tata Mac Graw Hill, 2012, 5<sup>th</sup> Edition.
4. T. Ramasamy, “Principles of management”, Hiamalya Publishing House.
5. J.S. Chandan, “ Management Theory and Practice”, Vikas Publishing House, First Edition.

### MBCI - 2 – Managerial Economics

**Unit -I: Introduction to Managerial Economics:** Definition, Nature, Scope and application of Managerial Economics to Business Decisions. **Consumer Behavior:** Choice and Utility Theory, the Indifference Curve Analysis. **Demand and Supply Analysis –Theory of Demand:** Demand Analysis, Elasticity of demand, types and significance of Elasticity of Demand. Demand Forecasting, Need for forecasting, forecasting techniques. **Supply Analysis –** Supply function, the Law of Supply, Elasticity of Supply.

**Unit-II: Production & Cost Analysis:** Production & Production Function: Concept, Forms of production function, Law of variable Proportions, Returns to scale. Cost concept, Short term and long term cost. Average cost curves, cost output relationship, Cost curves, Economies & Diseconomies of scale. Production function – Cobb-Douglas production function.

**Unit- III: Market Structure and Pricing practices:** Features and Types of different competitive situations - Price-Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly both the long run and short run. Pricing philosophy – Pricing methods in practice: Price discrimination.

**Unit IV National Income:** Basic concept-measurement of national income concept of GDP & GNP – Methods of measuring national income. Concept of Multiplier and Accelerator. Business cycles - Concept, Causes & Impact of business cycle, Inflation & deflation- types, causes, effects remedial measures; Monetary and Fiscal policy- meaning, scope and instruments.

NB: Numerical shall be based on the following topics.

**Unit I:** Utility Maximization, Demand and Supply analysis, Elasticity of demand, Demand forecasting.

**Unit III:** Price output determination under Perfect competition, monopoly competition and price discrimination.

**Unit IV:** Measurement of National Income and Multiplier.

#### **Suggested Readings:**

1. Managerial Economics, P. L. Mehta, Sultan Chand & Sons, New Delhi
2. Managerial Economics, D.N.Dwidevi, Vikas Publishing House Pvt. Ltd.
3. Managerial economics in a Global economy, Dominick Salvatore, Thomson learning Press
4. Managerial Economics, Suma Damodran, 2006, Oxford University Press, New Delhi
5. Indian Economy, Mishra &Puri, 2007, Himalaya Publishing House
6. Managerial Economics, Peterson & Levis, Prentice Hall of India
7. Mathematical Methods and Economic Theory, AnjanMukerji, Oxford University Press

### **MBCI - 3 – Accounting for Managers**

**Unit-I: Introduction to Accounting:** Introduction of financial accounting, Importance, Objectives and Principles of Accounting, Concepts and conventions, and The Generally Accepted Accounting Principles (GAAP), **Introduction of Accounting Process-** Journal and ledger, Trial Balance, Classification of capital and revenue expenses, preparation of subsidiary books and cash book. Reconciliation between bank pass book and cash book.

**Unit II: Final Accounts of Joint Stock Companies -** Final Accounts of Joint Stock Companies – contents, and preparation of Trading and Manufacturing, Profit and Loss Account, Profit and Loss Appropriation Account and Balance sheet with adjustments as per Schedule III of the Companies Act, 2013, Provisions for Statutory Audit.

**Unit III: Interpretation of Financial Statements: Cash Flow Analysis –** Meaning and Purpose of Cash Flow Statement, Format of Cash Flow Statement (AS3), Cash Flow from Operating Activities, Uses and Limitations of Cash Flow Analysis – **Ratio Analysis –** Meaning, Need, Advantages and Limitations of Ratio Analysis, Classification of Ratios: Profitability Ratios, Liquidity Ratios and Activity Ratios, Projections through Ratios.

**Unit IV: Budgeting and Budgetary Control –** Concept of Budgeting and Budgetary Control, Types of Budgets, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget and Master Budget, Essential features, Merits and Limitations of Budgetary Control.

N.B. Numericals shall be based on Unit II, III & IV.

**Suggested Readings:**

- Bhagavati & Pillai: Management Accounting
- S.P. Gupta: Management Accounting, Sahitya Bhavan
- Hanif & Mukherjee: Financial Accounting – Vol. II, Tata McGraw Hill
- Dr.S.N. Maheshwari and Dr.S.K. Maheshwari: Financial Accounting, Vikas, 2009.
- Gokul Sinha: Financial Statement Analysis, PHI, 2009
- Ambrish Gupta: Financial Accounting Management An Analytical Perspective, Pearson Education-2009
- Jawaharlal: Accounting for Management, HPH,2008
- Stice & Stice: Financial Accounting Reporting & Analysis, Cengage, 7/e, 2008.

### **MBCI - 4 – Business Legislations**

**Unit I: Law of Contract 1872-** Nature of contract and essential elements of valid contract, Offer and Acceptance, Consideration, Capacity to contract and free consent, Legality of object. Unlawful and illegal agreements, Contingent contracts, Performance and discharge of contracts, Remedies for breach of contract. Indemnity and guarantee.

**Unit II: The Companies Act 1956 -** Definition & characteristics of a company, Types of Companies, Provisions relating to incorporation: Memorandum of Association, Doctrine of ultra-vires, Articles of Association, Doctrine of indoor management & constructive notice, Company Meetings, Resolutions, Concept of Prospectus. Role & duties of promoter, transfer and transmission; Management – Appointment of Directors, Powers, duties, & liabilities of Directors. Winding Up of a Company

**Unit III: Consumer Protection Act, 1986:** Definitions of Consumer, Goods, Service, Complaint, Complainant, Unfair Trade Practices, Restrictive Trade Practices, Rights of Consumers, Relief available against complaint, Consumer Protection Councils, Consumer Disputes Redressal Agencies.

**Unit IV: Information Technology Act 2000-** Object and Scope of the IT Act, digital signature- digital signature certificate, electronic Governance, Electronic records certifying authorities, penalty and adjudication.

**Suggested Readings:**

1. K.R. Bulchandani: Business Law for Management, Himalaya, 2008
2. N.D.Kapoor: Mercantile Law, Sultan Chand & Sons, 2009. .
3. S.N.Maheshwari & Maheshwari: Business Law and Regulation, Himalaya,,2008
4. Business Law, Seth, Pearson Education Asia

### **MBCI - 5 – Business Communication & Information Systems**

**UNIT I: Communication:** Meaning and importance of communication in business, Types of communication- formal and informal and their characteristics, Essentials of effective business communication, Channels of communication, limitations, Barriers of communication. Listening, Barriers to listening, persuasion.

**Unit II: Business Correspondence:** Etiquettes of Business writing, Business letters: Memos, minutes, agendas, enquiries, orders, sales letters, notice, tenders, letters of application, letter of complaints, Job applications/Covering letters, Report writing, Types of report (Sales report, Committee report and technical report) . E-Mail Etiquettes, Formal & Informal email writing.

**Unit III: Introduction to Information Systems and MIS:** Concepts of Data and Information, Attributes of Information, Introduction to MIS, DSS, TPS, EIS, OAS, ISS. MIS in functional areas like Production, HR, Finance and Marketing. MIS in Web-environment , MIS and E-business

**Unit IV: Modern trends in Information Systems:** Online and Real time Information system, OLAP, Basic Concept of Data mining and Data warehousing, Introduction to Business Intelligence and Business Analytics and Knowledge management, Business Performance management – Scoreboards and Dashboards

**Suggested Readings:**

1. Raymond V. Lesikar, John D. Pettit and Mary E. Flatley – Lesikars Basic Communication Tata McGraw Will 8th Edition,1999
2. Krizan et al (2010). Effective Business Communication, Cengage Learning.
3. Scot, O. (2009). Contemporary Business Communication, Biztantra, New Delhi.
4. Raman & Singh – Business Communications- Oxford University Press
5. Diwan & Aggarwal Business Communication Excel
6. Communication Skills, Sanjay Kumar, Oxford University Press
7. Sharan J. Genrson and Steven M. Gerson – "Technical Writing – Process and Product" – Pearson Education, 2000
8. Baugh, Frayer & Thomas How to write first class Business Correspondence-Viva Books.
9. Herta A Murphy & Herbert W Hildebrandt - Effective Business Communication - Mc Graw - Hill international Edition.
10. Boove, C.L., Thill, J.V. & Chaturvedi, M. (2009). Business Communication Today, Pearson.
11. Management Information and Systems, Text and Cases, Waman Javdekar, 4<sup>th</sup> Edition, McGraw Hill Publications
12. Management Information Systems, Effy Oz, Indian Edition, Cengage Publication
13. Computer based Information System, Dr. Sushila Madan, 3<sup>rd</sup> University Edition, Taxmann Publication.

## **MBCI - 6 – Research Methodology & Quantitative Techniques**

**Unit I: Introduction to statistics:** Meaning, scope, importance and limitations, applications of descriptive and inferential statistics in managerial decision-making. Diagrammatic and graphic presentation, Significance of diagrams and graphs, General rules for constructing diagrams and graphs, Types of Graphs, Measure of central tendency: Mean, Median, Mode

**Unit II: Measures of dispersion,** The Range, Quartile deviation and computation ,Mean absolute deviation and computation ,Variance and computation, Standard deviation and computation , Correlation analysis, Assumptions for a simple linear regression model, Parameters of simple linear regression mode, Methods to determine regression coefficients, Business Forecasting, Importance, scope, types, forecasting techniques (Time Series Analysis)

**Unit III: Business Research Basics:** Definition of research Business Research, The nature of Business research Objectives of business research, Managerial value of business research ,research process , Attitude measurement ,Techniques for measuring attitudes ,Attitude rating scales .

**Unit IV: Sampling** - Sampling designs and sampling procedures :Practical sampling concepts ,Non-probability sampling ,Probability sampling ,Data collection: Collection of primary data, Collection of secondary data, Univariate Statistical Analysis ,Hypothesis testing ,The hypothesis testing procedure ,Univariate hypothesis test using the t-distribution ,The chi-square test for goodness of fit . Bivariate & Multivariate-concepts.

**Suggested Readings:**

1. Business Research Mehtods, Zikmund, Babin, Carr, Adhikari, Griffin, 8e, CENGAGE Learning
2. Research Methodology – Methods and Techniques, C R Kothari, Gaurav Gerg, New Age International Publishers
3. Research Methodology – Concepts and Cases, Dr Deepak Chawla, Dr Neena Sondhi

## SEMESTER-II

### **MBCII - 1 - Human Resource Management & Organizational Behaviour**

#### **Unit I: Introduction to Human Resource Management and Concepts**

Introduction, Nature, Scope, Objectives, Importance and functions, Evolution, Difference between Personnel Management and Human Resource Management, Roles and Qualities of HR Manager **Job Analysis and Design**- Job Analysis – Meaning, Uses, Process and methods of collecting data for job analysis, Job Description, Job Specifications & Role Analysis, Factors affecting Job Design, Techniques of Job Design, Cases and Exercises in understanding Job Analysis.

#### **Unit II: Important Concepts in Managing Human Resource**

**HRP**- concept; **Recruitment and Selection**—Meaning, Sources and Process; **Employee Training**-concept, importance, objectives, types, steps in Training process; **Performance Appraisal**- concept, objectives, Importance, Methods; **Compensation Management**- Concept and components.

#### **Unit III: Introduction to Organizational Behaviour and Concepts**

**OB**- Definitions, goals, key elements; Foundations of OB, Contributing Disciplines to OB and Importance; **Foundation of Individual Behaviour**- factors affecting individual behaviour (biographical, psychological, organizational and Environmental); Perception- concept, Factors influencing perception; perception errors- stereotyping, halo effect, pigeonholing, self-fulfilling prophecy. **Foundation of Group Behaviour**- definition, Nature and types of groups, Teams- definition, types, importance of Teambuilding, stages in team development Leadership: Basic qualities of leadership, Leadership Styles Leadership theories- Trait, Managerial Grid, Path-goal theory

#### **Unit IV: Important Concepts of Organizational Behaviour**

**Motivation**- Meaning, Importance, challenges, Theories- Maslow, Herzberg, **Conflict**- Meaning, Sources, Levels of conflict, Conflict management. **Organizational Change**- Nature, Internal and External Factors responsible for change, The Domino effect, Force field analysis, Change process, Resistance to change and managing resistance to change.

#### **Suggested Readings:**

1. Personnel and human Resource management - Text & cases, P Subba Rao, Publication - Himalaya Publishing House
2. Human resource Management –Garry Dessler & Biju Varkkey- Pearson
3. Human Resource Management- Text & Cases, K.Aswathapa, Publication- Tata McGraw Hill
4. Organisation Behaviour, Luthans 8th Tata McGraw Hill
5. Organizational Behaviour, K.Aswathapa, Himalya Publishing House
6. Organisation Behaviour, Robbins, 9th Pearson Education Asia

### **MBCII - 2 - Financial Management**

**Unit I: Introduction** - Concept of business finance, finance function, scope, Responsibilities of finance executive, Goals & objectives of financial management, **Sources of financing** - LONG TERM: shares, debentures, term loans, lease & hire purchase, retained earnings, public deposits, bonds (Types, features & utility); SHORT TERM: bank finance, commercial paper & trade credit & bills discounting.

**Unit II: Cost of Capital and Capital structure** - **Cost of capital**, Cost of different sources of finance, Weighted average cost of capital, Over-capitalization and Under-capitalization – Concept, Symptoms, causes, Consequences & remedies. **Capital Structure** -Concept, meaning, principles & importance of Capital Structure, Assumptions & definitions, NI approach, NOI approach, Traditional Position, MM position, Taxation & capital structure, Trade off theory, EBIT-EPS Analysis.

**Unit – III: Capital budgeting** - Concept of time value of money, Compounding & discounting; Future value of single amount & annuity, present value of single amount & annuity; Practical application of time value technique. Nature and significance & techniques of capital budgeting –Pay Back Method, Accounting rate of return, Net Present Value, IRR and profitability index.

**Unit IV: Working Capital Management** - Concept, significance, types. Adequacy of working capital, Factors affecting working capital needs, Financing approaches for working capital, Methods of forecasting working capital requirements. Estimate of working Capital requirement, Working capital finance from banks. Introduction to Management of Cash, Receivables and Inventory

#### **Suggested Readings:**

1. Financial Management by Ravi Kishore, Taxmann's.
2. Financial Management by S. M. Inamdar, Everest Publishing house, 12<sup>th</sup> Edition 2004.
3. Financial Management by Sharma & Gupta , Kalyani Publishers.
4. Financial Management by R.M. Srivastav, Kalyani Publishers.
5. Financial Accounting for Management by P. Shah- Pub, by Oxford
6. Financial Management by Dr. R. P. Rustagi.

### **MBCII - 3 – Marketing Management**

**UNIT-I Introduction:** Concept, nature, scope and importance of marketing; Marketing concept and its evolution; Marketing mix; Marketing environment – macro and micro components and their impact on marketing decisions; Market segmentation and positioning; Buyer behavior; consumer versus organizational buyers; Consumer decision making process.

**UNIT-II Product Decisions:** Concept of a product; Classification of products; levels of product, Major product decisions; Product line strategies and product mix strategies; Product life cycle – strategic implications; New product development and consumer adoption process. Packaging and labeling. **Pricing Decisions:** Factors affecting price determination; Pricing policies and strategies

**UNIT-III: Distribution Channels and Physical Distribution Decisions:** Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling. **Promotion Decisions:** Communication Process; Promotion mix – advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget; Copy designing and testing; Media selection; Advertising effectiveness; Sales promotion – tools and techniques.

**UNIT-IV Marketing Research:** Meaning and scope of marketing research; Marketing research process. Issues and Developments in Marketing: Social, ethical and legal aspects of marketing; Marketing of services; International marketing; Green marketing; Cyber marketing; Relationship marketing and other developments of marketing.

#### **Suggested Readings:**

1. Rajan Saxena, “Marketing Management”, - Tata McGraw-Hill.
2. Adrian Palmer, “Introduction to Marketing Management”, - Oxford University Press.
3. William D Perreault R, “Basic Marketing”, 15<sup>th</sup> edition - Tata McGraw-Hill.
4. P. Kotler, “Marketing Management”, - Prentice Hall Inc.

5. V. S. Ramaswamy and S. Namakumari, "Marketing Management, Planning, Implementation and Control", - McMillan.

## MBCII - 4 - Operations Management

**Unit I: Introduction to Operations Management:** Scope, Importance, Functions and Challenges of Operations Management. Differences between Manufacturing and Services. Planning premise, Make to stock, Make to order and Assemble to order. Capacity definitions, capacity expansion decisions and equipment selection decisions. Modern tools and recent trends in Operations management.

**Unit II: Facilities Plan and Production Planning:** Plant location, factors affecting Plant location. Types of Production systems, mass production, job-based production, batch production and assembly line production systems. Types of manufacturing layouts, product layout, process layout, group layout, fixed position layout. Types of service layouts. MPS (Master Production Schedule), MRP (Material Requirement Planning) and aggregate planning. Introduction to PERT/CPM, Network rules and network diagrams and calculation of critical path (with numerical); Introduction to Maintenance Management & Maintenance Types.

**Unit III: Materials Management:** Role of materials management, Purchase process and management, concepts of lead time, re-order level, purchase requisitions and purchase orders, Vendor selection and rating (with numerical), Stores procedure and management. Inventory Management: Concepts of Inventory management, Inventory costs, EOQ model, Inventory management tools, ABC analysis, FSN, HML, VDE, GOLF etc.

**Unit IV: Quality and Productivity Management:** Concepts of Quality, Dimensions of quality, cost of quality, Product quality and service quality. Introduction to quality systems, concept of TQM, ISO, QFD, SPC, KAIZEN, SIX-SIGMA, 5S. Concepts of productivity, tools of increasing productivity, labour and machine productivity. Introduction to work-study, work measurement, method study and time study.

### Suggested Readings:

1. Operations Management, Theory and Practice, B.Mahadevan , 2<sup>nd</sup> Edition, Pearson
2. Production and Operations Management, K Aswaathappa & K. Shridhara Bhat, Himalaya Publication House
3. Production and Operations Management, R. Panneerselvam, 3<sup>rd</sup> Edition, Eastern Economy Edition publication

## MBCII - 5 - Cost Accounting

**Unit I: Introduction to Cost Accounting and Unit and Output costing:** Meaning of Cost, Costing and Cost Accounting, Features, Scope and Functions of Cost Accounting, Advantages and Limitations of Cost Accounting; Concept of Cost; Analysis and Classification of Costs; Elements of Cost; role of accounting information in planning and control. Unit Output Costing: Preparation of Cost Sheet (Statement of Cost); Quotations and tender.

**Unit II: Marginal Costing and Decision Making:** Introduction, Application of Marginal costing in terms of cost control, profit planning, Closing down a plant, dropping a product line, charging general and specific fixed costs, fixation of selling price, make or buy decisions, key or limiting factor, selection of suitable product mix, desired level of profits, diversification of products, closing down or suspending activities, level of activity planning- Break-even-analysis: Application of BEP for various business problems.

**Unit III: Standard Costing and Variance Analysis:** Introduction, Meaning and limitations of Standard Costing, Standard costing as a management Tool, Historical costing, Estimated Costing and Standard Costing, Standard Cost and Budgeted Cost, Determination of Standard Cost for Direct Material, Direct Labour and Overhead Cost. Variance Analysis: Cost Variance, Direct Material Variance, Direct labour Variance, Overhead Variance, Sales Variance, Variance with reference to Profit. Practical Problems on Variance.

**Unit IV: Contract and Operating Costing:** Salient clauses and accounting features of Contract costing, Retention money clause and Escalation clause, Profit of incomplete Contract, WIP in balance sheet. Features of operating costing: Transport costing (Standing charge, Repair and Maintenance Charge and Running charges and log sheet), Canteen, Hospital and hotels costing.

**Suggested Readings:**

1. Cost and Management Accounting V. K. Saxena & C. D. Vashist, Sultan Chand & Sons Publication.
2. Management Accounting, Bhagwati & Pillai, Second Edition, S. Chand & Company Ltd.
3. Cost Accounting Theory and Practice, Bhahatosh Banerjee, PHI
4. Cases In Management Accounting & Control System, Allen, Pearson
5. Cost & Management Accounting, Ravi M Kishore, Taxmann Publications Pvt. Ltd.
6. Management Accounting: Theory and Problems, M.Y. Khan, P.K. Jain, TMH

## **MBCII - 6 – Economic Environment of Business**

**Unit I :- A Glimpse of Business environment** - Types of Environment; Internal, External, Micro & Macro Environment. Competitive Structure of Industries; Competitor and Environmental analysis; Nature and Structure of Indian Economy; Economic Conditions; Economic Planning; Five year plans in India, Economic reforms in India;

**Unit II :- Economic environment of Business** - Concept of GDP; Overview of Union Budget, Budgetary Provisions and Fiscal deficit. Global Recession; Overview of Public, Private, Joint Venture and Cooperative Sectors with special reference to PPPs; Concept of Privatization, Disinvestment and Divestment; Industrial Sickness; Industrial Development Strategy; Consumer Rights, Consumerism and Overview of Consumer Protection Act and Trade Marks Act - 1999.

**Unit III :- International Business Environment** - Concept of Balance of Payment; Current & Capital Account; Importance of Current Account Deficit/Surplus; Currency Convertibility; Concept of FI & FII; Concept of Currency Devaluation and its Impact on CAD; Overview of GAAR & FEMA.

**Unit IV :- Technological Environment** - Technological Innovation, Product & Process Innovation, Technological 'S' curve, Technological Leadership and Followership, Technology and Competitive Advantage, Technological Dynamics, Time lags in Technology, Introduction/Absorption, Adaptation, Transfer of Technology.

**Suggested Readings :**

1. Business Environment (Text and Cases) – Francis Cherunilam – Himalaya Publishing House.
2. Business Environment, Third Edition (Text and Cases ) – Justin Paul – Mc Graw Hill.
3. Economic Environment of Business (7<sup>th</sup> Revised Edition) – H. L. Ahuja, S. Chand Publishing
4. Economic Environment of Business (2<sup>nd</sup> Edition) – Biswanath Ghosh – Vikas Publishing House.
5. Government and Business (6<sup>th</sup> Edition) – N. K. Sengupta – Vikas Publishing House.



# SEMESTER III

## MBCIII - 1 - Strategic Management

**Unit I: Strategic management** - Introduction to strategic management, Strategic decision making, Strategic management process; Difference between Policy, Strategy and Tactics. Vision, Mission & goals, Preparation of Vision & Mission Statement; Organisational objectives, Hierarchy of objectives & strategies, setting of Objectives; Internal Resource Analysis - SWOT analysis, Resource analysis- a) Organisation capabilities & competitive advantage b) Value chain analysis; Concept of synergy - Core competency, Competitive analysis - Interpreting the five forces model, Competitors analysis

**Unit II: External analysis - Environment analysis** a) Components of External environment b) Components of Internal environment c) Environmental scanning. **Industry Analysis** a) A Framework for industry analysis b) Michael Porter's Analysis c) Usefulness of industry analysis; **Portfolio Approach & analysis** - a) Portfolio analysis, advantages & disadvantages, b) BCG Matrix c) General Electric's Business Screen, d) Life cycle or Arthur D Little matrix, e) Balance scorecard. 7s Framework, Strategic Business Unit (SBUS), Merits & Demerits of SBU; Leadership, Power & organisation culture.

**Unit III: Strategy Formulation - Corporate level strategy:** A) Growth-Concentration, Horizontal, Vertical, B) Diversification- Concentric, conglomerate. C) Expansion through Cooperation; Merger, Acquisitions, Joint ventures & strategic alliances D) Stability -Pause/proceed with caution, No change, Profit strategies. E) Retrenchment -Turnaround, Captive Company Strategy, Selling out Bankruptcy, Liquidation.

**Unit IV: Business Level strategy & Functional level strategy** - A) Business Level strategy- Competitive advantage, Low cost strategy, Differential strategy and Focus strategy, B) Functional level strategy - Operations strategy, Marketing strategy, Financial strategy, Human Resource strategy. **Global strategy** - Reasons for globalization, Global expansion strategy, International Portfolio Analysis; Market entry strategy, International strategy & competitive advantage.

### Suggested Readings:

1. Strategic Planning & Formulation of Corporate Strategy, V S Ramaswami, S Namaumari, Publication- Macmillan, India.
2. Strategic Management ,9 th Edition – John A Pearce II, Richard B Robinson, Jr Publication-Tata McGraw- Hill Publishing Company Limited, New Delhi.
3. Crafting & executive strategy -14 th edition, Arthur A. Thompson Jr, A.J. Strickland III, Publication-Tata McGraw- Hill Publishing Company Limited, New Delhi.
4. Management Policy & strategic Management – R.M. Srivastava Publication – Himalaya Publishing House.
5. Global Strategic management – Kamel Mellahi, J. George Frynas, Paul Finlay Publication-Oxford University Press, New Delhi.

## SEMESTER IV

### **MBCIV - 1 – Business Ethics & Corporate Governance**

**Unit I: Business Ethics: Introduction, Concepts and theories** - Introduction, definitions, need for Business ethics, Values and morals, Management and ethics, Normative Theories, – Gandhian Approach, Friedman’s Economic theory, Kant’s Deontological theory, Mill & Bentham’s Utilitarianism theory.

**Unit II : Business, Organisational Ethics & CSR** - The Indian Business scene, Ethical Concerns, Global trends in business ethics, Business ethics rating in India, Organisational culture, Types of Organizations, Advantages of Corporate code of ethics, Formulating & implementing professional ethics code; CSR - Introduction, Advantages, Scope for CSR in India, steps to attain CSR, Prestigious awards for CSR, CSR & Indian Corporations-A Score Card.

**Unit III : Corporate Governance, Globalisation & Business ethics** - Introduction, systems of corporate governance, Indian model of Corporate Governance, OECD principles, World Bank on Corporate Governance, Indian Committees and guidelines; Factors facilitating Globalisation, Impact of globalization on Indian corporate and social culture, Advantages and disadvantages of MNC’s to the Host Country, International codes of Business Conduct, Whistle blowing and its codes.

**Unit IV: Environment Ethics, Marketing Ethics & Ethics in HRM** - India’s Environment Policy, Environment Risk Management, Environment Audit, Areas in Marketing Ethics, Ethics in HRM, Role of HRM in creating an ethical organisation.

#### **Suggested Readings:**

1. Business Ethics – Concept & Practice - B. H. Agalgatti & R. P. Banerjee – (Nirali Publication)
2. Ethics in Business & Management - R. P. Banerjee (Himalaya Publication)
3. Business Ethics. by Crane – Pub. By Oxford Press
4. Corporate Governance & Business Ethics – (Text & Cases), U. C. Mathur, Macmillan India Ltd.
5. Business Ethics, C S V Murthy, Himalaya Publishing House
6. Business Ethics & Corporate Governance, by A.C.Fernando

### **MBCIV - 2 – Entrepreneurship Development**

**UNIT I: Entrepreneurship** : Concept, characteristic of successful entrepreneurs: Functions of an entrepreneur, Role of Entrepreneurship in Economic Development; Factors Impacting Emergence of Entrepreneurship (Barriers to entrepreneurship); manager vs. entrepreneur, Forms of Business Ownership. **Women Entrepreneurship** : concept, problems and possible solutions, Types of Entrepreneurs, Theory of Achievement Motivation, McClelland’s Experiments, Rural entrepreneurship, Tourism Entrepreneurship, Agri-preneurship and Social Entrepreneurship.

**UNIT II: Starting the venture** : generating business idea – source of new ideas, methods of generating ideas, steps in setting up a small business enterprise, Introduction to business plan: Concept of business plan: need and use. Key elements of business plan: Executive Summary, Business Description, Relevant information about the company, its legal form of operation, Production Plan, General Errors in Preparation of Business Plan.

**UNIT III: Concept of project appraisal** : environmental scanning, competitor and industry analysis; feasibility study – market feasibility, technical / operational feasibility, financial feasibility; managerial competence. Functional plans: marketing plan – marketing research for the new venture, steps in preparing marketing plan, Financial plan – working capital, Performa income statement Performa cash flow, perform balance sheet, break even analysis.

**UNIT IV: Entrepreneurial Support system :** Activities and objectives of institutions supporting entrepreneurs: Small Industries Development Bank of India (SIDBI), NABARD, NSIC (National Small Industries Corporation), Khadi & Village Industries Commission, Micro Small and Medium Enterprises; Classifications of enterprises, Characteristics and objective of MSME, Role of MSME in Economic Development, Problem Faced by MSME, Steps of Starting SSI/MSME's and Measures taken by government for the promotion of MSME's, Corporate Social Responsibility, Social Responsibility of Entrepreneurs.

**Suggested Readings:**

1. Entrepreneurship (6<sup>th</sup> Edition) – Robert D Hisrich, Tata McGraw Hill
2. Entrepreneurship: A Contemporary Approach – Kuratko, Thomson Learning Books
3. Small Scale Industries and Entrepreneurship (2003) – Vasant Desai, Himalaya Publishing House
4. Entrepreneurial Development – S.S. Khanka, S. Chand & Co

## **FOUNDATION COURSES**

### **MBFIII - 1 – Environment Management**

**Unit I: Introduction to Environment Management** - Definition, Scope & importance, Need for public awareness- institution in environment, using an environmental calendar of activities. Fundamentals- sustainable development, Unsustainable to sustainable development. Natural resources - Renewable and non renewable resources, and associated problems, Role of an individual in conservation of natural resources; equitable use of resources for sustainable life cycles.

**Unit II: Ecosystem & Biodiversity** - Concept of an Ecosystem , ecosystem degradation, resource utilization; Structure & functions of an ecosystem-producers, consumers and decomposers; Ecological succession; food chains, food webs and ecological pyramids; Ecosystem types - characteristics features, structure and functions of forest, grassland, desert and aquatic ecosystems Introduction- biodiversity at genetic, species and ecosystem levels; Bio-geographic classification of India; Value of diversity- Consumption use value, Productive use value, Social, Ethical, Moral, aesthetic and optional value if diversity; India as mega-diversity nation

**Unit III: Environment Pollution: Air, Soil, Water, Noise, Thermal & Nuclear Pollution-** Introduction, causes, impact on health, environment and industry, measures of control, individual contribution. Climate change: Green House Effect, Global Warming, Acid Rain, Ozone Layer depletion, climate tipping points- Disruption of Indian Summer Monsoon. Institutions for controlling pollution- Ministry of Environment and Forest, Central Pollution Control Boards, State Pollution Control Boards, Local Bodies- their scopes, organizational and functional issues.

**Unit IV: Human Population and Social Issues in Environment:** Global population growth, variations among nations, Population explosion- causes, impact on society and environment, Family welfare Programmes-methods of sterilization; Infectious diseases, water related diseases, risk due to chemicals in food. **Social Issues:** Construction of dams: problems and concerns of resettlement, rehabilitation of affected people; Environmental ethics- issues and possible solutions, resource consumption patterns and need for equitable utilization; Equity disparity in western and eastern countries; Urban and rural equity issues; Need for gender equity.

**Suggested Readings:**

1. Textbook for Environmental Studies by Erach Bharucha, published by University Grant Commission, New Delhi and Bharti Vidyapeeth of Environment Education and Research, Pune
2. Environment management by N K Uberoi", published by Excel Books
3. Environment management by Dr. Swapan Deb", published by Jaico Publishing House.
4. Environmental Management by S K Agrawal", published by A.P.H. publishing Corporation.

## MBFIII - 1 – Project Management

**Unit I: Introduction to Project Management** - Concepts of Project and Project Management; Project Life Cycle, Project Stakeholders; Organizational Influences. Project Management Standard - Processes, Process Groups, Process Interactions and Process Mapping

**Unit II: Procurement and Risk Management** - Planning Purchase and Contracting; Select Sellers; Contract Administration and Closure; Qualitative vs. Quantitative Risk Analysis; Risk Monitoring and Control. Cost Planning, Cost Estimating, Cost Build up, Cost Budget

**Unit III: Time Planning and Critical Chain Project Management** - The Process, Gantt Charts, Estimating, Activity on Arrow and Critical Path Analysis, Activity on Node Diagrams, Activity on Arrow vs. Activity on Node, Scheduling, Computer Assisted Project Planning, Fast Track Projects, Project Evaluation and Termination, Numerical on calculation of critical path.

**Unit IV: Project Organization:** Structure and Teams - Role of team, Pure Project Organization, Matrix Management, Structure Selection, Team Work, Life Cycle of Team, Managing personalities in a team, Effective Team Work

### Suggested Readings:

1. Project Management-Managerial Approach, Jack Meredith, J. Mantel, Seventh Edition, John Wiley Publication
2. The New Project Management, J. Davidson Frame, Jossey-Bass, 1994.
3. Project Management, Harold Kerzner, Van Nostrand Reinhold, 1979.

## MBFIV - 2 – International Business Management

**Unit I: Introduction to International Trade** – Concepts in international trade , Need & Importance of international trade, Trading Blocs and their classification ( Case studies of EU, NAFTA and SAPTA) Trade Agreements, Trade Barriers : various Tariff and Non Tariff barriers.

**Unit II: Foreign Trade of India** -Flow And Trends of FDI, EXIM Policy , Govt. Institutes supporting Foreign Trade : DGFT, EXIM Bank, ECGC, Export Promotion Councils, EPZ, EOU & SEZ

**Unit III: Exchange Rate Management** – Balance Of Trade, Balance of Payments, Types of exchange rate management, Exchange Rate Theory (Purchasing Power Parity theory), Working of Foreign Exchange Markets, Determination of Rate Of Exchange, Role of RBI in foreign exchange management, Introduction to FEMA.

**Unit IV: International Business Environment and organizations** – Factors Affecting Environment – Political, Economic, Socio- Cultural, Technological, Environmental, Legal factors & International Liquidity. International Economic Organizations: World Bank, International Monetary Fund, International Finance Corporation, Asian development bank, UNCTAD and WTO

### Suggested Readings:

1. International Business – Subba Rao, Himalaya Publications
2. International Business – R.M. Joshi, Oxford University Press
3. International Business Strategy – A. Nag, Vikas Publishing House
4. Global Business Management – M. Adhikary, Macmillan Publishers
5. International Business – K Aswathappa

## **MBFIV - 2 – Agri-Business Management**

**Unit I: Agro input Management :** Concept of Agricultural Inputs, types and importance of agro inputs , demand and supply scenario of agro inputs, role of fertilizers, agro-chemicals and seeds in agro production, status and structure of fertilizer industry, seed industry and agro-chemical industry, Role of trade fairs like Agro Vision

**Unit II: Livestock management :** Present status of livestock products industry in India: dairy, meat, poultry, hatchery, skin, hides, wool and livestock, demand-supply scenario for livestock products in domestic and global markets, Role of management in feed manufacturing industry, organizing and planning feed manufacturing unit , storage, transportation and marketing of livestock

**Unit III: Management of floriculture, Biotech and food :** present status and advances in floriculture and flower, landscaping, fruit production, food processing industry , Agricultural needs & application of biotechnology for agricultural uses and benefits

**Unit IV: Rural Marketing :** Rural market segmentation, rural communications (Case study of ITC's E-Chaupal Initiative), Role of Government in the Development of Agricultural Marketing, Agricultural Credit, Crop Insurance and Commodity Markets ( COSAMB, NAFED, NCDC, PDS, FCI, DMI, NIAM and SHGs).

### **Suggested Readings:**

1. Agri Business Management/Himanshu. Jaipur, Ritu
2. Encyclopaedia of Agricultural Marketing : Marketing of Farm Inputs Seed, Fertilizer and Irrigation, Vo. IX/Jagdish Prasad
3. Livestock Feeding Strategies for Dry Regions/edited by P.S. Pathak and S.S. Kundu
4. Trends in Livestock Research/S.K. Kaushish
5. Livestock Economy of India/P.C. Bansil and S.P. Malhotra
6. Food Processing and Preservation/Neelam Khetarpaul
7. Fruit Production : Problems and Solutions/R.R. Sharma
8. Emerging Trends in Post Harvest Processing and Utilization of Plant Foods/Neelam Khetarpaul, R.B. Grewal, Sudesh Jood and Umaid Singh
9. Rural Marketing / Pradeep Kashyap / Pearson Education

## **ELECTIVE / SPECIALIZATION COURSES**

### **CORE GROUP - A - MARKETING MANAGEMENT**

#### **Paper 1**

#### **MBEIII - 11 – Sales and Distribution Management**

**UNIT I- SALES MANAGEMENT** - Definition and meaning, Objectives, Sales Research, Sales Forecasting, Sales Forecasting methods, Sales Planning and control: Goal setting, Performance measurement, diagnosis and corrective actions, Estimating market and Sales Potentials, AIDAS theory.

**UNIT II – SALES ORGANISATION** - Setting up a sales organization, Personal Selling, Management of Sales force, Recruitment & Selection, Training, Motivation and Evaluation, Compensating Sales Force, Territory Management, Sales Budget, Sales Quota.

**UNIT III – PHYSICAL DISTRIBUTION** - Definition, Importance - participants in physical distribution process - Different forms of channels - Functions of Marketing Channels, Unconventional

channels - Channel Intermediaries - Wholesaling and Retailing , Channels for Consumer goods, Industrial Goods & Services - Integrated Marketing Channels - Horizontal, Vertical, Multi channel marketing Systems - International Marketing Channels. Marketing Channel Policies and Legal Issues.

**UNIT IV - SUPPLY CHAIN MANAGEMENT** - concept - significance - components - Order processing - Material Handling - Transportation - Warehousing - Inventory Management - Reverse Logistics, E-enabled selling and distribution, E-commerce and e-retailing as a channel of distribution, Electronic intermediaries, Disintermediation and Re-intermediation, e-enabled logistics management and tracking systems.

**Suggested Readings:**

1. Successful Sales Promotion - Choudhry, Elliot & Toop (Orient Longman)
2. Sales Management - Still, Cundiffs, Govani (Pearson)
3. Sales and Distribution Management - S. L. Gupta (Excel Books)
4. Sales & Distribution Management - Havaladar, Cavale (Tata McGraw Hill)
5. Sales & Distribution Management, Panda and Sahadev (Oxford)

**Paper 2**

**MBEIII - 12 - Integrated Marketing Communication & Brand Management**

**UNIT-I: Marketing Communication** - The functional areas of marketing communication ; Integrated marketing Communications; Who are the IMC partners? How is the agency world organized? ; Consume Response - Prospects and customers, consumers and business buyers - How brand decision makers respond to IMC messages - How IMC messages influence consumer decisions; The IMC Planning Process; DAGMAR: An approach to setting objectives ; Data Driven Communication - Using databases to build relationships - Setting up a consumer database

**UNIT- II: Media Characteristics** - Media classifications - Print media - Broadcast media - Out-of-home media; Advertising and IMC Media Planning - A four step planning process; Consumer Sales Promotion and Packaging; Channel marketing: Trade Promotion and Co-Marketing; Personal Selling; Public Relations and Brand publicity; Direct marketing: The Dialogue Builder; Experiential Contact: Events, Sponsorships, and Customer Service ; Measurement, Evaluation and Effectiveness

**Unit - III: Brand and Brand Equity** - What is a brand?; Why do brands matter?; Can everything be branded?; What are the strongest brands?; Branding challenges and opportunities; The brand equity concept; Strategic brand management process; Customer based brand equity

**UNIT- IV: Brand Management** - Making a brand strong: Brand Knowledge; Sources of brand equity; Building a strong brand: The four steps of brand building; Creating customer value ; Defining and establishing brand mantras; Internal branding; Choosing brand elements to build brand equity; Developing a brand equity measurement and managing system - The brand value chain - Designing brand tracking studies; Designing and implementing branding strategies - Brand architecture - Brand hierarchy - Designing branding strategy; Brand Stretching and Retrenching

**Suggested Readings:**

1. Principles of Advertising and IMC, Tom Duncan, Tata McGraw Hill
2. Advertising and Promotion- An Integrated marketing Communications Perspectives, George E Belch, Michael A Belch, Keyoor Purani, McGraw Hill
3. Advertising and promotion - An IMC Approach, Shimp, Cenage Learning
4. Strategic brand management - Building, Measuring, and Managing Brand Equity, Kevin Lane Keller, Pearson
5. Strategic Brand management, Richard Elliott, Larry Percy, Oxford
6. Brand Positioning - Strategies for Competitive Advantage, Subrato Sengupta, Tata McGraw Hill

## Paper 3

### MBEIV - 13 – Consumer Buying Behaviour

**Unit-I Introduction to Consumer Behaviour(CB):** Nature and Importance of CB, application of CB in Marketing , Consumer Research process.

**Unit-II Consumer Decision making Process:** Problem recognition · Information Search Process and Evaluation · Purchasing process · Post purchase behaviour · Models of CB

**Unit-III Individual Determinants of CB:** Perception: process, Consumer Imagery, perceived risk; Learning: principles, theories ; Personality: nature, theories, self concept, psychographic and life style; Attitude: Structural model of attitude, attitude formation & change; Motivation: needs/motives & goals, dynamic nature of motivation, Arousal of motives, theories

**Unit-III Group Determinants of CB:** · Reference group influence: types of consumer relevant groups, factors affecting group influence, application of reference group concept. · Family: functions of family, family decision making, family life cycle (FLC) · Opinion Leadership and Personal influence · Diffusion of Innovation: Adoption process., Diffusion process; Environmental Influences on CB: · Social class, Life style Profile of Social class, application to CB · Culture: characteristics, cross cultural understanding.

#### Suggested Readings:

1. Consumer Behaviour – Schiffman, Kanuk & Kumar
2. Consumer Behaviour & Branding – Kumar
3. Why We Buy: The Science of Shopping – Paco Underhill, Simon & Schuster
4. Consumer Behaviour – Evans, Jamal and Foxall, Wiley India Pvt. Ltd.

## CORE GROUP - B – FINANCIAL MANAGEMENT

### Paper 1

#### MBEIII - 11 – Corporate Financial Management

**Unit I: Long-term Investment Decisions:** Capital Budgeting – Identification of Cash Flows and evaluation of proposals, Risk and Uncertainty Analysis, Certainty Equivalent Approach, Sensitivity Analysis, Probability Distribution Approach and Decision Tree Approach

**Unit II: Leasing, Hire-purchase & Project Finance** - Types of leases, rationale for leasing, Mechanics of leasing, Operating lease, Leasing as financial decision, Lease Vs borrow & buy evaluation, Hire-purchase arrangement, Choice between leasing & hire purchase, Project finance – Private Equity, Venture Capital.

**Unit III: Valuation of business and Dividend Decisions** - Valuation of business- Adjusted book value method, value of shares and debt method, comparison method, DCF method. **Dividend policies** - Concept, determinants and factors affecting, relevance and irrelevance concept, dividend valuation models – Gordon, Walter and Modigliani-Miller models, Stability of dividends – concept and significance.

**Unit IV: Mergers & Acquisitions and Contemporary issues in Financial Management** - M&A – Exchange ratio Financial evaluation of mergers, M&A as capital budgeting decision, Economic value added & market value added Taxation aspects. **Contemporary issues in Financial Management** – Public offerings - IPO, FPO, ASBA, book building, Reverse book building, private placement, Green shoe option, Red Herring Prospectus. ESOP, ESPP, Refinancing, Securitization, Carbon Credit, Balanced score card, P notes, GDR, ADR, ECB, Indian Depository Receipts, Hundi, Parta system

### Suggested Readings:

1. Financial Management- Ravi Kishore, Taxmann's, New Delhi.
2. Financial Management: Problems and Solutions, Ravi Kishore, Taxmann, New Delhi
3. Financial Management – Theory & Practice by Prasanna Chandra, TMH Publishers 2004
4. Financial Management-I.M. Pandey, Vikas publishing house, New Delhi.
5. Financial Management & Policy – V. K. Bhalla – (Anmol Publication, New Delhi)
6. Strategic Financial Management – Dr. J.B. Gupta – Taxmann's, New Delhi
7. Financial Management – Rajiv shrivastava , Anil Misra – Oxford Higher Education.
8. Financial Management – M. Y. Khan & P. K. Jain – Tata McGraw Hill Education Pvt. Ltd. 6<sup>th</sup> Edition

## Paper 2

### MBEIII - 12 – Securities, Portfolio and Risk Management

**Unit I: Valuation of Securities: Bond Valuation** Types of Bonds - Dated Securities and Zero Coupon Bonds; Strips, Valuation of bonds; Yield, Current Yield, YTM, Yield to Call. **Shares valuation-** Features of equity, valuation of shares- asset backing method, EPS method, Market value, Yield based methods, Fair value of shares, Dividend discount models- with constant dividend, with constant growth, multistage growth models. P/E based valuation.

**Unit II: Equity analysis: -Fundamental analysis** - Concept, process, Economy analysis, sector analysis, company analysis; Tools and techniques of fundamental analysis, business cycle and industry analysis. **Technical Analysis** -- Fundamental Principles; Dow Theory, EMH, Random walk Hypothesis, Indian Markets and Efficiency Charts – Line Charts, Bar Charts, Japanese Candlestick Chart; Moving averages – Simple; Momentum analysis/Relative Strength Index (RSI); MACD

**Unit III: Portfolio Theory** - Risk and return for one security, two security and portfolio. Efficient frontier, Investor utility, Capital Market theory - Background, risk free asset, the market portfolio; capital asset pricing Model, systematic and unsystematic risk, Arbitrage pricing theory, **Portfolio Management** - Passive v/s. Active, Value v/s. Growth, Understanding the Stock Index, Construction and composition - Sensex and Nifty, Calculation of indices. Free float Market capitalization.

**Unit-IV: Futures and option Derivatives** – Types of Futures – On the basis of Maturity, On the basis of the underlying asset; Futures Pricing – Cost of Carry Model; Mark to market; Definition of options; Types of Options - Call Options, Put Options; Option Pay-Offs; Option Pricing – Binomial Model and Black & Scholes Model; Option Greeks. Risk management and Hedging with Derivatives.

### Suggested Readings:

1. Strategic Financial Management – Dr. J.B. Gupta – Taxmann's, New Delhi
2. Financial Management – Rajiv Shrivastava , Anil Misra – Oxford Higher Education
3. Financial Management- Ravi Kishore, Taxmann's, New Delhi.
4. Financial Management: Problems and Solutions, Ravi Kishore, Taxmann, New Delhi
5. Financial Management – Theory & Practice by Prasanna Chandra, TMH Publishers 2004
6. Financial Management-I.M. Pandey, Vikas publishing house, New Delhi.
7. Options Futures and other Derivatives – John C.Hull, PHI-EEE, 2011
8. Reference Material of NCFM from [www.nseindia.com](http://www.nseindia.com)



## Paper 3

### MBEIV - 13 - Investment Environment and Wealth Management

**Unit-I: Financial System-** Financial markets [Money, Debt and Equity Markets]- structure, regulatory bodies- Role and functions-(RBI, IRDA, PFRDA and SEBI); Product features and uses (CP/CD, T bills, REPO, reverse REPO, dated securities, rated securities, equity shares) and participants - Role and functions (CCIL, FIMMDA, PDs, NSCCL, NSDL, CDSL. )

**Unit-II: Insurance Services** - Concept of insurance, principles of insurance, Traditional and Unit linked policies, individual and group policies, with profit and without profit policies, Different type of insurance products - whole life products, interest sensitive products, term assurance annuities, endowment, assurance. Medi-Claim and health insurance products - Different types of products available in the market, Salient features, Tax treatment General Insurance Products - Different types of products available in the market, Salient features.

**Unit III: Mutual Funds** - Organization Structure, Classification of Funds -Types of Funds - Equity Funds, Debt Funds, Liquid Funds, Balanced Funds, Monthly Income Plans, ETFs, Commodity Funds, Fund of Funds, Real-Estate Funds; Calculation of NAV; Systematic Investment Plans; Concept of Cost Averaging and Value Averaging; AMFI; AGNI. Recent developments in the Mutual Fund industry.

**Unit IV: Wealth Management** - Investor life cycle and investment goals, Investment options available and their comparison, Asset Allocation Strategies; Selecting appropriate allocation, Models of asset allocation, Evaluation of Portfolio performance, Portfolio Attribute Analysis

#### Suggested Readings:

1. Strategic Financial Management - Dr. J.B. Gupta - Taxmann's, New Delhi
2. Financial Management - Rajiv Shrivastava, Anil Misra - Oxford Higher Education
3. Financial Management- Ravi Kishore, Taxmann's, New Delhi.
4. Financial Management: Problems and Solutions, Ravi Kishore, Taxmann, New Delhi
5. Financial Management - Theory & Practice by Prasanna Chandra, TMH Publishers 2004
6. Financial Management-I.M. Pandey, Vikas publishing house, New Delhi.
7. Options Futures and other Derivatives - John C.Hull, PHI-EEE, 2011
8. Financial Institutions and Markets - L. M. Bhole - 4<sup>th</sup> Edition
9. Reference Material of NCFM from [www.nseindia.com](http://www.nseindia.com)
10. Reference Material of NISM Mutual Fund Module from [www.nseindia.com](http://www.nseindia.com)

## CORE GROUP - C - HUMAN RESOURCE MANAGEMENT

### Paper 1

#### MBEIII - 11 - Training & Development Practices

**Unit I: Introduction to Training and Training need analysis** -Important concepts and meanings- Training, Development, Education; Objectives of training; Benefits of training; Why and when to conduct TNA; TNA model; Data sources for locating gap in organizational performance; framework for conducting TNA; Output .

**Unit II: Training Process**-Training methods: On the job and Off the Job training; On the Job Training- Job Instruction Technique, Apprenticeship, Coaching, Mentoring; Off the job training- lectures and demonstrations; Games and simulations, In Basket Technique, Case Studies, Role Play, Behavior Modeling; Cross Cultural Training.

**Unit III: Evaluation of Training: Follow Up of Training-** Importance of Evaluation, Different Models of evaluation, Types of evaluation data collected- Outcome data; Cost Benefit Analysis of Training program; ROI on Training.

**Unit IV: Management Development-** Why focus on Management development; Management Development implications; Types of Management Development Programs; Types of Management development Training, Training for Executive Level Management- Knowledge, Skills, Traits and leadership style, Strategies for development of Executives, Career & Succession Planning.

**Suggested Readings:**

1. P. Nick Blanchard & James W. Thacker , Effective Training-Systems, Strategies, and Practices, 3rd edition, Pearson Education.
2. Raymond A Noe, Employee Training and Development, McGraw Hill.
3. Dr. B. Rathan Reddy , Effective Human Resource Training and Development Strategy, Himalaya Publication House

## Paper 2

### MBEIII - 12 - Performance & Compensation Management

**Unit I: Performance Appraisal and Performance appraisal system** - concept and definition of Performance appraisal; Benefits of performance appraisal; Evolution of performance appraisal; Planning performance appraisal system; types of performance appraisal; approaches to performance appraisal; Sources of performance appraisal

**Unit II: Traditional and Modern methods of performance appraisal** - Self Appraisal/Traditional methods- Ranking, Essay, Graphic rating scale, Field review, Forced Choice distribution, Critical Incident, Confidential Report; Modern Methods- MBO, Assessment Center, Human resource Accounting, BARS, 360 Degree, Balanced Scorecard

**Unit III: Compensation Planning** - Concepts, Nature and objectives of Compensation, Wages, Wage Fixation, Wage differentials, legal Status of Wages (basics), Wages - Variable Compensation and Supplementary Compensation - Perks, Fringe Benefits, Pay for Performance - Incentives.

**Unit IV: Career Management** - Career Development Plan - Employee's and Employer's Role, Career Anchors, Nature of Careers, Career Problems - Low ceiling Careers, Career Mapping, Career Counseling, Succession Planning.

**Suggested Readings:**

1. Tapomoy Deb, Performance appraisal and management- concepts, antecedents and implications, Excel Books
2. Herman Aguinis, Performance Management, Pearson Publication
3. K Aswathapha, Human Resource and Personnel Management, Mc-Graw Hill

## Paper 3

### MBEIV - 13 - Industrial Relations & Labour Laws

**Unit I: Industrial Relations:** Concept of IR, Background to IR, Evolution of IR in India. Trade Unions: Concept of Trade Unions, Trade Union Movement in India, Employers Associations, Functions of Trade Unions, Types & Structure of Trade Unions

**Unit II: Industrial Conflicts:** Concept of Industrial Conflicts/ Disputes, Classification of Industrial Dispute, Causes & Impact of Industrial Dispute, Strikes & Lockouts, Sexual Harassment: Legal Perspective

**Unit III: Wage Legislations:** Payment of Wages Act 1936, Minimum Wages Act 1948, Payment of Bonus Act 1965

**Unit IV: Social Security Legislations:** Workman's Compensation Act 1923 , Employees State Insurance Act 1948, Employees Provident Fund Act 1952, Payment of Gratuity Act 1972, Maternity Benefit Act, 1961

**Suggested Readings:**

1. Mamoria Gankar Dynamics of IR, Himalaya Publishing House
2. B.D. Singh Industrial Relations & Labour Legislations, Excel Publications.
3. A M Sarma, Industrial Jurisprudence and Labour Legislation, Himalaya Publishing
4. P.K.Padhi, House Labour & Industrial Legislation, Prentice Hall India.
5. C.S. Venkata Ratnam, Industrial Relations, Oxford

## COMPLEMENTARY GROUP - A - OPERATIONS MANAGEMENT

### Paper 1

#### MBEIII - 11 - Logistics and Supply Chain Management

**Unit I: Supply Chain Management** : concept, objectives & importance, Decision Phases in a Supply Chain, Competitive and Supply Chain Strategies, Drivers of Supply Chain Performance, Framework for Structuring Drivers, competitive advantages through supply chain management.

**Unit II: Supply Chain Network** : Designing Distribution Networks and Applications to Business: Role of distribution in a supply chain, Factors influencing distribution network design, design options for a distribution network, e-supply chain, factors influencing network design decisions, framework for network design decisions, models for facility location and capacity allocation, Network Design in an Uncertain Environment: Impact of uncertainty on network design.

**Unit III: Network Design in the Supply Chain:** Network Design & Optimization Approach and Techniques Role of Transportation in Supply Chain- Factors influencing Transportation Decisions - Modes of Transportation - Transportation mode, Selection Process

**Unit IV: Advanced Fleet Management System** Inter modal Freight Technology Transportation Security Initiatives and Role of Technology; **Introduction to Air Cargo:** Aviation and airline terminology - IATA areas - Country - Currency- Airlines - Aircraft lay out - different types of aircraft - aircraft manufacturers - ULD - International Air Routes - Airports - codes - Consortium -Hub & Spoke - Process Flow

**Suggested Readings:**

1. Logistics and Supply Chain Management, MacMillan 2003, 1st Edition
2. Rahul V Altekar, Supply Chain Management concepts and case, PHI, New Delhi.
3. Robert B Handfield and Ernest L Nichols, Supply Chain Management PHI, New Delhi.
4. G Raghuram & N Rangaraj, Logistics and Supply Chain Management - Cases and Concepts. Mac Millan.

### Paper 2

#### MBEIII - 12 - Operations Research

**Unit I: Operation Research-** Definition, Main phases of operation research, Problem solving and Decision Making, Application of operation research in business.

**Unit II: Linear Programming Problems:** Application of Linear programming, General statement and assumptions underlying Linear Programming, Formulation of Linear Programming Problems,

Graphical method for solution of LPP. Unbounded and degenerate solution of LPP; **Game Theory:** Game models, Two persons zero sum games and their solution, solution of  $2 \times n$  and  $m \times 2$  games by graphical approach, Solution of  $m \times n$  games.

**Unit III: Assignment:** characteristics of assignment problem, Assumptions made in assignment problem, formulation of assignment problem, Hungarian method, Maximization problems, Restricted Assignment problem

**Unit IV: Transportation:** characteristics & Assumptions, steps involved in transportation problem, Initial feasible solution: NWCR, LCM, VAM, testing degeneracy, testing optimality: stepping stone, MODI, Maximization transportation problem

**Suggested Readings:**

1. S. C. Gupta & Dr. V. K. Kapoor. Fundamentals of Mathematical Statistics: A Modern Approach. (10th Ed.) Sultan Chand Publication.
2. Kanti Swarup, P.K. Gupta & Man Mohan, Operation research (4th Ed.), Sultan Chand Publication.
3. N.D. Vohra, Quantitative Techniques in Management: (3<sup>rd</sup> Ed) , McGraw Hill Publication

### Paper 3

#### MBEIV - 13 - Total Quality Management

**Unit I: Introduction to Quality Concepts** - Definition of Quality, Dimensions of Quality, Basic concepts of Total Quality Management, contribution of Taguchi, Deming & Crossby, Continuous Process Improvement –Juran Trilogy, PDSA Cycle, 5S, Kaizen.

**Unit II: Statistical Process Control (SPC)** - The seven tools of quality, Statistical Fundamentals – Measures of central Tendency and Dispersion, Population and Sample, Normal Curve, Control Charts for variables and attributes, Process capability, New seven Management tools.

**Unit III: Quality Improvement Techniques** - Pareto Diagrams, Cause-Effect Diagrams, Scatter Diagrams, Run Charts, Cause and Effect Diagrams. Control Charts for Variables – Definitions, Variation: Common vs. Special Causes, Control Chart Techniques, X-bar and R chart Correlation, X-bar and S charts.

**Unit IV: TQM Tools** - Benchmarking – Reasons to Benchmark, Benchmarking Process, Quality Function Deployment (QFD) – House of Quality, QFD Process, Benefits, Taguchi Quality Loss Function, Total Productive Maintenance (TPM) – Concept, Improvement Needs, FMEA – Stages of FMEA. Concept of six sigma - Introduction, Design for six sigma, key analytical tools for implementing six sigma, advantages of six sigma, six sigma DMAIC process.

**Suggested Readings:**

1. Dale H.Besterfield, et al., Total Quality Management, Pearson Education Asia, 1999. (Indian Areprint 2002).
2. James R.Evans & William M.Lindsay, The Management and Control of Quality, (5th Edition), South-Western (Thomson Learning), 2002
3. Oakland.J.S. "Total Quality Management Butterworth – Hcinemann Ltd., Oxford. 1989.

## COMPLEMENTARY GROUP - B - SERVICE SECTOR MANAGEMENT

### Paper 1

#### MBEIII - 11 - Banking & Insurance Services

**Unit-I: Banking Services** -Definition of banks, Functions of Commercial Banks, Banking Structure in India, Introduction to Banking services, Types of customers, Types of Deposit Accounts, Common guidelines of opening and operating accounts and KYC, Deposit Insurance.

**Unit-II: Basics of bank Lending:** Principles of Lending, Basics of Loan Appraisal, Credit decision-making and Review, Types of Advances, Management of Non Performing Assets; Concept of PLR, Base rate; Customer relationship management, Ombudsmen, New trends in banking

**Unit-III: Insurance Services** - Concept of insurance, principles of insurance. IRDA: powers and functions; Basics of Life Insurance: Principles in Life Insurance Contract, Title and claims, role and functions of life insurance policies, life insurance products- proposal, policy and documents, types of life insurance products.

**Unit-IV: General Insurance:** Principles in General Insurance Contracts, Essentials of general insurance policies, general terms and conditions documentations, underwriting; Types of general insurance products, claims procedure.

#### Suggested Readings:

1. Commercial Banking in India, NCFM reference material
2. Essentials of financial services, Dr S.Gurusamy, Mc-Graw Hill
3. Manual of insurance Laws, Bharat Publication Private limited
4. Insurance Manual, Taxmann Publication Private Limited
5. Principles of Insurance Law, M. N. Srinivasan, Wadhwa & Co.

### Paper 2

#### MBEIII - 12 - Hospitality Management

**Unit I: Hospitality Industry** : Management of Hotel, scientific management and operations of hospitality services, scope and functioning of a hotel, The guest in a hotel, Computerized Hotel Management system , English-French terms in Hospitality , Management of Tourism, recreation, clubs, gaming and entertainment.

**Unit II: Departments in a hotel** : Departmental structure, front office operations, guest services, housekeeping , linen and uniforms, kitchen and its operations, restaurant operations, Bar operations, Stewarding, sales and marketing, maintenance, administration and HRD, accounting and finance control.

**Unit III: Minor operating departments:** Laundry, facilities, Banquet functions, conferences and catering services management , outdoor catering and mobile catering, exhibitions and other income sources, Purchase and store.

**Unit IV: Security and safety systems:** security and safety, security measures for cash and credit, pilferage and theft, maintenance of building, machineries and equipments, prevention against accidents and fire, staff training for safety preventions .

#### Suggested Readings:

1. Hospitality Management, Jagmohan Negi, Gaurav Manohar, University Science
2. Press Introduction to Hospitality, John Walker, 6<sup>th</sup> Ed, Prentice Hall Hotel

3. Management & their Technology, Dinesh Tomar, Neha Publishers and distributors
4. Introduction to Management in the hospitality industry, Clayton Barrows, Power and Reynolds, John Wiley & Sons Publication

### Paper 3

#### MBEIV - 13 – Healthcare Management

**Unit I: Hospital Management:** Issues and Challenges of Hospital Management, Government- Health Care Interface; Hospital Functions; Hospital Organization, Classification of Hospitals; Components of a Hospital System; Changing Role of Hospital Administration; Need for Managerial and Functional Specialists, Decision making in Hospitals, Hospital Communication System, Networking Technology and Information Technology in Hospitals, Hospital Information System, Computerized Hospital Information Systems.

**Unit II: Health systems Management :** Health systems: Characteristics, Planning methodologies, Goals and functions. Foundations of health service management, Health Systems research: Uses and applications, Health Manpower policy, Management of Costs; Health care Budgeting; Project Management in Health care

**Unit III: Community Health, Epidemiology & Population Management :** Meaning and scope of epidemiology, Health statistics and health indicators, Morbidity, Mortality, Health Information System, Primary health care and community participation. Models and factors associated with health and diseases, Clinical care, aspects of community health, Drugs, Alcoholism etc., Preventive and promotive health care, Population policy, Planning and management of population

**Unit IV: Healthcare and Social Policy:** Health Policy formulation, National health policy, International Perspective on health policy; Health policy for the Disadvantaged, Health Care Planning, Management of Health Care Systems, Dimensions of Health Care Management., Emergency and Disaster Planning; Safety Management; Patients and Personnel Safety, Fire Safety, General Sanitation., Hazardous Waste Management; Solid & Liquid Waste Handling, collection & Disposal; Legal and Social Aspects of Waste Management : Trends and Practices.

#### Suggested Readings:

1. Chatterice, Meera, "Implementing Health Policy". 1988, Manohar, New Delhi,
2. Goyal, R.C Handbook of Hospital Personnel Management, PHI, New Delhi, 1993
3. Alderson, M."An Introduction to Epidemiology". 2nd,ed. 1983. MacMillan, London.
4. Jolly, K G. "Family Planning in India 1969-84: A District Level Study", 1986. Hindustan, Delhi.
5. Abelln, T Brzenskl, Z J and Carstalsr, V D. "Measurement in Health Promotion and Protection", 1987, WHO, Copenhagen.
6. Wortman P M. ad "Methods for Evaluating Health Services". 1981. Sage, London.
7. Lele, R D Computers in Medicine, Tata McGraw Hill Publishing Co. Ltd, New Delhi. 1988.
8. Hospital Information Systems - The Next Generation, Velde, Rudi Van de Springer Verlag, 1992
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