Appendix C

SYLLABUS

CORE COURSES

SEMESTER-I

MBCI - 1 – Principles of Management


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).


Suggested Readings:
2. Dr. Kiran Nerkar, Dr. Vilas Chopde, “ Principles and Practices of Management”.

MBCI - 2 – Managerial Economics


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.


Suggested Readings:
1. Managerial Economics, P. L. Mehta, Sultan Chand & Sons, New Delhi
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 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.
Suggested Readings:

- Bhagavati & Pillai: Management Accounting
- S.P. Gupta: Management Accounting, Sahitya Bhavan
- Gokul Sinha: Financial Statement Analysis, PHI, 2009
- Jawaharlal: Accounting for Management, HPH,2008

MBCI - 4 - Business Legislations


Suggested Readings:
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 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:
4. Raman & Singh – Business Communications- Oxford University Press
5. Diwan & Aggarwal Business Communication Excel
6. Communication Skills, Sanjay Kumar, Oxford University Press
8. Baugh, Frayer & Thomas How to write first class Business Correspondence-Viva Books.

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

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, Team-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

Suggested Readings:
2. Human resource Management -Garry Dessler & Biju Varkkey- Pearson
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 – 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.


Suggested Readings:

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:


**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:**


**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 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:
3. Cost Accounting Theory and Practice, Bhahatosh Banerjee, PHI
4. Cases In Management Accounting & Control System, Allen, Pearson

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.


Suggested Readings :
SEMESTER III

MBCIII - 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.


Suggested Readings:

5. Global Strategic management – Kamel Mellahi, J. George Flynas, Paul Finlay Publication-Oxford University Press, New Delhi.
SEMESTER IV

MBCIV - 1 – Business Ethics & Corporate Governance


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:

2. Ethics in Business & Management - R. P. Banerjee (Himalaya Publication)
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:

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 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
MBFIII - 1 – Project Management


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 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:


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.


Suggested Readings:

1. International Business – Subba Rao, Himalaya Publications
2. International Business – R.M. Joshi, Oxford University Press
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
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
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


Suggested Readings:

1. Successful Sales Promotion – Choudhry, Elliot & Toop (Orient Longman)
2. Sales Management – Still, Cundiffs, Govani (Pearson)
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?; Consumer 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:

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
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

CORE GROUP – B – FINANCIAL MANAGEMENT

Paper 1
MBEIII - 11 – Corporate Financial Management


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.


Suggested Readings:

2. Financial Management: Problems and Solutions, Ravi Kishore, Taxmann, New Delhi

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, multitstage 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-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
4. Financial Management: Problems and Solutions, Ravi Kishore, Taxmann, New Delhi
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, PFRA 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
4. Financial Management: Problems and Solutions, Ravi Kishore, Taxmann, New Delhi

**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:


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


Suggested Readings:

1. Tapomoy Deb, Performance appraisal and management- concepts, antecedents and implications, Excel Books
2. Herman Aguinis, Performance Management, Pearson Publication

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


Suggested Readings:
1. Mamoria Gankar Dynamics of IR, Himalaya Publishing House
2. B.D. Singh Industrial Relations & Labour Legislations, Excel Publications.
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


Suggested Readings:
1. Logistics and Supply Chain Management, MacMillan 2003, 1st Edition

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 2Xn and mX2 games by graphical approach, Solution of mXn 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:**

3. N.D. Vohra, Quantitative Techniques in Management: (3rd 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.


**Suggested Readings:**

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 documentation, 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

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 Manoher, University Science
3. Management & their Technology, Dinesh Tomar, Neha Publishers and distributors
4. Introduction to Management in the hospitality industry, Clayton Barrows, Power and Reynolds, John Willy & 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


**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
8. Hospital Information Systems - The Next Generation, Velde, Rudi Van de Springer Verlag, 1992
9. Health Information In India, Central Bureau of Health Intelligence, Ministry of Health & Family Welfare, Govt. Of India, New Delhi