

# SYLLABUS

*As per Choice Based Credit System (CBCS)  
Applicable for Regular Students*

## DEPARTMENT OF BUSINESS ADMINISTRATION

**M.Com. (Previous) Bus. Adm. Examination, 2016 - 17**

**M.Com. (Final) Bus. Adm. Examination, 2017 - 18**



**JAI NARAIN VYAS UNIVERSITY**  
**JODHPUR**

# MASTER OF COMMERCE (M.COM.) – BUSINESS ADMINISTRATION

*As per Choice Based Credit System (CBCS)*

*Applicable for the Regular Students*

## ACADEMIC SESSION 2016 – 18

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**DEPARTMENT OF BUSINESS ADMINISTRATION**  
**FACULTY OF COMMERCE & MANAGEMENT STUDIES,**  
**JAI NARAIN VYAS UNIVERSITY, JODHPUR**

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The 'Department of Business Administration' came into existence on 3<sup>rd</sup> February 1990 with the objective of imparting quality business education as well as to enable the student fraternity to broaden their base and sharpen their understanding with a view to mould them as future business leaders' administrators and executives. Initially the department commenced its activities within the 'Faculty of Commerce' but started functioning independently from February 1990. Since then the Department of Business Administration has grown both academically and professionally. We have had a long journey of two decades taking the department to greater heights over the years.

The Department of Business Administration focuses on integrated, interdisciplinary themes of fundamental importance to every aspect of decision making. The department and its expert faculty educate future business leaders. The department is dedicated to instilling the critical thinking necessary to succeed in business. A rich learning environment is enhanced by experiential learning opportunities.

### VISION

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*To be recognized as knowledge hub of business education and research creating socially responsible citizens.*

### MISSION

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*To develop future business leaders and professionals from a cross-functional, cross-cultural perspective with the consciousness, knowledge, and practical skills to assume responsible positions in organizations, and develop them into well-rounded managers to be successful in dynamic, ever changing business environment.*

### OBJECTIVES

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- *To offer academic and research programmes in business and allied disciplines.*
  - *To offer educational programmes at different levels in the field of business education.*
  - *To provide opportunity to students to acquire skills for improving employability and entrepreneurial abilities.*
  - *To undertake consultancy, research and extension activities with a focus on sustainable development.*

### COURSES FOR STUDIES

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The department offers following programmes of teaching:

- Bachelor of Commerce (B.Com.) – In combination with other department of the faculty.
- Bachelor of Commerce – B.Com. (Honors) Business Administration

- Bachelor of Business Administration (BBA) – In combination with other department of the faculty.
- Master of Commerce (M.Com.) – Business Administration
- Master of Human Resource Management (MHRM)
- Master of Marketing Management (MMM)
- Post Graduate Diploma in Human Resource Management (PGDHRM)
- Post Graduate Diploma in Marketing Management (PGDMM)

### **RESEARCH PROGRAM**

The department provides facilities for full time M.Phil / Ph.D. / D.Lit. programmes in Business Administration. The research programs in the department promote innovation; focus on activities that can make a difference to problems that matter to industry & society. These research programs continue to attract researchers of excellent caliber.

### **TEACHING FACULTY**

The Department of Business Administration is headed by Professor Rajan Handa with rich teaching experience of over 36 years. The department is supported by one Professor and eight Assistant Professors. Our teaching faculties are widely acknowledged as leaders in research in varied business streams. They actively contribute in professional organizations and serve on influential editorial boards. The faculty members have authored various books, produce academic papers, and written an array of articles for general business publications. The research and consultancy are translated into a classroom experience that is theoretically grounded, evidence-based, practical and forward looking. The teaching team comprises of:

1. Dr. Rajan Handa, Professor and Head  
M.Com., Ph.D., M.B.A., LL.M.
2. Dr. R.C.S. Rajpurohit, Professor  
M.Com., M.Phil., Ph.D.
3. Dr. M.L. Vasita, Assistant Professor  
M.Com., Ph.D., PGDLL, M.B.A.
4. Dr. U.R. Tater, Assistant Professor  
M.Com., Ph.D.
5. Dr. Asha Rathi, Assistant Professor  
M.Com., Ph.D., PGDM&SM
6. Dr. Ashish Mathur, Assistant Professor  
M.B.A., Ph.D.
7. Sh. Manish Vadera, Assistant Professor  
M.B.A.
8. Dr. Ramesh Kumar Chouhan, Assistant Professor  
M.Com., M.T.A., Ph.D.
9. Dr. Ashok Kumar, Assistant Professor  
M.Com., M.Phil., Ph.D.
10. Dr. Vandana Yadav, Assistant Professor  
M.B.A., Ph.D.

## NEW INITIATIVES AND FUTURE VISION

Department plans to organize Management Development Programmes, Quality improvement in Business Education, Faculty Development Programmes, Quality improvement in teaching, Student-industry Partnership activities.

At the department, changes are occurring in the form of revised course curriculum, increased industry interaction; focus on business research, leadership applications, student-alumni interaction and career building.

Apart from the other post-graduate and research courses M.Com is the most exalted two year full time post-graduate programme in business administration. The course provides an extreme and rigorous base for teaching, research and allied business administration. The programme is well received in the industry and for years had been serving the needs of managerial cadre in Indian Inc. The course serves the needs of academics and prepares students for research and teaching. The Alumni of this course are well placed in business, academics and administration in the country as well as abroad.

In the year 2016, this course has been changed from annualized to Choice Based Credit System (CBCS) dividing the whole course into 4 semesters. During the semesterization of the course, the overall structure has been improved to provide an insight of research in business administration and interdisciplinary areas.

As per the new structure, there are 4 papers in each semester. In the second year, there are 2 compulsory papers in each semester. As per the area of interest, the students are required to choose one optional group in the beginning of 2nd year. The group shall consist of 4 papers to be studied in 3rd and 4th semester. The structure for the groups has been designed with intent to provide advanced level specialization in the respective field.

### Admission:

The minimum qualification for admission to M.Com. Course is B.Com. (10+2+3) degree. The details of eligibility conditions and admission procedure are given in the admission form. The admission will be done on the basis of merit calculated by the aggregate marks obtained at the B.Com. level including the marks awarded under the category (a) and (b) mentioned in the admission form [i.e. (a) benefit to the candidates who are resident of Rajasthan, and (b) benefit for candidates of J.N. Vyas University, Jodhpur]. Reservation of Scheduled Caste / Scheduled Tribes / Disabled / OBC / SBC and wards of University employees will be as per University rules.

### Medium of Instruction:

The language medium of instructions and examination in each course shall be English and Hindi.

**Name of the Program:** Master of Commerce (M.Com.) in Business Administration

**Agency conducting the course:** Department of Business Administration, Faculty of Commerce and Management Studies, Jai Narain Vyas University, Jodhpur

### Program Structure:

The M.Com. Program is divided into two parts as under. Each Part will consist of two semesters.

		<b>Semester</b>	<b>Semester</b>
Part – I	First Year	Semester I	Semester II
Part – II	Second Year	Semester III	Semester IV

- There will be 6 lecture periods of 45 minutes each of teaching per week for each paper.
- Duration of End Semester Examination of each paper shall be 3 hours.

- Each paper will be of 100 marks out of which 70 marks shall be allocated for End Semester Examination (ESE) and 30 marks for Continuous Comprehensive Assessment (CCA).

The Schedule of papers prescribed for various semesters shall be as follows:

TYPE OF COURSE	COURSE CODE	TITLE OF THE COURSE	LECTURE / WEEK	NO. OF CREDITS	CCA	ESE	TOTAL
SEMESTER I							
Core course 1	Bus.Adm.-101	Representative Management Thinkers	6	6	30	70	100
Core course 2	Bus.Adm.-102	Marketing Management	6	6	30	70	100
Core course 3	Bus.Adm.-103	Human Resource Management	6	6	30	70	100
Core course 4	Bus.Adm.-104	Financial Management	6	6	30	70	100
Skill Course I	E-Marketing		2				
Total				24	120	280	400
SEMESTER II							
Core course 5	Bus.Adm.-201	Strategic Management	6	6	30	70	100
Core course 6	Bus.Adm.-202	Organization Behaviour	6	6	30	70	100
Core course 7	Bus.Adm.-203	Entrepreneurship and Small Business	6	6	30	70	100
Core course 8	Bus.Adm.-204	Production & Operations Management	6	6	30	70	100
Skill course II	Personality Development & Communication Skills		2				
Total				24	120	280	400
SEMESTER III							
Core course 9	Bus.Adm.-301	Fundamentals of Management Research	6	6	30	70	100
Core course 10	Bus.Adm.-302	International Business	6	6	30	70	100
Discipline Specific Elective 1	Bus.Adm.-303M / 303H / 303F	Elective Paper I (Both two papers of any one chosen group)	6	6	30	70	100
Discipline Specific Elective 2	Bus.Adm.-304M / 304H / 304F	Elective Paper II (Both two papers of any one chosen group)	6	6	30	70	100
Skill course III	E-Commerce		2				
Total				24	120	280	400
SEMESTER IV							
Core course 11	Bus.Adm.-401	Labour and Industrial Laws	6	6	30	70	100

Core course 12	Bus.Adm.-402	Corporate Governance, Ethics and Social Responsibility	6	6	30	70	100
Discipline Specific Elective 3	Bus.Adm.-403M / 403H / 403F	Elective Paper III (Both two papers of any one chosen group. The papers will be from the same group as chosen in Semester III)	6	6	30	70	100
Discipline Specific Elective 4	Bus.Adm.-404M / 404H / 404F	Elective Paper IV (Both two papers of any one chosen group. The papers will be from the same group as chosen in Semester III)	6	6	30	70	100
Skill course IV	Information Technology Applications in Business		2				
Total				24	120	280	400

**CCA – Continuous Comprehensive Assessment**

**ESE – End Semester Examination (University Examination)**

**Note:**

- The elective group in the Semester IV will remain the same as the one selected in Semester III.
- Once a group has been selected, no change in selected group will be allowed later.

**LIST OF OPTIONAL GROUPS:**

The Department will announce in the beginning of the respective semester, the list of elective groups which will be offered during the semester depending upon the availability of faculty members and demand of electives.

**GROUP A : MARKETING AREA**  
 Paper I : Consumer Behaviour and Marketing Research  
 Paper II : Logistics & Supply Chain Management  
 Paper III : Retail Marketing  
 Paper IV : Service Marketing and Customer Relationship Management

**GROUP B : HUMAN AREA**  
 Paper I : Organization Development & Change Management  
 Paper II : Labour Welfare and Social Security  
 Paper III : Performance Management  
 Paper IV : Strategic Human Resource Management

**GROUP C : FINANCE AREA**  
 Paper I : Financial Market and Institutions  
 Paper II : Security Analysis and Portfolio Management  
 Paper III : Project Management and Financial Services  
 Paper IV : Corporate Tax Planning

**Teaching Methods:**

A combination of different teaching methods such as Lectures; Case Discussions; Seminars; Presentations, Individual and Group Exercises and Assignments etc will be used.

**Teaching Faculties:**

Faculty will be drawn from within the Jai Narain Vyas University of Jodhpur and outside subject to availability considering nature of the subject and availability of resources as the case may be. In addition, an attempt will be made to draw Professionals from Business, Industry to share their experience with Participants.

**Key Guidelines:**

1. **Academic Year:** Two consecutive (one odd + one even) semesters constitute one academic year.
2. **Choice Based Credit System (CBCS):** The CBCS provides choice for students to select from the prescribed elective and skill courses. A student needs to select **elective group** offered by the Department of Business Administration as part of core programme during third and fourth semester. The elective group in the Semester IV will remain the same as the one selected in Semester III. Once a group has been selected, no change in selected group will be allowed later. Each student has to complete **four skill courses**: two within the Department of Business Administration (Semester I and III) and two from other Department within JNV University or the Universities approved by JNV University (Semester II and IV).
3. **Course:** Usually referred to, as 'papers' is a component of a programme.
4. **Credit Based Semester System (CBSS):** Under the CBSS, the requirement for awarding a degree is prescribed in terms of number of credits to be completed by the students.
5. **Credit Point:** It is the product of grade point and number of credits for a course.
6. **Credit:** A unit by which the course work is measured. It determines the number of hours of instructions required per week. One credit is equivalent to one period of teaching (lecture or tutorial) or two periods of practical work/field work per week.
7. **Cumulative Grade Point Average (CGPA):** It is a measure of overall cumulative performance of a student over all semesters. The CGPA is the ratio of total credit points secured by a student in various courses in all semesters and the sum of the total credits of all courses in all the semesters. It is expressed up to two decimal places.
8. **Grade Point:** It is a numerical weight allotted to each letter grade on a 10-point scale.
9. **Letter Grade:** It is an index of the performance of students in a said course. Grades are denoted by letters O, A+, A, B+, B, C, P and F.
10. **Programme:** An educational programme leading to award of the Postgraduate Degree in the Core subject in which he/she is admitted.
11. **Semester Grade Point Average (SGPA):** It is a measure of performance of work done in a semester. It is ratio of total credit points secured by a student in various courses registered in a semester and the total course credits taken during that semester. It shall be expressed up to two decimal places.
12. **Semester:** Each semester will consist of 15-18 weeks of academic work equivalent to 90 actual teaching days. The odd semester may be scheduled from July to November/December and even semester from December/January to May.  
**Odd semester University examination shall be during second/third week of December and even semester University examination shall be during second/third week of May.**
13. **Transcript or Grade Card or Certificate:** Based on the grades earned, a statement of grades obtained shall be issued to all the registered students after every semester. This statement will display the course details (code, title, number of credits, grade secured) along with SGPA of that semester and CGPA earned till that semester.

**Assessment:**

Assessment is an integral part of system of education as it is instrumental in identifying and certifying the academic standards accomplished by a student and projecting them far and wide as an objective and impartial indicator of a student's performance. Accordingly the Faculty of Commerce & Management Studies resolves the following:

- a. All internal assessments shall be open assessment system only and that are based on term test and seminar.
- b. Attendance shall carry the prescribed marks in all papers.
- c. In each semester two out of four theoretical components of the University examinations shall be undertaken by external examiners from outside JNV University, who may be appointed by the competent authorities.

**Grievances and Redressal Mechanism:**

- a) The students will have the right to make an appeal against any component of evaluation. Such appeal has to be made to the Head, Department of Business Administration in writing the reason(s) for the complaint / appeal.
- b) The appeal will be assessed by the Head and he/she shall place before the **Grievance Redressal Committee (GRC)**, Chaired by the Head, Department of Business Administration comprising of the senior most Professor from Department of Business Administration and one teaching staff nominated by the Head and if need be Course Teacher(s) be called for suitable explanation; GRC shall meet at least once in a semester and prior to CCA finalization.
- c) The Committee will consider the case and may give a personal hearing to the appellant before deciding the case. The decision of the Committee will be final.

**Table 1: Grades and Grade Points**

S.No.	Letter Grade	Meaning	Grade Point
1	'O'	Outstanding	10
2	'A+'	Excellent	9
3	'A'	Very Good	8
4	'B+'	Good	7
5	'B'	Above Average	6
6	'C'	Average	5
7	'P'	Pass	4
8	'F'	Fail	0
9	'Ab'	Absent	0

- i. A student obtaining Grade F in a paper shall be considered failed and will be required to reappear in the University End Semester examination.
- ii. For noncredit courses (Skill Courses) 'Satisfactory' or "Unsatisfactory' shall be indicated instead of the letter grade and this will not be counted for the computation of SGPA/CGPA

**Grade Point assignment:**

= and > 95 % marks Grade Point 10.0  
 90 to less than 95 % marks Grade Point 9.5  
 85 to less than 90 % marks Grade Point 9.0  
 80 to less than 85 % marks Grade Point 8.5  
 75 to less than 80 % marks Grade Point 8.0  
 70 to less than 75 % marks Grade Point 7.5  
 65 to less than 70 % marks Grade Point 7.0



60 to less than 65 % marks Grade Point 6.5  
 55 to less than 60 % marks Grade Point 6.0  
 50 to less than 55 % marks Grade Point 5.5  
 45 to less than 50 % marks Grade Point 5.0  
 40 to less than 45 % marks Grade Point 4.5  
 35 to less than 40 % marks Grade Point 4.0

#### Computation of SGPA and CGPA:

- i. The SGPA is the ratio of sum of the product of the number of credits with the grade points scored by a student in all the courses taken by a student and the sum of the number of credits of all the courses undergone by a student,  
 i.e.

$$\text{SGPA (Si)} = \Sigma (C_i \times G_i) / \Sigma C_i$$

Where  $C_i$  is the number of credits of the  $i$ th course and  $G_i$  is the grade point scored by the student in the  $i$ th course.

- ii. The CGPA is also calculated in the same manner taking into account all the courses undergone by a student over all the semesters of a programme,  
 i.e.

$$\text{CGPA} = \Sigma (C_i \times S_i) / \Sigma C_i$$

where  $S_i$  is the SGPA of the  $i$ th semester and  $C_i$  is the total number of credits in that semester.

- iii. The SGPA and CGPA shall be rounded off to 2 decimal points and reported in the transcripts.

#### Illustration for SGPA

S.No.	Course	Credit	Grade letter	Grade point	Credit Point (Credit x Grade)
1	Course 1	6	B	6	6 x 6 = 36
2	Course 2	6	B+	7	6 X 7 = 42
3	Course 3	6	B	6	6X 6 = 36
4	Course 4	6	O	10	6 X 10 = 60
	<b>Total</b>	<b>24</b>			<b>36+42+36+60=174</b>

Thus, **SGPA = 174/24 = 7.25**

#### Illustration for CGPA

	Semester- I	Semester-II	Semester-III	Semester-IV
Credit	24	24	24	24
SGPA	7.25	7.25	7	6.25

$$\text{CGPA} = (24 \times 7.25 + 24 \times 7.25 + 24 \times 7 + 24 \times 6.25) / 96$$

$$666/96 = 6.94$$

**\* Department of Business Administration shall offer one skill course per semester from the list of skill courses approved for the Department.**

In view of the course content, the Department of Business Administration has distributed the lecture as under per paper

- 6 (six lectures only per week) – For Theory Paper
- 2 (two lectures) - For Skill course

**The Duration of the lecture shall be forty five minutes.**

**Course Evaluation (Evaluation of the Students):**

All courses (Core/ Elective) involve an evaluation system of students that has the following two components:-

- (i) **Continuous Comprehensive Assessment (CCA)** accounting for 30% of the final grade that a student gets in a course; and
- (ii) **End-Semester Examination (ESE)** accounting for the remaining 70% of the final grade that the student gets in a course.

**Continuous Comprehensive Assessment (CCA):** This would have the following components:

- a. **Term Test:** One term test shall be arranged for each paper during the semester. The maximum marks for term test will be 10 for each paper.
- b. **Seminar:** Each student shall prepare and deliver a seminar per theory paper; maximum marks shall be 15. The seminar shall be completed prior to term test for all the papers.
- c. **Classroom Attendance** – Each student will have to attend a minimum of 75% Lectures. A student having less than 75% attendance will not be allowed to appear in the End-Semester Examination (ESE). Attendance shall have 5 marks and will be awarded by following the system proposed below:

Those having greater than 75% attendance (for those participating in Co-curricular activities, 25% will be added to per cent attendance) will be awarded CCA marks as follows:-

75% to 80%	=	1 marks
80% to 85%	=	2 marks
85 to 90%	=	3 marks
90% to 95%	=	4 marks
> 95%	=	5 marks

**Each student's cumulative attendance shall be displayed in the Department Notice Board every month.**

- d. CCA is based on open evaluation system without any bias to any student
- e. Any grievance received in the Department from student shall be placed before the **Grievance Redressal Committee** with adjudicated comments

**Skill Course Evaluation:** Based on his/her performance and hands on practice, the respective Department shall declare the result as "Satisfactory" or "Non-Satisfactory"; each student need to get a minimum of three "Satisfactory" declaration for the course completion.

**For the ESE:**

ESE is divided into two parts that is **Part A** and **Part B**.

**Part A**

- (i) Ten (10) short questions (Definitions, illustrations, functions, short explanations, etc; 25-50 words) of two marks each.  $10 \times 2 = 20$  marks; no choice in this part.

**20 marks****OR**

- (ii) One compulsory Case Study / Caselet / Applied question of 20 marks.

*Examiner may design the question paper either according to Part A (i) or Part A (ii)*

**Part B**

This section shall contain eight (8) questions of long/explanatory answer (500 words) type of Ten (10) marks each and the candidates shall be required to answer any Five (5) questions of them.  $5 \times 10 = 50$  marks.

**50 marks**

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**70 marks**  
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**Qualifying for Next semester:**

1. A student acquiring minimum of 40% in total of the Continuous Comprehensive Assessment (CCA) will be eligible to join next semester. The candidates who fail in CCA shall not be promoted to next semester.
2. A candidate may be promoted to the next semester if he / she fail in only one paper in the End Semester Examination (ESE) of the semester; however he / she will not be promoted to the next semester if he / she fail to qualify the requirements of term test and seminar. A candidate failing in any of these will have to re-appear in the same semester again even though he / she might have passed the theory papers. Such candidates may be permitted to make-up the deficiency at subsequent but regular and scheduled examination only. Subsequent examinations of the respective semesters only will be treated as main examination. There shall be no make-up or special examination for making up such deficiency.
3. Also a candidate appearing at an examination to make-up the deficiency shall have to appear at such an examination based on the course of studies in force at the time, unless the paper itself no longer forms the part of the course of the studies. In such eventuality the course of study soon before the deletion shall be deemed to be relevant. However, the department shall have no responsibility to organize and impart teaching in the paper in which the candidate has deficiency.
4. The candidate who fails at an ESE and re-appears as ex-student shall not be required to undergo CCA if he / she has already completed the requirements and passed. In such cases the marks obtained in the previous CCA shall be transferred.
5. A candidate may be promoted to the next semester even if he / she fail's in not more than one theory paper in the ESE. In all, the maximum number of deficiencies (backlogs) shall never be more than THREE Papers and not more than ONE from each semester. The student has to pay additional fees for the re-appearing in the backlog examination.
6. A student who is unable to satisfactorily pass the skill paper will be provided two more chances to pass the same. There will be no make-up or special examination for making up

such deficiency. Such candidates may be permitted to make-up the deficiency at subsequent but regular and scheduled examination only.

7. The consolidated mark-sheet of the M.Com. (Business Administration) will be issued and the degree will be awarded only after completing all the requirements i.e. satisfactorily passing the Skill Papers, CCA and ESE. For grace-marks and revaluation, the rules and regulations declared by the University from time to time will be applicable.

**Improvement Option:**

Every student shall have the opportunity to improve Credit through University Examination only. Improvement opportunity for each paper is only with two additional chances; improvement examination fee shall be on additive basis; the Credit obtained in improvement examination shall be final.

**Commencement of next Semester:**

The Theory Classes of even semesters shall begin from the next day of ESE; whereas odd semester classes shall commence after summer vacation.

# **M.COM. (BUSINESS ADMINISTRATION)**

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## **SESSION 2016 – 17**

### **SEMESTER I**

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#### **Bus.Adm.-101 - REPRESENTATIVE MANAGEMENT THINKERS**

**Early Contributors:** Babbage, Metcalf, Gilbreths, Robert Owen, Gantt.

**Contributions of:** F.W. Taylor, Henry Fayol, Elton Mayo, Barnard, Follet.

**Motivational Models of:** A.H. Maslow, Fredrick Herzberg, Douglas McGregor, Victor H. Vroom, McClelland.

**Leadership and Decision Theorists:** Herbert Simon, J.G. March, Fred Feidler, Robert Tannenbaun, Rensislikert.

**Modern Thinkers:** Peter F Drucker, Henry Mintzberg, Michael Porter, Garry Hamel, Tom Peters, CK Prahalad.

#### **SUGGESTED READINGS**

- Mathur Navin: Management Gurus – Ideas and Insights, National Publishing House, Jaipur.
- Singh RN: Management Thoughts and Thinkers, Sultan Chand and Sons, New Delhi.
- George CS: The History of Management Thought, Prentice Hall, New Delhi.
- Drucker, Peter F: Management: Tasks, Responsibilities and Practices, Harper and Row, New York.

#### **Bus.Adm.-102 - MARKETING MANAGEMENT**

Introduction: Concept, Nature, Scope and Importance of Marketing; Marketing concept and its evolution; Marketing mix.

Market Analysis and Selection: Marketing environment – macro and micro components and their impact on marketing decisions; Market segmentation and positioning; Buyer behaviour; Consumer versus organisational buyers; Consumer Decision Making Process.

Product Decisions: Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labelling; Product life-cycle – strategic implications; New Product Development and Consumer Adoption Process.

Pricing Decisions: Factors affecting price determination; Pricing policies and strategies; Discounts and rebates.

Distribution Channels and Physical Distribution Decisions: Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel Management Decision; Retailing and Wholesaling.

Promotion Decisions: Communication process; promotion mix – advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget; Copy designing and its testing; Media selection; Advertising effectiveness; Sales Promotion – tools and techniques.

Issues and Developments in Marketing: Social, Ethical and Legal Aspects of Marketing; Services Marketing; Green Marketing; Sustainable Marketing; Relationship Marketing; and other development in marketing.

#### **SUGGESTED READINGS**

- Agarwal, P.K.: Marketing Management: An Indian Perspective, Pragati Prakashan, Meerut.
- Kotler, Philip and Gary Armstrong: Principles of Marketing, Prentice Hall, New Delhi.
- Kotler, Philip: Marketing Management – Analysis, Planning, Implementation and Control, Prentice Hall, New Delhi.
- Majumdar, Ramanuj: Product Management in India, Prentice Hall, New Delhi.
- Ramaswamy, V.S. and Namakumari, S: Marketing Management, MacMillan India, New Delhi.
- Srinivasan, R: Case Studies in Marketing: The Indian Context, Prentice Hall, New Delhi.
- Stanton, William J., and Charles Futrell: Fundamentals of Marketing, McGraw Hill Publishing Co., New York.
- Sontakki, C.N., Marketing Management: In the Indian Background, Kalyani Publishers, New Delhi.
- Verma V. Harsh & Duggal Ekta: Marketing, Oxford University Press, New Delhi.

### **Bus.Adm.-103 - HUMAN RESOURCE MANAGEMENT**

Human Resource Management: Concept, Scope, Importance and Functions. HR Organisation – Line and Staff Relationship, Human Resource Management in India, Concept of Quality Circle, TQM, Empowerment.

Human Resource Planning: Meaning, Objectives and Significance, Process, Human Resource Forecasting. Job Description and Job Specifications, Job Design Approaches.

Recruitment: Sources, Method. Selection: Process, Tests. Training and Development: Objectives, Methods and Evaluation of training and development programme. Career Planning and Development Methods.

Compensation Management: Job Evaluation: Techniques, wages and salary administration. Incentive payments. Performance Appraisal: Concept, Objectives and techniques. Job Changes, transfer, promotion and separation. Human Resource Audit.

Ethical Issues in HRM: Nature and Need, HR Ethical Issues. Challenges of HRM. International Human Resource Management. Domestic HRM and IHRM Compares, Managing International HR Activities.

#### **SUGGESTED READINGS**

- Gomez-Mejia, Luis R., D.B. Balkin and R.L. Cardy: Managing Human Resources, Prentice Hall, New Jersey.
- DÇenzo, David A. & Stephen P. Robbins: Human Resource Management, John Wiley and Sons, New Delhi.
- Ian, Beardwell and Len Holden: Human Resource Management, MacMillan, Delhi.
- Dessler, Garry: Human Resource Management, Prentice Hall of India, New Delhi.
- Saiyadain Mirza S.: Human Resource Management, Dhanpat Rai and Co. Pvt. Ltd., New Delhi
- Chhabra, T.N.: Human Resource Management, Dhanpat Rai and Co. Pvt. Ltd., New Delhi
- Dwivedi, R.S.: Managing Human Resources: Personnel Management in Indian Enterprises, Galgotia Publishing Company, New Delhi

- Harzing, A.W. and Joris Van Ruysseveldt: International Human Resource Management: An Integrated Approach, Sage Publication, London
- Dowling, Peter J., D.E. Welch and R.S. Schuller: International Human Resource Management: Managing People in a Multiple Context, South Western College Publishing Cincinnati.
- Sharma and Surana: Sevivargiya Prabandh evam Audyogik Sambandh (Hindi)

### **Bus.Adm.-104 - FINANCIAL MANAGEMENT**

Financial Management: Meaning, Objectives, Scope and Functions of Finance Manager, Ratio Analysis, The Finance Function: Concept and Approaches

Capital Budgeting: Conventional and Non-conventional appraisal techniques of Capital Budgeting and their relative merits and demerits; Analysis of selected investment decisions. Concept and measurement of cost of Capital

Planning Capital Structure : Raising long term funds, Approaches : Net Operating Income (NOI) Approach, Net-Income (NI) Approach and Modigliani and Miller (MM) Hypothesis. Indifference point of Earning before Interest and Tax (EBIT) Earning per share (EPS)

Dividend Policy : Meaning, Requisites of a good dividend Policy, Models; Walter Model, Gordon Model, Modigliant and Miller (MM) Hypothesis

Working Capital Management: Concept, Operating Cycle, Product Life Cycle, Factors affecting Working Capital : Functions and Components of Working Capital; Ratios relating to Working Capital; Estimation of Working Capital : Cash, Cost and operating Cycle methods, Cash Management

#### **SUGGESTED READINGS**

- Bierman, H. : Financial Policy Decisions, Macmillan
- Bierman, H. and Smidt, S. : The Capital Budgeting Decisions, Macmillan
- Fama, E.F. and Miller, M.H. : The Theory of Finance, Holt, Rinehart and Winston
- Hunt, P., Williams, C.M. and Donaldson, G.: Basis Business Finance
- Van Horne, J.C. : Financial Management and Policy, Prentice Hall
- Kuchhal, S.C. : Financial Planning An Analytical Approach, Chaitanya Publishing House
- Ramchandran, H. : Financial Planning and Control, S.Chand and Co.
- Lawrence, D. Sohall and Charles W. Haley : Introduction to Financial Management, Tata McGraw Hill
- Agarwal and Agarwal : Financial Management (Hindi), Ramesh Book Depot., Jaipur
- Malodia, G.L. : Financial Management (Hindi and English), Jodhpur Publishing House, Jodhpur
- Khan and Jain : Financial Management, Tata McGraw Hill Co.
- Ravi M. Cishore : Financial Management, Taxmann's Publications
- S.N. Maheshwari : Financial Management, Sultan Chand and Co.

### **SKILL COURSE I - E-MARKETING**

E-Marketing: Introduction, Strengths & Applications, Communication modes, Integrated Marketing Communication & the Internet, Consumer Segmentation.

The Online Marketing Mix: Marketing Segmentation, Customer Segmentation, Targeting, Positioning, E-Price, E-Promotion; The Online Consumer.

Business Drivers in Business World: Social Media, Online Branding, Web Business Model, E-Commerce.

Online Tools for Marketing: Engagement Marketing through Content Management, Online Campaign Management, Consumer Segmentation, Targeting, and Positioning using online tools.

#### **SUGGESTED READINGS**

- Chaffey, Mayer, Johnston, Ellis-Chadwick: Internet Marketing, Prentice Hall.
- Hagel, J and Singer M.: Net Worth, McKinsey.
- Hanson, W.: Principles of Internet Marketing, International Thomson Publishing
- Reedy, Schullo, Zimmerman, K.: Electronic Marketing, Dryden.
- Siebel, D.: Futurize your Enterprise, J.Wiley.
- eSterne, J.: World Wide Web Marketing, John Wiley & Sons.
- Straus, J. and Frost R.: Marketing on the Internet, Prentice Hall.

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## **SESSION 2016 – 17**

### **SEMESTER II**

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#### **Bus.Adm.-201 - STRATEGIC MANAGEMENT**

An overview of Strategic Management: Defining Strategy, levels at which strategy operates; Approaches to strategic decision making; strategic intent, vision, mission, business definition, objectives and goals, Environmental analysis and Diagnosis: concept of environment and its components; Environment scanning and appraisal, Organisation appraisal, Strategic advantage analysis and diagnosis.

Corporate level strategies: Grand, Stability, Expansion, Retrenchment, Combination Strategies, Corporate Restructuring. Business-level strategies: Generic and tactics for business strategies.

Strategic analysis and choice: Process of strategic choice, corporate and business level strategic analysis, subjective factors in strategic choice, contingency strategies and strategic plan.

Activating strategies: Interrelationship between formulation and implementation, Aspects of Strategy implementation, Project and Procedural implementation. Resource allocation. Structural and Behavioural implementation.

Functional and Operational Implementation: Financial, Marketing, Operations / Production, Personnel plans and policies, information, integration of functional plans and policies. Strategic evaluation and control; Techniques of strategic evaluation and control.

#### **SUGGESTED READINGS**

- Azar Kazmi: Business Policy and Strategic Management, Tata McGraw Hill, New Delhi.
- Jain PC: Strategic Management (Hindi).
- Bhattacharry, SK and N. Venkataramin: Managing Business Enterprises: Strategies, Structures and Systems, Vikas Publishing House, New Delhi.



- Budhiraja, S.B. and Athreya, M.B.: Cases in Strategic Management, Tata McGraw Hill, New Delhi.
- Coulter, Mary K.: Strategic Management in Action, Pearson Education, Delhi.
- David, Fred R.: Strategies Management, Pearson Education, Delhi.
- Glueck, William F. and Lawrence R. Jauch: Business Policy and Strategic Management, McGraw Hill, International Edition.
- H.Igor, Ansoff: Implanting Strategic Management, Prentice Hall, New Jersey.
- Michael, E. Portor: Implanting Strategic Management, Prentice Hall, New Delhi.
- Mintzberg, Henry and James, Brian Quinn: The Strategy Process, Pearson Education, Delhi.
- Newman, William H. and James, P. Logan: Strategy, Policy and Central Management, South Western Publishing Co., Cincinnati, Ohio.
- Sharma, R.A.: Strategic Management in Indian Companies, Deep and Deep Publications, New Delhi.
- Peters, T.J. and R.H. Waterman, Jr. in Search of Excellence, Harper and Row, New York.
- Ramaswamy, V.S. and S. Namakumari, Strategic Planning: Formulation of Corporate Strategy, Text and Cases. The Indian Context, Macmillan India, Delhi.

## **Bus.Adm.-202 - ORGANIZATION BEHAVIOUR**

Manager and Organizational Behaviour: Managerial Roles and Skills, Environmental Forces: Meaning, Characteristics, key elements and Evolution of Organizational Behaviour (OB); Research on Organizational Behaviour; Biological Foundations of Behaviour; Biological foundation Inherited and Learned Characteristics of Behaviour.

Individual Dimension of OB: Motives and Behaviour; Personality and Behaviour: Perception and Behaviour; Learning and Behaviour; Theories of Motivation; Expectancy Theory; Equity Theory; Reinforcement Theory; Goal Theory; Job Stress: Meaning and Sources; Stress moderators; Consequences and Management of Stress.

Groups and Leadership: Meaning and Classification of Group; Reasons for group formation; Conditions imposed on the Group; Group Member Resource; Group Structure; Group Cohesiveness, Committees: Nature and functions; Advantage and Disadvantage; Guidelines for effectivity. Leadership: Meaning and Roles in Organization; Major approaches; Leadership styles; Distinction between Manager and leader; Theories: Ohio and Michigan studies; Fiedler's Contingency Model; Hersey and Blanchard's model; Path- Goal Theory.

Power, Politics and Conflict: Power; Meaning, Sources and Bases; How Power influences Behaviour; Impression management; Defensive Behaviour; Rational versus Political Behaviour; Acquiring and exercising Political Power, Conflict: Meaning, Nature, Sources and Types; Effect of Inter-Group conflict handling and Resolution; P; Preventing and stimulating conflict.

Organizational Culture: Introduction; Elements of Culture; Identifying Organizational Culture; Functions of Organizational Culture; Diagnosing Organizational Culture; Approaches to Describing Organizational Culture; Managing Organizational Culture; Organizational Culture and Ethics. Organizational Change: Forces for Change; Planned Change; Resistance to Change; Approaches to

Managing Organizational Change; Creating a Culture for Change; Organizational Change in Indian Businesses.

#### **SUGGESTED READINGS**

- Agarwal, P.K. & Mathur Ashish: Organizational Behaviour, Pragati Prakashan, Meerut.
- Luthans, Fred: Organizational Behaviour.
- Davis Keith: Human Behaviour at Work.
- Stogdill, R.M.: Hand Book at Leadership.
- Hersey, Paul and Blanchard, K.H.: Management of Organizational Behaviour.
- Korman, Abraham, K: Organizational Behaviour.
- Bennis and Thomas(ed): Management of Change and Conflicts.
- Drucker, Peter, P: The Effective Executive.
- Dr. M.L. Dashora: Sangathan Sidhant and Vyavhar (Hindi).
- Dr. P.C. Jain: Sangathanatmak Vyavhar (Hindi).
- K. Aswathappa : Organization Behaviour.
- K. Aswathappa and G. Sudarsana Reddy: Management and Organization Behaviour.
- G.S. Sudha: Management concept and Organization Behaviour.

### **Bus.Adm.-203 - ENTREPRENEURSHIP AND SMALL BUSINESS**

Concept of Entrepreneurship; Functions of an Entrepreneur; Quality of a successful Entrepreneur; Emergence of Entrepreneurial Class; Theories of Entrepreneurship.

Environmental factors affecting Entrepreneurial Development; Entrepreneurial Development Programmes and their Critical Evaluation; Government Policies and their Effect; Role of Government and other Institutions.

Role of SMEs in Indian Economy; Problems of SMEs in India; Institutional support; Various Issues related to Production, Marketing and Finance of SMEs.

Human Resource Management of SMEs – Recruitment, Training and Wage Administration; Sickness and Turnaround – Meaning, Causes, Prevention and Remedies, Role of BIFR; Technological Up-gradation.

Creativity – Nature, Constituents, Types; Techniques of Creative thinking – Focus Groups, Brainstorming, Attitude Analysis; Synectics; Innovation – Types and Phases. Knowledge Management and its Role in Innovation.

#### **SUGGESTED READINGS**

- Vasant Desai: Dynamics of Entrepreneurial Development and Management, HPH
- Zimmerver & Scarborough: Essential of Entrepreneurship and Small Business Management, PHI
- S. S. Khanka: Entrepreneurship and Small Business Management, S. Chand & Sons
- Nandan: Fundamentals of Entrepreneurship Management, PHI
- M. B. Shukla: Entrepreneurship and Small Business Management, Kitab Mahal

## **Bus.Adm.-204 - PRODUCTION AND OPERATIONS MANAGEMENT**

Nature and Scope of Production Management, Facility Location; Types Manufacturing Systems & Layouts; Layout Planning and Analysis Material Handling-Principals-Equipments, Line Balancing-Problems, Work Environment & Industrial Safety; Computer aided Manufacturing (CAM), Artificial Intelligence & expert systems.

Operations decisions-Production Planning and Control -In Mass Production in Batch/Job Order Manufacturing. Capacity Planning -Models, Process Planning- Aggregate Planning-Scheduling Maintenance Management Concepts-Work Study, Method Study, Work Measurement, Work Sampling

Material Management -an Overview, production control, storage and retrieval System. Inventory Control- JIT .Network Techniques-Simulation

Concept of Total Quality (TQ). International Quality Certification and other standards and their applicability in design manufacturing Humanistic and Marketing Aspects of TQ., Total Quality of services. Total Quality and safety. Introduction and meaning of six sigma concept.

ERP and Business process engineering maintenance Management, project management PERT & CPM.

### **SUGGESTED READINGS**

- Buffa, A.E.S.: Modern Production Management
- Chase, R.B., Aquilano N. Jr: Production and Operation Management
- Laufer A.C.: Operations Management
- O.P. Khanna: Industrial Engineering Management
- S.K. Hajra & Choudhary & Nihar Roy: Production Management
- Hicks, P.E.: Introduction to Industrial Engineering & Management Science
- S.K. Dutta: Materials Management
- Lamer & Donald: Purchasing and Materials Management
- Dean S. Ammer: Material Management

## **SKILL COURSE II - PERSONALITY DEVELOPMENT & COMMUNICATION SKILLS**

Introduction to Communication: Meaning and Definition - Process - Functions - Objectives - Importance - Essentials of good communication - Communication barriers - Overcoming communication barriers - Cross cultural Communication

(a) Written Communication Need and functions of business letters - Planning & layout of business letter - Essentials of effective correspondence – Advantages & limitations of written communication.

(b) Oral Communication Meaning, nature and scope - Principles of effective oral communication - Techniques of effective speech - The art of listening - Principles of good listening - Advantages and limitations of oral communication.

Personality Development: The concept personality - Dimensions of personality - Term personality development - Significance.

Attitude: Concept - Significance - Factors affecting attitudes - Positive attitude - Advantages - Negative attitude - Disadvantages - Ways to develop positive attitude - Difference between personalities having positive and negative attitude.

Interpersonal Relationships: Interpersonal relationships - Teaming - Developing positive personality - Analysis of strengths and weaknesses.

Other Aspects of Personality Development : Body language - Assertiveness - Problem-solving - Conflict and Stress Management – Decision making skills - Positive and creative thinking - Leadership and qualities of a successful leader - Character-building - Team-work - Lateral thinking - Time management - Work ethics - Management of change - Good manners and etiquettes.

### **SUGGESTED READINGS**

- Business Communication - K. K. Sinha - Galgotia Publishing Company, New Delhi.
- Media and Communication Management - C. S. Rayudu - Himalaya Publishing House, Bombay.
- Essentials of Business Communication - Rajendra Pal and J. S. Korlhalli - Sultan Chand & Sons, New Delhi.
- Business Communication - Dr. S.V. Kadvekar, Prin. Dr. C. N. Rawal and Prof. Ravindra Kothavade - Diamond Publications, Pune.
- Communicate to Win - Richard Denny - Kogan Page India Private Limited, New Delhi.
- You Can Win - Shiv Khera - Macmillan India Limited
- Group Discussion and Public Speaking - K. Sankaran and Mahendra Kumar - M.I. Publications, Agra
- Organisational Behaviour - S. P. Robbins - Prentice-Hall of India Pvt. Ltd., New Delhi
- Basic Managerial Skills For All - Prentice-Hall of India Pvt. Ltd., New Delhi
- 8 Habits - Stephen Covey
- Management Thoughts - Pramod Batra

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## **SESSION 2017 – 18**

### **SEMESTER III**

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#### **Bus.Adm.-301 - FUNDAMENTALS OF MANAGEMENT RESEARCH**

Research: Meaning, Types, Research and the Managerial Process, Management Research and the Social Science, Fundamental/ Applied Approaches: Historical / Experimental / Exploratory Methodology.

Research Problem: Selection and Identification. Hypotheses: Meaning and Formulation. Research Design: Meaning, Types, Essentials.

Data: Types, Methods of Collection, Observation Method, Interview Method, Schedule / Questionnaire. Scientific Method: Meaning, Characteristics, Steps of Scientific Method, Problem of use of Scientific Method in Social Research.

Sampling: Different Types, Determination of Sample Size, Selection of Sample. Case Study: Meaning, assumptions procedure, merits and limitation.

Research Report: General Principles and Practice. Layout of Research Report, Types of Reports, Mechanics of writing Research Report. Computer and Research.

### **SUGGESTED READINGS**

- Rogert Bennett : Management Research, ILO Publication
- Rummel, J.F. and Ballaine, W.C. : Research Methodology in Business, Harper and Row, New York
- Kerlinger. F.N. : Foundations of Behavioural Research
- Hughes, J. : The Philosophy of Social Research, Longman, London
- Blalock, H.M.: An Introduction to Social Research, Prentice Hall, New Jersey
- Bailey, K.D. : Methods of Social Research, Free Press, New York
- Kothari, C.R. : Research Methodology : Methods and Techniques Wiley Eastern Ltd., New Delhi.
- Trivedi, R.N. and Shukla, D.P. : Research Methodology (Hindi Edition) College Book Depot, Jaipur
- Satpal Runela : Sarvekshan Anusandhan Aur Sankhiki, Vikas Publishing, New Delhi
- Campbell : Form and Style in Thesis Writing ( William Gileo)
- Sharma C.L.: Samajik Anushandhan Evam Surveykshan, Rajasthan Hindi Granth Academy, Jaipur
- Nahar and Khanna: Samajik Anushandhan Evam Surveykshan, Jain Book Depot, Jodhpur

### **Bus.Adm.-302 - INTERNATIONAL BUSINESS**

Introduction: International Business - Importance, nature and scope; Globalization; Drivers of Globalization. Basic Entry Decisions; Modes of entry into international business, selecting an Entry Strategy; IT and international business, India's involvement in International Business

International Business Environment: Political, Legal, Economic, and Cultural environment and associated risks; Framework for analyzing international business environment.

International Trade: Reasons for international trade; Theories of international trade; Foreign trade multiplier; World trading environment – Pattern and structure of world trade in goods and services; Government intervention in International Trade: Arguments for Government intervention; Instruments of Commercial Policy: Tariffs, quotas and other measures and their effects. World Trade and Protectionism: GATT, The Uruguay Round, WTO, Evaluation of WTO, Important Agreements of WTO – Agriculture Agreements; SPS, TBT, GATS, TRIPS; WTO and Developing Countries, WTO and India.

Balance of Payment Account: Components of BOP: Current Account, Capital Account, Official Reserve Account; Disequilibrium in BOP; Correction of Disequilibrium.

International Economic Institutions and Financial Environment: IMF, World Bank, UNCTAD, International commodity trading and agreements - India's involvement and consequences; International Financial Environment: International Monetary System; Exchange rate mechanism and

arrangement; Types of Exchange rate systems in the world; International money and capital markets;

Movements in foreign exchange and interest rates. Foreign Direct Investment: Types of FDI; Theories of FDI, Cost and Benefit of FDI to Host and Home Countries, Government Policy Instruments and FDI, Trends in FDI.

#### **SUGGESTED READINGS**

- Daniels, John D., Radebaugh, Lee H., Sullivan, Daniel P. and Salwan, P., International Business: Environment and Operations.
- Griffin, Ricky W. and Pustay, Michael W, International Business: A Managerial Perspective , Prentice Hall.
- Hill, Charles, W.L., International Business, McGraw Hill Company, New York.
- Cherunilam, F., International Business Text and Cases, PHI.
- Bhasin, N., Foreign Direct Investment in India: Policies, Conditions and Procedures, New Century Publications.
- Ball, Donald, Wendall H. McCulloch, Michael Geringer, Michael S. Minor and Jeanne M. McNett, International Business: The Challenge of Global Competition, McGraw Hill Co.

### **SKILL COURSE III - E-COMMERCE**

Introduction to E-Commerce: Meaning and concept; Electronic commerce versus traditional commerce; Channels of ecommerce; Business applications of e-commerce; Need for e-commerce, e-commerce as an electronic trading system- special features.

Introduction to Internet: URLs, HTTP, HTML etc. E-commerce models; Supply chain management, product and service digitalization, remote servicing, procurement; Online marketing and advertising; E-commerce resources and infrastructure, resources and planning for infrastructure.

Business to Consumer E-Commerce: Cataloguing, order planning and order generation, cost estimation and pricing, order receipt and accounting, order-selection and prioritization, order scheduling, order fulfilling and delivery, order billing and payment management; Post sales services.

Electronic Payment Systems: Special features required in payment systems for ecommerce; Types of e-payment systems; E-cash and currency servers, e-cheques, credit cards, smart cards, electronic purses and debit cards.

Security Issues in E-Commerce: Security risks of e-commerce, exposure of resources, types of threats, sources of threats, security tools and risk-management approach, ecommerce security and a rational security policy for e-commerce; Corporate Digital Library; I.T Act 2000.

Multi-Media and E-Commerce: Concept and role of multimedia; Multi-media technologies; Digital video and digitalization of product and customer communication; Desktop video conferencing and marketing; Broadband networks and related concepts; ISDN, ATM, Cell relay.

#### **SUGGESTED READINGS**

- Agarwala, K.N., and Deeksha Ararwala: Business on the Net: Bridge to the Online Storefront: Macmillan, New Delhi.

- Janal,D.S: On-line Marketing Hand Book, Van Nostrand Reinhold, New York.
- Kosivir,David: Understanding Electronic Commerce, Microsoft Press, Washington.
- Minoli and Minol: Web Commerce Technology Handbook, Tata McGraw Hill, New Delhi.
- Schneider,Gary P: Electronic Commerce, Course Technology, Delhi.
- Parag Diwan and Sunil Sharma, E-Commerce - A Managers Guide to E-Business; Excel Books, New Delhi.

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## **SESSION 2017 – 18**

### **SEMESTER IV**

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#### **Bus.Adm.-401 - LABOUR AND INDUSTRIAL LAWS**

Emergence and objectives of labour laws and their socio-economic environment. Evaluation of labour legislations in India. Need and principles of labour legislation. Factories Act 1948: Provisions regarding health, welfare and security. Industrial Disputes Act, 1947: Provisions regarding Strikes, Lockouts, Retrenchment and Layoff. Payment of Wages Act, 1936, Minimum Wages Act, 1948.

Workers Compensation Act, 1923, Employee's State Insurance Act, 1948, Employees Provident Fund and miscellaneous provisions Act, 1952.

Trade Union Act, 1926, Contract Labour Act (Abolition & Regulation Act), 1970, Maternity Benefit Act, 1961, Payment of Gratuity Act 1972.

#### **SUGGESTED READINGS**

- Misra, S.N.: Labour and Industrial Laws, Central Law Publications, Allahabad.
- Malik, P.N.: Industrial Law (Volume 1 and 2), Eastern Book Depot, New Delhi.
- Garg, A: Labour Laws: One Should Know, New Delhi, NABHI Publications.
- Raza, M.A. and Anderson, A.J.: Labour Relations and the Law, Prentice Hall Inc., London.
- Saini, D.S.: Cases on Labour Law: Minimum Conditions of Employment, Oxford, New Delhi.
- Srivastava, S.C.: Industrial Relations and Labour Laws, New Delhi, Vikas Publishing House.
- Monga, M.I.: Industrial Relations and Labour Laws in India, Deep and Deep Publications Pvt. Ltd., Delhi.

#### **Bus.Adm.-402 - CORPORATE GOVERNANCE, ETHICS AND SOCIAL RESPONSIBILITY**

Business Ethics: The concept of ethics; 'ethics' and related connotations; business values and ethics; concept of business ethics; various approaches to business ethics; ethical theories; ethical governance; social responsibility—an extension of business ethics; the concept of corporate ethics; benefits of adopting ethics in business; ethics programme; code of ethics; ethics committee.

Conceptual Framework Of Corporate Governance: Evolution of corporate governance; developments in India; regulatory framework of corporate governance in India; SEBI guidelines and clause 49; reforms in the Companies Act; secretarial audit; class action; NCLT; insider trading; rating agencies; green governance/e-governance; shareholders' activism; corporate governance in PSUs and banks;

legislative framework of corporate governance –an international perspective (United Kingdom, USA, Australia, China, Russia, South Africa).

Major Corporate Failures –Bank of credit and commerce international (UK), Maxwell communication corporation and Mirror group newspapers (UK), Enron (USA), World.com (USA), Andersen worldwide (USA), Vivendi (France), News of the world (UK); Satyam computer services ltd (India); Sahara (India); Kingfisher ltd (India); common governance problems noticed in various corporate failures; policy actions including major codes and standards.

Whistleblowing and Corporate Governance – The Concept of Whistle-Blowing; Types of Whistle-blowers; Whistle-blower Policy; the Whistle-Blower Legislation across Countries; developments in India.

Corporate Social Responsibility (CSR) –Meaning; corporate philanthropy; CSR-an overlapping concept; corporate sustainability reporting; CSR through triple bottom line; CSR and business ethics; CSR and corporate governance; environmental aspect of CSR; CSR models; drivers of CSR; global reporting initiatives; major codes on CSR; initiatives in India.

#### **SUGGESTED READINGS**

- Mallin, Christine A., *Corporate Governance (Indian Edition)*, Oxford University Press, New Delhi.
- Blowfield, Michael, and Alan Murray, *Corporate Responsibility*, Oxford University Press.
- Francesco Perrini, Stefano, and Antonio Tencati, *Developing Corporate Social Responsibility - A European Perspective*, Edward Elgar.
- Sharma, J.P., *Corporate Governance, Business Ethics & CSR*, Ane Books Pvt Ltd, New Delhi.
- Sharma, J.P., *Corporate Governance and Social Responsibility of Business*, Ane Books Pvt. Ltd, New Delhi.

#### **SKILL COURSE IV - INFORMATION TECHNOLOGY APPLICATIONS IN BUSINESS**

Computer Hardware: Computer system as information processing system; Computer system differences - types of computer systems, hardware options - CPU, input devices, output devices, storage devices, communication devices, configuration of hardware devices and their applications. Concepts of LAN, WAN, E-mail; Internet technologies, access devices, concept of a World Wide Web and Internet browsing; Multimedia.

Introduction to Operating Systems: Software needs, operating systems, application software, programming languages; DOS; Windows -window explorer, print manager, control panel, paintbrush, calculator, desk top, my computer, settings, find, run; UNIX. Introduction to Office Tools: Word, Excel, Power point etc.

Software Packages for Office Applications, Word Processing using MS Word: Basic features, formatting text, creating and managing tables, inserting images and graphs, mail merge, managing page layout and printing. Spreadsheets using MS-Excel: Spreadsheet features, uses and advantages, autofill features, inserting formulas and functions, Inserting charts and graphs, macros, managing



page layouts and printing. Presentations using MS Powerpoint: Basics of presentations, conventions and advantages, managing different views, adding and managing animations, managing slide transitions, managing slide templates, setting up slide shows.

Introduction to Accounting Packages: Preparation of vouchers, invoice and salary statements; Maintenance of inventory records; Maintenance of accounting books and final accounts; Financial reports generation. Practical knowledge on Wings Accounting and Wings Trade (Software)

Introduction to Statistical Packages: Usage of statistical packages for analyses in research SPSS

#### **SUGGESTED READINGS**

- Basandra SK, Computers Today, Galgotia Publications
- Cyganski, Information Technology: Inside and Outside, Pearson Edu.
- Kakkar DN, Goyal R, Computer Applications in Management, New Age Publications
- Leon A and Leon M, Introduction to Computers, Leon Vikas
- Peter Norton, Introduction to Computers, TMH, New Delhi
- Rajaraman, Introduction to Information Technology, PHI, New Delhi
- Date, C.J: An Introduction to Database Systems, Addison Wesley, Massachusetts.
- Dienes, Sheila S: Microsoft office, Professional for Windows 95; Instant Reference; BPB Publication, Delhi.
- Mansfield, Ron: The Compact Guide to Microsoft office; BPB Publication, Delhi.
- Norton, Peter: Working with IBM-PC, BPB Publication, Delhi.
- O'Brian, J.A: Management Information Systems, Tata McGraw Hill, New Delhi.
- Ullman, J.O: Principles of Database Systems, Galgotia Publications, New Delhi.

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## **OPTIONAL GROUP A: MARKETING AREA**

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### **Bus.Adm.-303M - CONSUMER BEHAVIOUR AND MARKETING RESEARCH**

Consumer Behaviour: Nature, Decision Process. Application of Consumer Behaviour in Marketing.

Models of Consumer and Industrial Buying Behaviour: Concept of economic man, passive man, cognitive man and emotional man; Models of Consumer Decision Making; Industrial Buying Behaviour and models.

Reference Group Influence: Family Buying Influences. Family Life-Cycle and buying roles. Social and Sub-Cultural Influences. Models of Consumer Behaviour.

Cross Cultural Consume and Industrial Buying Behaviour: Globalisation of Consumer Markets and Marketing Implications; Impact of Information Technology on Consumer Behaviour.

Marketing Research: Definition, Nature, Scope, Significance, Types, Organisation, Scientific Method, Basic Marketing Methods: The Survey, Observational and Experimental Methods.

The Research Design: Types and Sources of Data. Hypothesis Testing, Pre-Testing Pilot Study, Sampling, Questionnaire, Schedules, Place of Marketing Research in India.

Collection of Data, Interpretation of Data, Presentation of Results and Research Report, Motivational Research, Advertising Research, Product Research.

Market Research Applications: Product Research; Advertising Research; Sales and Market Research; International Marketing Research; Marketing Research in India.

### **SUGGESTED READINGS**

- Beri, G.C.: Marketing Research, Tata McGraw Hill, New Delhi.
- Boyd, H.W., Ralph Westfall and S.F. Starsh: Marketing Research: Text and Cases, Richard D. Irwin, Boston.
- Churchill, Gilbert A.: Basic Marketing Research, Dryden Press, Boston.
- Naresh K. Malhotra: Marketing Research: An Applied Orientation. Pearson Education, Asia.
- Aaker, Kumar and Day: Marketing Research, John Wiley and Sons.
- Richard I. Levin: Statistics for Management: Prentice Hall, New Delhi.
- Assael, H.: Consumer Behavior and Marketing, South Western Publishing Co., Ohio.
- Berkman and Gilson: Consumer Behavior: Concepts and Strategies, Kent Publishing Co.
- Bennett, P.D. and H.H. Kassarijion: Consumer Behavior, Prentice Hall of India, New Delhi.
- Block and Roering: Essentials of Consumer Behavior, Dryden Press, Chicago.
- Hawkins, Best and Coney: Consumer Behavior, Tata McGraw Hill, New Delhi.
- Howard JA, Sheth JN: The Theory of Buyer Behavior, John Wiley, New York.
- Laudon, D.L.: Consumer Behavior, Tata McGraw Hill, New Delhi.
- Schiffan, Leon G. and Lealie Lazar Kanuk: Consumer Behavior, Prentice Hall, New Delhi.

### **Bus.Adm.-304M - LOGISTICS AND SUPPLY CHAIN MANAGEMENT**

Introduction: Concept of supply chain management (SCM) and trade logistics; Scope of logistics; Logistic activities – an Overview; Contribution of logistics at macro and micro levels; SCM and trade logistics; Business view of SCM; Concept, span and process of integrated SCM; Demand management – methods of forecasting; Supply chain metrics (KPIs), performance measurement and continuous improvement; Product development Process and SCM; Strategic role of purchasing in the supply chain and total customer satisfaction; Types of purchases; Purchasing cycle.

Managing Relationship: Role of Relationship marketing in SCM; Managing relationships with suppliers and customers; Captive buyers and suppliers; Strategic partnerships; Supplier-retailer collaboration and alliances.

Focus Areas of Logistics and Supply Chain management: Transportation-Importance of effective transportation system; Service choices and their characteristics; inter-modal services; Transport cost characteristics and rate fixation; In-company management vs. out-sourcing; World sea borne trade; International shipping- characteristics and structure; Liner and tramp operations; Liner freighting; Chartering-Types, principles and practices; Development in sea transportation-Unitization, containerisation, inter and multimodal transport; CFC and ICD. Air transport: Set up for air transport and freight rates; Carriage of Goods by sea -Role and types of cargo intermediaries. Warehousing and inventory management: Reasons for warehousing; Warehousing evaluation and requirements; Warehousing location strategies; Inventory management principles and approaches; Inventory

categories -EOQ, LT, ICC; Material management systems and techniques – JIT purchasing, manufacturing and in-bound logistics; Packing and marking; Control and communication.

#### **SUGGESTED READINGS**

- Ballau, R.H., Business Logistics Management, Prentice Hall, Englewood Cliffs.
- Christopher, M., Logistics and Supply Chain Management, Prentice Hall.
- Murphy, Paul R. and Donald F. Wood, Contemporary Logistics, Prentice Hall.
- Shapiro, R., Logistics Strategy: Cases and Concepts, West Publishing, St. Paul.
- Coughlan, A., Anderson, E. and Louis W. Stern, Marketing Channels, Prentice Hall.
- Handfield and Nicholas, Jr., Introduction to Supply Chain Management, Prentice Hall.
- Jhon J Coyle, C. Jhonand Langley, Brian J Gibbs, Logistics approach to Supply Chain Management, Cengage Learning.

### **Bus.Adm.-403M - RETAIL MARKETING**

Retailing - Definition, Functions, Importance, Types of Retailing, Organized & Unorganized, Store and Non-store; Retailing in India - Current Scenario, Retailing from International Perspectives; Consumer Buying Decision Process, Influencing Factors, Consumer Shopping Behaviour.

Retail Planning - Purpose, Method, Structure and Monitoring the Plan; Retail Marketing mix - Strategies; Retail Brand Management - Positioning, Personality, Merchandise Management, Meaning, Methods, Assortment and Inventory; Purchase Negotiation, Supply Channel and Relationship, SCM Principles and Retail Logistics.

Retail Location Decisions – Trading Area Analysis, Types of Locations; Site Evaluation; Store Design - Layout and Space Management; Visual Merchandising and Displays; Retail Pricing - Approaches, Influencing Factors.

Retail Promotion - Setting Objectives, Role of Advertising, Sales Promotion, Personal Selling, Public Relations and Relationship Marketing in Retailing; Human Resource Issues and Considerations, Customer Service Management.

Impact of Information Technology in Retailing, Integrated Systems and Networking, EDI, Bar Coding, RFID, Customer Database Management. Electronic Retailing - Role of Web, Online Retailing, Factors to be considered in having a Online Store, Limitations of Web and Future Trends, Consumerism and Ethics in Retailing, Social and Green issues. Retail Audit.

#### **SUGGESTED READINGS**

- Michael Levy, Barton Weitz : Retail Management, McGraw Hill
- Chetan Bajaj, Rajnish Arya, Nidhi Varma Srivatava : Retail Management, Oxford Publishing
- Tapan K. Panda, Sunil Sahadev : Sales and Distribution Management, Oxford Publishing
- Suja Nair : Retail Management, Himalaya Publishing House
- Swapna Pradhan : Retailing Management, Tata McGraw Hill
- S.L. Gupta : Retail Management, Wisdom Publications
- Philip Kotler : Marketing Management, Prentice Hall
- Cox, Roger and Paul Brittain : Retail Management, Prentice Hall

## **Bus.Adm.-404M - SERVICE MARKETING AND CUSTOMER RELATIONSHIP MANAGEMENT**

Importance of Services Sector: Nature and types of services; Difference between services and goods marketing; Services marketing triangle.

Environment for Services Marketing: Macro and micro environments; Understanding service customers – models of service consumer behaviour; Customer expectations and perception; Service quality and GAP model.

Market Segmentation and Selection: Service market segmentation; Targeting and positioning.

Services Marketing Mix: Need for expanded marketing mix; Planning for service offer; Pricing, Promotion and Distribution of Services; Management of People, process and physical evidence; Matching of demand for and supply of services.

Service Marketing Applications: Marketing of financial, hospitality, hospital, tourism and educational services; International marketing of services and GATS.

Relationship Marketing: Meaning, nature, and scope; Types of relational exchanges; Reasons for relationship marketing – firm and customer perspectives.

Relationship Development Process: Attributes and determinants of relational exchanges; Networking – nature, role and mechanism.

Developing and Managing Relationships: Customer selection; Relationship strategies; Implementing CRM; Mistakes in implementing CRM; Role of information technology in relationship building – e-CRM.

### **SUGGESTED READINGS**

- Christopher H. Lovelock: Service Marketing, Prentice Hall, New Jersey.
- Gosney, John W. and Thomas P. Boehm: Customer Relationship Management Essentials, Prentice Hall, New Delhi.
- Payne, Adrian: The Essence of Services Marketing, Prentice Hall, New Delhi.
- Seth, Jagdish N. et. Al.: Customer Relationship Management, Tata McGraw Hill Publishing Co., New Delhi.
- Shankar Ravi: Service Marketing – The Indian Experience, South Asia Publication, New Delhi.
- Stone, Merlin and Neil Woodrock: Relationship Marketing, Kogan Page, London.
- Zeithami, V.A. and M.J. Bitner: Services Marketing, McGraw Hill, Inc., New York.

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## **OPTIONAL GROUP B: HUMAN AREA**

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### **Bus.Adm.-303H - ORGANIZATION DEVELOPMENT AND CHANGE**

#### **MANAGEMENT**

The concept, scope and historical perspectives, values underlying of OD. External environment and OD. Theoretical development in the context of action research, survey feedback and socio-technical systems, Technological uncertainty and interdependence and OD.

Approaches to planned change, Organisational diagnosis, Evolutionary Change, Transformational Change, Turnaround Change. Human processual, technosstructural, human resource and strategic interventions.

Understanding Change: nature of change, forces of change, perspective on change: contingency perspective population ecology perspective – institutional perspective resource-dependence perspective.

Types of Change: continuous change discontinuous change participative change directive change. Implementing change: assemble a change management team, establish a new direction for change, prepare the organization for change, setup change teams to implement change, align structure, systems and resources to support change, identify and to remove road blocks to change, absorb change into the culture of the organization.

#### **SUGGESTED READINGS**

- French, W.L. Bell, Jr., C.H. and Zawacki, R.A.: Organisation Development, Universal Book Stall, New Delhi.
- Huse, E.F. and Cummings, T.G.: Organization Development and Change, West Publishing Co., Minnesota.
- Cummings, T.G. and Worley, C.G.: Organization Development and Change, USA; South Western College Publishing.
- Beer, M. and Nitin, N: Breaking the Code of Change, USA: Harvard Business School Press.
- Pettigrew. A. and Whipp, R.: Change Management for Competitive Success, New Delhi: Infinity Books.
- Schein, E.H. and Beckard, R: Addison Wesley Series on Organization Development, USA: Addison Wesley Publishing Co.

### **Bus.Adm.-304H - LABOUR WELFARE AND SOCIAL SECURITY**

Welfare Capitalism – Concept and Approaches.

Welfare, State and Society.

Theoretical framework of Welfare.

Decent Work – A Global Challenge.

Contemporary and Comparative Welfare and benefits practices.

Functional aspects of Welfare and benefits – Quality of Work life, Canteen, Co-operative, Creche, Workers' Education and Training, Human Rights. Social Security framework in India.

The concept of Occupational health; traditional and emerging concepts.

History of Occupational health; traditional and emerging concepts.

Preventive and Curative Approaches in Occupational health management; work-at-the centre and technical economic issues of occupational health.

Occupational Disease: types and diagnosis. Pre-employment medical records and periodic checkup.

Model Occupational health services. Setting up data bank for Occupational health and hygiene.

Respiratory and non-respiratory testing laboratories for prevention of Occupational health hazards.

Notifiable Occupational diseases.

### **SUGGESTED READINGS**

- Anton Thomas J. (1989): "Occupational Safety and Health Management", McGraw-Hill Book Company, Singapore.
- Bhatnagar, D. (1984): "Labour Welfare and Security Legislation in India", Deep and Deep Publications, New Delhi.
- Blake, Roland P. (1963): "Industrial Safety", Prentice-Hill, Inc. Englewood Cliffs.
- Bulchandani, K.R. (1980): "Labour Welfare", Himalaya Publishing, Bombay.
- Chauhan S.S. (1993): "Labour Welfare Administration in India", Deep and Deep Publications, New Delhi.
- De Reamer, Russell (1985): "Modern Safety Practices", John Wiley and Sons Inc., New York.
- Vaid K.N. (1970): "Labour Welfare in India", Shree Ram Centre, New Delhi.

## **Bus.Adm.-403H - PERFORMANCE MANAGEMENT**

Performance Management: Philosophy, Conceptual framework, Different approaches to Performance Management, Significance of Performance Management in the fast changing environment.

Performance Management System and its linkages with other systems: Reward driven integration, development driven integration, goal setting and monitoring.

Designing Performance Management Systems: Challenges and obstacles to Performance Management, building performance oriented culture, designing, implementing a performance management strategy; factors influencing the use of performance management (external and internal)

Tools and approaches to Performance Measures: Measures of performance by behaviour, by result and by process, 360 feedbacks, balanced scorecard – concept and application, challenges in implementation.

Performance Management Initiatives: Causes on Performance Management System; benchmarking best practices.

## SUGGESTED READINGS

- Andrew E. Schwartz (1999): Performance Management, Barron's Educational Series.
- Bacal, R. (1999): Performance Management, McGraw Hill Inc.
- Chadha, P (2003): Performance Management, Macmillan India Ltd.
- Daniel A.C. (2003): Performance Management: Changing Behaviour that drives organization effectiveness, Atlanta Performance Management Publications.
- Holpp, Lawrence (1999): Managing Teams, Mc Graw Hill Companies Inc.
- Joseph H. Boycott and Henry P.C. (1997): Maximum Performance Management, Vanity Book International, New Delhi.
- Kaplan, R.S. and Norton D.P. (1996): Balanced Score Card: Translating strategy into action, Harvard Business School Press, Boston.
- Kermally S. (1997): Managing Performance, Butterworth – Heinemann, Oxford.
- Ossey Bass / Pfeiffer, A. Wiley Company, Zigon J. (1999): Performance Management Series, Zigon Performance Group.

## **Bus.Adm.-404H - STRATEGIC HUMAN RESOURCE MANAGEMENT**

Understanding Strategic HRM: Traditional v/s Strategic HR, Typology of HR activities, “best fit” approach v/s “best practice” approach, HR strategy and the role of national context, sectoral context, and organizational context on HR strategy and practices, investment perspective of human resources.

Aligning HR systems with business strategy: Sustained competitive advantage how HR adds value to the firm, HR as scarce resource, non-substitutable resource, linking HRM practices to organizational outcomes, assessing and reducing costs, behavioral impact of HR practices, marginal utility models, auditing HR practices and department, linking strategy to HRM practices, corporate HR philosophy and companywide HR standards, HRM leading strategy formulation, alternative HR systems, universalistic contingency, configurational, congruence and integrated HR systems.

HR strategy in workforce utilization: Efficient utilization of human resource, cross training and flexible work assignment, work teams, non unionization, strategies for employee shortages, strategies for employee surpluses. Strategies for performance and development: typology of performance types, marginal performers, under achievers, stars, solid citizens, managing employee, ability recruitment and selection strategy, typology, incentive alignment, psychological contracting.

Evaluating HR Function: Overview of evaluation, scope, strategic impact, level of analysis, criteria level of constituents, ethical dimensions, approaches to evaluation, audit approach, analytical approach, quantitative and qualitative measures, outcome and process criteria, balanced scorecard perspective, bench marking, accounting for HRM – purpose of measuring cost and benefits of HRM, approaches to HRM performances, employee wastage and turnover rates, cost of absenteeism, measuring human resource cost.

## **SUGGESTED READINGS**

- Boxall. P. and Purcell. J. (2003): Strategy and Human Resource Management, Great Britain: Palgrave Macmillan.
- Sparrow, P. and Marchington, M. (1998): Human Resource Management, The new Agenda Great Britain: Ptman Publishing.
- Mello., A. (2002): Strategic Human Resource Management, USA: South Western.
- Walker, J.W. (1997): Human Resource Strategy, Intel Edn., USA, McGraw Hill.
- Porter, M. (1985): Competitive Advantage, Free Press.
- Thompsonm A.A., Stickland, A.J. (1999): Strategic Management: Concepts and Cases, 11th edn., Irwin.

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## **OPTIONAL GROUP C: FINANCE AREA**

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### **Bus.Adm.-303F - FINANCIAL MARKET AND INSTITUTIONS**

Nature of Financial Markets: Financial markets: Concept, nature, functions, role and scope; Securities traded in financial markets; Financial markets in India: Indian money markets-Meaning, need, call money market, treasury bill market, commercial bill market, markets for commercial paper & certificate of deposits; Capital market: Recent developments in Indian capital markets; Markets for derivatives; Futures and options, uses and pricing of derivatives.

Exchange Rates & Currency Markets: Exchange rates: Devaluation and depreciation, risk hedging and futures in exchange rates, international financial flows, financial system and economic development, criteria to evaluate assets; Risk and financial assets, types of risk, return on assets, level of interest rates, long period and short period rates, spread between lending and deposit rates, administered interest rates, appropriate interest rate policy, Euro-dollar and Euro-currency markets.

Financial Institutions and Credit Policies: Meaning, functions, role of financial institutions; Impact of credit crisis on financial institutions; Reserve Bank of India- Functions and role; Aims and objectives of the monetary policy of RBI, effectiveness of monetary policy; Credit creation and its control; Profitability and efficiency of banks; Nature, types, functions of commercial and regional rural banks.

Development and Investment Banking: Development banks: Role and functions; Investment banking and merchant banking; Financial sector reforms in India, lending operation of World Bank and its affiliates: Working of IDA, IFC and ADB, Development Banks and India; Types of Non-banking financial institutions-Role, growth and impact on India's economic development; Investment Trust Companies; Mutual funds, Critical appraisal of UTI in the Indian financial system.

## **SUGGESTED READINGS**

- Bhole, L. M., Financial Institutions and Markets, Tata McGraw Hill Company Ltd., New Delhi
- Bhole, L. M. (4000), Indian Financial System, Chugh Publications, Allahabad.
- Edminster, R. O, Financial Institutions, Markets and Management, McGraw Hill, New York.
- Goldsmith, R. W., Financial Structure and Development, Yale, London.



- Hanson, J. A. and S. Kathuria (Eds.), India, A Financial Sector for The Twenty-first Century, Oxford University Press, New Delhi.
- Johnson, H. J. (1993), Financial Institutions and Markets, McGraw Hill, New York.
- Khan, M. Y. (1996), Indian Financial System, Tata McGraw Hill, New Delhi.

### **Bus.Adm.-304F - SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

Investment and Economic Analysis: Meaning, features and scope of investment, modes of investment and objectives of investment, process of investment, risk-return relationship, corporate and non-corporate investments; Economic analysis-Investment decision, criteria for investment decision, environmental considerations, execution of investment decisions, need and sources of investment information.

Security Markets: Security Markets- Primary and secondary markets-origin, growth, role, membership, trading system of secondary markets- listing requirements and regulations; SEBI and its functions.

Portfolio Management: Meaning, principles, policies and ingredients of portfolio management; Risk and return on portfolio theory; Portfolio construction, revision and evaluation; SEBI guidelines for portfolio managers; Markowitz model; Sharpe's model of portfolio management.

BSE, NSE, ICSE and OTCEI: Bombay Stock Exchange (BSE): Origin, trading system, securities traded, surveillance system, check on the bolt terminals and protection against default. National Stock Exchange (NSE): Origin, promoters of national stock exchange, membership, capital market segment, recent trends in NSE. Inter-Connected Stock Exchange (ICSE): Origin, mode of functioning, risk management and surveillance. Over The Counter Exchange of India (OTCEI): Origin, players in the OTCEI market, procedure adopted for the listing of scripts, trading system, settlement system and present position.

#### **SUGGESTED READINGS**

- V.A. Avadhani, Security Analysis and Portfolio Management, Himalaya Publishing House, New Delhi.
- Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing House, New Delhi.
- Reilly, Investment Analysis and Portfolio Management, Thompson publication .
- Fisher and Jordon, Security Analysis and Portfolio Management, New Parkshan, Delhi.

### **Bus.Adm.-403F - PROJECT MANAGEMENT AND FINANCIAL SERVICES**

Objectives of Project Planning, monitoring and control of investment projects. Relevance of social cost benefit analysis, identification of investment opportunities. Pre-feasibility studies.

Project Preparation: Technical feasibility, estimation of costs, demand analysis and commercial viability, risk analysis, collaboration arrangements; financial planning; Estimation of fund

requirements, sources of funds. Loan syndication for the projects. Tax considerations in project preparation and the legal aspects.

Project appraisal: Business criterion of growth, liquidity and profitability, social cost benefit analysis in public and private sectors, investment criterion and choice of techniques. Estimation of shadow prices and social discount rate.

Project review/control-Evaluation of project. PERT/CPM. Cost and Time Management issues in Project planning and management.

Financial services, need for financial services various types of financial service: Fund based and Non-Fund based. Characteristics and role of financial intermediaries. Depository Institutions and financial services. Commercial Banks and their changing role, functioning of banks. Financial Services and banking system.

Non-Depository institutions: finance companies and mutual funds and pension funds: a financial services and their role. Financial Services and non depository institutions. Merchant Banking, Factoring, Forfaiting, Leasing, Securitisation, Custodial services, Credit Rating Mortgages. Performance, evaluation of mutual funds, Depository Services.

Insurance: insurable and non-insurable risk. Types of insurable risks. Benefit of insurance to project planners. Benefits and limitations of –Risk Management Policy.

#### **SUGGESTED READINGS**

- Khan M.Y., Financial Services, 4th ed., McGraw Hill, New Delhi, 2007.
- Prasanna Chandra, Project Preparation Appraisal and Implementation, 5th ed., Tata McGraw Hill, 2002.
- Dietrich J.K. Financial Services and Financial Institutions: Value Creation in Theory and Practice, Prentice Hall, New Jersey, 1996.
- Clifford Gray, Project Management, Richard D. Irwin, 2005 (latest Edition).

### **Bus.Adm.-404F - CORPORATE TAX PLANNING**

Structure of Direct and Indirect Taxes in India. Meaning of tax planning and management, tax evasion and tax avoidance; Nature and scope of tax planning and management in the corporate sector; Justification of corporate tax planning and management. Taking advantages of available reliefs, rebates and tax free sources of income.

Definition of various kinds of companies - Meaning of company under IT Act. Residential status of companies and implications for Tax Planning. Assessment of companies including carry forward and set off of losses.

Tax Planning with reference to setting up of a new business. Tax Planning with reference to location of business. Tax Planning with reference to nature of business. Tax Planning with reference to form of organization.

Tax Planning with reference to Financial Management Decisions. Tax Planning with reference to Managerial Decisions. Tax Planning in respect to Employee's Remuneration. Tax Planning and Adoption of Method of Accounting. Tax planning regarding Capital Gains. Tax Planning in respect of Amalgamation or Demerger.

#### **SUGGESTED READINGS**

- V.K. Singhania : Direct Taxes : Planning and Management
- Girish Ahuja : Direct Taxes : Law and Practice
- Bhagwati Prasad : Law and Practice of Income Tax in India
- R.N. Lakhotia : Corporate Tax Planning