

**BHARTI UNIVERSITY
DURG (C.G.)**

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SCHEME & SYLLABUS

Of

Master of Business Administration Semester Exam

Under the

FACULTY OF BUSINESS ADMINISTRATION

(Approved by Board of Studies)

Effective from Nov. 2021

Proposed Marking Scheme & Curriculum of Master of Business Administration

SEMESTER – I

Subject Code	Subject Name	Duration	University Examination	Internal Assessment	Total Marks
M-101	Management Concept & Practices	3 Hrs	70	30	100
M-102	Statistical Methods for Business Decision	3 Hrs	70	30	100
M-103	Managerial Economics	3 Hrs	70	30	100
M-104	Business Communication	3 Hrs	70	30	100
M-105	International Business Environment	3 Hrs	70	30	100
M- 106	Accounting for Managers	3 Hrs	70	30	100
M-107	Computer Lab & Viva	3 Hrs	70	30	100
Total Marks					700

SEMESTER – II

Subject Code	Subject Name	Duration	University Examination	Internal Assessment	Total Marks
M- 201	Organisational Behaviour	3 Hrs	70	30	100
M- 202	Human Resource Management	3 Hrs	70	30	100
M- 203	Financial Management	3 Hrs	70	30	100
M- 204	Marketing Management	3 Hrs	70	30	100
M- 205	Research Methodology	3 Hrs	70	30	100
M-206	Operation Management	3 Hrs	70	30	100
M- 207	Research Report & Viva	3 Hrs	70	30	100
Total Marks					700

Semester – III

Subject Code	Subject Name	Duration	University Examination	Internal Assessment	Total Marks
M- 301	Corporate Strategic Management	3 Hrs	70	30	100
M- 302	Banking & Insurance in India	3 Hrs	70	30	100
M- 303	Management Information System & Decision Support System	3 Hrs	70	30	100
M- 304	Specialization – 1, Paper – I	3 Hrs	70	30	100
M- 305	Specialization – 1, Paper – II	3 Hrs	70	30	100
M-306	Specialization – 2, Paper – I	3 Hrs	70	30	100
M-307	Specialization – 2, Paper - II	3 Hrs	70	30	100
Total Marks					700

Semester – IV

Subject Code	Subject Name	Duration	University Examination	Internal Assessment	Total Marks
M- 401	Innovation & Technology in Business Organization	3 Hrs	70	30	100
M- 402	Entrepreneurship Development & Management	3 Hrs	70	30	100
M- 403	Specialization – 1, Paper - III	3 Hrs	70	30	100
M- 404	Specialization – 1, Paper – IV	3 Hrs	70	30	100
M- 405	Specialization – 2, Paper - III	3 Hrs	70	30	100
M- 406	Specialization – 2, Paper - IV	3 Hrs	70	30	100
M-407	Compressive Viva	3 Hrs	70	30	100
Total Marks					700

SYLLABUS
Bharti University, Durg (C.G.)

First Semester

Total Marks: 100
Internal Assessment: 30 Marks

Minimum Pass Marks: 35%
University Examination: 70 Marks

Management Concept & Practices (M- 101)

Objectives: The objective of this paper are to help the students gain understanding of the functions and responsibilities of the manager, provide them tools and techniques to be used in the performance of managerial job, and enable them to analyse and understand the environment of the organization.

Examination Scheme:

The faculty member will award marks out of a maximum of 30 marks for the internal performance of the student. The semester examination of this paper will be 70 marks. The examination paper will include question and/or case study(s) from each unit. It will have two section A and B. Section A, worth 60 marks will consist of five theory questions, out of which student will be required to attempt any three questions, and section B will comprise of one or more case(s), worth 10 marks.

Course Contents

UNIT I

Concept of Management: Functions and Responsibilities, Fayol's Principles of Management, Development of Management Thought: Scientific Management Movement, Administrative Movement, Human Relation Movement, Decision Science Movement, System Movement, Contingency Management.

UNIT II

Planning: Concepts, Objectives, Goals Components and Steps involved in the Planning, the Planning Process, Principles of Planning, Types of Planning, Advantages and Limitations of Planning.

UNIT III

Concept & Nature of Objectives: Types of Objectives, Importance of Objectives, Setting Objectives, Management by Objectives (MBO), Benefits and Weakness of MBO.

UNIT IV

Strategies and Policies: Concept of Corporate Strategy, Formulation of Strategy, Types of Strategies, the strategic Planning Process, the TOWS Matrix, the Portfolio Matrix, Three Generic Competitive strategies by Porter, effective Implementation of Strategies, Types of Policies, Principles of Formulation of Policies, Decision-Making Process, individual Decision-Making Models.

UNIT V

Organising: Nature and Purpose of Organising, Basis of Departmentation, Span of Management, Determinants of Span of Management, Line and Staff Relationship and their Conflicts, Decentralization and their methods.

Controlling: Concept and process of Control, Control Techniques, Human Aspects of control, Feedback System, Feed forward Control, Use of Computer for Controlling and Decion-Making.

TEXT BOOKS

1. John R. Schermerhorn, JR., *Management*, Wiley India, 10th edition, 2006
2. Stephen P. Robbins, *Organization Theory, Structure, Design and Application*, PHI, New Delhi, 2005.
3. Stoner and Freeman, *Management*, Prentice Hall, N. Delhi.

REFERENCE BOOKS

1. Harold Koontz, O' Donnell Wechrich, *Principles of Management*, McGraw Hill, New York.
2. Peter F. Drucker, *The Practice of Management*, Allied Publishers.
3. Chuck Williams, Chinmay Kulshrestha, "MGMT- A South Asian Prospective, 4LTR series" Cengage Learning, India Edition.

SUGGESTED READINGS

4. Massie, Essentials of Management, AITBS, New Delhi.
5. Terry and Franklin, Principles of Management, AITBS, New Delhi.
6. Agrawal, R.D. Organization and Management- TMH, New Delhi
7. Harold Koontz, et.al., Management, McGraw Hill, New York
8. Robbins and Dinzo, Fundamentals of Management, 2002, Pearson India.

Statistical Methods for Business Decision (M-102)

Total Marks: 100
Internal Assessment: 30 Marks

Minimum Pass Marks: 35%
University Examination: 70 Marks

Objectives: Objectives of this paper are to equip the students with mathematical and statistical techniques and their application to business problems. The emphasis will be on the concepts and application rather than derivations.

Examination Scheme:

The faculty member will award marks out of a maximum of 30 marks for the internal performance of the student. Consisting of two section A and B. Section A, worth 45 marks will consist of five theory questions, out of which student will be required to attempt any three questions. Section B, and section B will comprise of one or more case(s), worth 25 marks.

Course Contents

UNIT I

Introduction to Statistics: Meaning and Definition of Statistics, Scope and Limitations of Statistics, Role of Statistics in Management Decision, Introduction to Measurement of Central Tendency and Variations.

UNIT II

Probability Theory and Probability Distributions: Concepts, additive, multiplicative, conditional probability rules, Baye's Theorem, Binomial, Poisson and Normal distributions- their characteristics and applications.

UNIT III

Time Series: Time series and its Components, analysis, Models of Time Series, Methods of studying Components of Time Series: Measurements of Seasonal variations (Simple average, trend, and moving average method) Measurement of cyclic variations (residual method).

UNIT IV

Correlation & Regression: Correlation (Karl Pearson's and Spearman's Coefficient), Method of computing simple correlation and regression.

UNIT V

Testing of Hypothesis: Hypothesis Testing and statistical inference (Introduction to methodology and Types of errors) introduction to sample tests for univariate and bivariate analysis using normal distribution, f-test, t-test, z-test and chi square test.

TEXT BOOKS

1. D.N. Elhance, Fundamentals of statistics, Kitab Mahal.
2. Suranjan Saha, Practical Business Mathematics and Statistics, TMH.
3. Basic Business Mathematics: Sultan Chand and Sons, New Delhi
4. Richard I. Levin and David S. Rubin, Statistics for Management (Seventh Edition), Prentice Hall of India, New Delhi.

REFERENCE BOOKS

1. Gupta, S. P. and Gupta, M.P, Business Statistics, Sultan Chand and Sons, New Delhi, 1997.
2. Kapoor, V. K., Essentials of Mathematics for Business and Economics, Sultan Chand and Sons, New Delhi, 199.
3. Kazmier, L. J and Pohl, N. F, Basic Statistics for Business and Economics, McGraw Hill, New York.
4. Black, Business Statistics for Contemporary Decision Making, 5ed, ISV, John Wiley.

SUGGESTED READINGS

1. Elhance D.N., Fundamentals of Statistics, Kitabmahal.
2. Hooda R.P., Statistics, Macmillan
3. S.M. Shukla and S.P.Sahai, Statistics (Sahitya Bhavan Publication).

Managerial Economics (M-103)

Total Marks: 100

Internal Assessment: 30 Marks

Minimum Pass Marks: 35%

University Examination: 70 Marks

Objectives: Objectives of this paper are to equip the students with economical concepts with managerial aspects and economic tools and techniques and their application to understand the importance of economic principles in business organizations.

Examination Scheme:

The faculty member will award marks out of a maximum of 30 marks for the internal performance of the student. The semester examination of this paper will be 70 marks. Consisting of two section A and B. Section A, worth 45 marks will consist of five theory questions, out of which student will be required to attempt any three questions. Section B, worth 25 marks will have one or two case(s) and out of which a student will be attempt as per.

Course Contents

UNIT I

Nature and Scope of Managerial Economics, Fundamental Concepts in Managerial Economics, Nature and Concept of Profit and Theories of Profit.

UNIT II

Theory of Demand, Law & Nature of Demand, Demand Determinants, Demand Forecasting, Demand Function, Elasticity of Demand, Supply, Law of Supply, Nature of Supply and Equilibrium.

UNIT III

Cost analysis: Incremental cost, opportunity cost and marginal cost, short and Long run costs function. Production analysis: Production function, Returns to scale, Input-Output Analysis.

UNIT IV

Price-output decisions under different market conditions: Perfect and Imperfect market.
Market structure: Monopoly, Oligopoly and Duopoly, Monopolistic Competition, Non-Price Competition, Price Discrimination, Product Differentiation.

UNIT V

Trade Cycle, Economic Forecasting for business: Concepts of GNP, GDP, Inflation, WPI, CPI Unemployment, Concept and Measurement of National Income: Foreign exchange market, Balance of payments.

TEXT BOOKS

1. Damodaran, "Managerial Economics", OUP, 2006.
2. Boyes, The New Managerial Economics (Indian Adaptation), 2005 Edition, Wiley Publication, New Delhi.
3. D.N. Dwivedi, Managerial Economics, Vikas Publication, New Delhi.

REFERENCE BOOKS

1. Truett & Truett, "Managerial Economics", John Wiley & Sons, 8th edition, Singapore, 2004.
2. Samuelson & Nordhus, "Economics", Tata McGraw-Hill Edition, 16e, New Delhi, 1998
3. Petersen, Lewis and Jain, "Managerial Economics", Pearson Education, New Delhi, 2006.

SUGGESTED READINGS

1. Adhikary, M. Business Economics., New Delhi, Excel Books.
2. Baumol, W.J. Economic Theory and Operations Analysis, New Delhi, Prentice Hall Inc.
3. Chopra, O.P., Managerial Economics, New Delhi, Tata Mcgraw Hill.
4. Keat Paul G & Philips K.Y. Young, Managerial Economics, Prentice Hall, New Jersey.
5. Koutsoyiannis, A. Modern Micro Economics, New York, Macmillan.
6. Sloman, J., Economics for Business, 3rd Edition, Pearson Education.

7. Paul, G. Keat, Managerial Economics: Economic Tools for Today Decision Maker, 6th Edition, Pearson Education.
8. Abel, A.B., Beranake, B.S., Macroeconomics, 7th Edition, Pearson Education.
9. Mehta, P.L., Analysis, Problems and Cases, Sultan Chand and Sons, New Delhi
10. Hirschey, Managerial Economics, Cengage

Business Communication (M-104)

Total Marks: 100
Internal Assessment: 30 Marks

Minimum Pass Marks: 35%
University Examination: 70 Marks

Objectives: The objectives of this paper are to help the students acquire the basic of interpersonal communication and public speaking, so as to improve his communication skills and ability to understand others.

Examination Scheme:

The faculty member will award marks out of a maximum of 30 marks for the internal performance of the student. University Examination consists of two sections A and B. Section A, worth 60 marks will consist of five theory questions, out of which student will be required to attempt any three questions. Section B will comprise one or more cases(s) worth 10 marks.

Course Contents

UNIT I

Introduction: Defining Communication, Process of Communication, Communication Model, and Objective of Communication, Principles of Effective Communication, Importance of Business Communication, and Importance of Feedback.

UNIT II

Factors Affecting Communication: Perception and reality, physical, Mechanical and Psychological Barriers to Communication, Effective Listening- Types and Essentials of Effective Listening, Channels.

Types and Forms of Communication: Verbal, Non-Verbal, Formal, Informal, Internal, External and Communication Networks.

UNIT III

Designing for Effective Communication: Understanding the Composition Process, Defining the Purpose, Analyzing the Audience, Establishing the main idea, Selecting the

Appropriate Channel and Medium, Transactional Analysis.

UNIT IV

Fundamental of Business Writing: Construction of clear paragraph, letters, good news, Neutral Situations, Indirectness in Bad News, dealing with print and electronic media.

UNIT V

Reports and Proposal: Using Reports and Proposals as Business Tools, Completing and writing reports and proposals. Resume writing,

Suggested Readings:

1. Ober Newman, Communicating in Business, Cengage Learning, 2015.
2. P. Subba Rao, B.Anita Kumar, C.Hima Bindu, Business Communication, Cengage Learning India. Pvt. Ltd. 2012.
3. Rebecca Moore Howaward, Writing Matters, 3e, Mc Graw Hill Education, 2018.
4. Jeff Butterfield, Soft Skills for Everyone, Cengage Learning, 2017.
5. Rajendra Pal, J S Korlahahi, Essentials of Business Communication, Sultan Chand & Sons, New Delhi,2013.
6. Sailesh Sen Gupta, Business and Managerial Communication, PHI,2011.
7. Elevate english , Mc Graw Hill, www.ellevateenglish.com

International Business Environment (M-105)

Total Marks: 100
Internal Assessment: 30 Marks

Minimum Pass Marks: 35%
University Examination: 70 Marks

Objectives: The objectives of this paper are to help the studies acquire the basic of Business Environment at International Level and governments roles and regulations about international trade, so as to improve their knowledge regarding International Business Environment and ability to understand business policies at this level.

Examination Scheme:

The faculty member will award marks out of a maximum of 30 marks for the internal performance of the student. University Examination consists of two section A and B. Section A, worth 60 marks will consist of five theory questions, out of which student will be required to attempt any three questions. Section B will comprise one or more caes(s) worth 10 marks.

UNIT I

International Business: an overview-type of international business; the external Environment; the economic and political environment, the human cultural environment; Influence on trade and investment patterns; recent world trade and foreign investment-trends, country risk.

UNIT II

Balance of payment accounts and macroeconomic management; theories and institutions; trade and investment; govt. influence on trade and investment.

UNIT III

World financial environment-tariff and non-tariff barriers, forex market mechanism, exchange rate determination.

UNIT IV

Regional blocks and trading agreements' global competitiveness; global competition,

HRD development, social responsibility; world economic growth and physical environment.

UNIT V

Eurocurrency market; international institution (IMF, IBRD, IFC, IDA, MIGA) NBFC's and stock markets.

Accounting for Managers (M-106)

Total Marks: 100
Internal Assessment: 30 Marks

Minimum Pass Marks: 35%
University Examination: 70 Marks

Objectives: The objectives of this paper are to help the students acquire the basic of Accounting rules and its role on business decision-making, so as to improve their knowledge regarding importance of accounting in business organization and ability to understand basics of accounting and its impact on subsidiaries business functions.

Examination Scheme:

The faculty member will award marks out of a maximum of 30 marks for the internal performance of the student. University Examination consists of two section A and B. Section A, worth 45 marks will consist of five theory questions, out of which student will be required to attempt any three questions. Section B will comprise one or more numerical/ practical/case(s) worth 25 marks.

UNIT I

Introduction to Accounting: Meaning of Accounting, Concepts, Conventions, Concept of Double Entry System of Accounting, Rules for Debit and Credit Entries, Types of Accounts, Journalizing the Transactions, Posting Entries in Ledger Accounts, Triple Column Cash Book, Preparation of Trial Balance.

UNIT II

Preparation of Final Accounts: Differentiation between Capital and Revenue Expenditure and Receipt, Trading Account, Profit and Loss Account, Balance Sheet, Adjustment Entries

UNIT III

Depreciation: Concept of Depreciation, WDV and SLM Methods, Retrospective Effect.

UNIT IV

Introduction to Cost Accounting: Nature, Role, Scope, Concept of Cost centre and Cost Units, Classification of Cost by Nature and Behaviors, Concept of Cost Centre and Cost Unit, Understanding Difference Between Cost Reduction and Control, Concept of Cost Statement or Cost Sheet, Total Cost Management.

Service Costing: Concept and Nature of Service Costing, Transport Costing, Power House Costing, Canteen Costing. (Theory only)

UNIT V

Budgeting: Concept of Budgeting Control, Objective and Functions of Budgeting, Fixed and Flexible Budgeting, Types of Budget; Production Budget, Total Operating Budget and its Constituents, Cost of Goods Sold Budget, Administrative Expenses Budget, Sales Budget, Selling Expenses Budget, Cash Budget, Zero Based Budget.

Cost Analysis for Decision Making: Make or Buy Decisions, Accept or Reject Decisions, Sell or Process Further Decision, Replace or Retain Decision, Operate or Shutdown Decision. (Theory only).

Computer Lab & Viva (M-106)

Total Marks: 100

Minimum Pass Marks: 35%

**Internal Assessment: 30 Marks
Marks**

University Examination: 70

Objectives: The objectives of this paper are to help the students acquire the basic of Accounting rules and its role on business decision-making, so as to improve their knowledge regarding importance of accounting in business organization and ability to understand basics of accounting and its impact on subsidiaries business functions.

Examination Scheme: The faculty member will award marks out of a maximum of 30 marks for the internal performance of the student. University Examination consists of two section A and B. Section A, worth 45 marks will consist of five theory questions, out of which student will be required to attempt any three questions. Section B will comprise one or more projects/ assignments related to below mentioned syllabus worth 25 marks.

COURSE CONTENTS

UNIT I

Computers: An Introduction to computers; Elements of a Computer System; Generations of Computers and Computer Languages; Personal Computers in Business.

UNIT II

Hardware Fundamentals: Peripheral devices and their classification; Storage devices; Computer Architecture, Operating Systems and its types; Basic DOS, Unix, Linux and Windows Operating System.

UNIT III

Introduction to MS-Office: Working with MS-word, MS-Power-point, MS-Excel, SQL and MS-Access Database: Select, insert, create, update and delete commands, Introduction to Networking: Exposure to LAN topology and protocols.

UNIT IV

Concept of Internet, Browser and Search Engine; Creating HTML documents: Basic formatting in HTML, inserting, hyperlinks, tables, list, marquee etc.

UNIT V

Application of Computers in Business: E-Commerce (for example e-ticketing, e-billing, e-payments etc.), Accounting and finance, and M-Commerce etc.

SUGGESTED READINGS

1. David, Van Over, Foundations of Business Systems, Forth Worth, Dryden 1992
2. Summer, M. Computers Concepts and Uses, 2nd ed. Englewood Cliffs, PHI publication.
3. Estrada, Susan Connecting to the Internet, Sebastopol, CA O'Reilly 1993.
4. Eliason, A.L On-Line Business Computer Applications, Chicago, Science Research Association.
5. John, Moss Jones, Automating Mangers: the implications of Information Technology for Managers. London, Printer.

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Semester Two

Organisational Behaviour (M-201)

Total Marks: 100

Internal Assessment: 30 Marks

Minimum Pass Marks: 35%

University Examination: 70 Marks

Objective: Objective of this course is to help students to understand Individual, Groups and Organisational Behaviour in business entity, so that students improve their understanding and enhance their knowledge regarding human behaviour exists in organisation.

Examination Scheme:

The faculty member will award marks out of a maximum of 40 marks for the internal performance of the student. The semester examination will be worth 60 marks. It will have two sections A and B. Section A, worth 45 marks will consist of five theory questions, out of which students will be required to attempt three questions. Section B will comprise one or more case(s) worth 15 marks.

Course Contents:

UNIT I

Foundations of Individual and Organizational Behaviour: OB Models, Personality-Determinants and Attributes, Values, Job Attitudes, Learning and Learning Theories, Perception – Meaning, Process, Factors affecting Perception and Cognitive Dissonance theory, Hawthorne Studies Motivation: Needs, Contents and Processes; Maslow's Hierarchy of Needs, Herzberg's Two Factor theory, ERG theory, Vroom's Expectancy theory, Reinforcement theory and Behaviour Modification.

UNIT II

Foundations of Group Behaviour: Defining and Classifying Groups, Group Structure and Processes, Process of Group formation, Group Decision Making, Group v/s Team, Team Effectiveness, and Decision Making. Leadership: Trait theories, Behavioural theories-- Ohio State Studies, Michigan Studies, and Managerial Grid. Contingency theories-- Fiedler's Model, Hersey and Blanchard's Situational theory, Leader-Member Exchange theory, Path Goal theory, Charismatic Leadership.

UNIT III

Conflict: Intra-individual Conflict, Interpersonal Conflict, Intergroup Conflict, Organizational Conflict, Transitions in Conflict Thought, Functional versus Dysfunctional Conflict, Conflict Process, Conflict Management Techniques.

UNIT IV

Organizational Change and Stress Management: forces of Change, Resistance to Change, and Lewin's Three-Step Model, Stress Management-Potential Sources, Consequences and Coping Strategies for Stress.

UNIT V

Quality of work life (QWL) – Concept, Benefits and difficulties of QWL, Strategies for improving QWL. Organizational Culture: Definition, Uniform Cultures, Relevance of Culture, Creating and Sustaining Culture, How Employees Learn Culture.

TEXT READINGS:

1. Stephen P. Robbins (2000). Organizational Behaviour: Concepts, Controversies, and Applications, New Delhi, Prentice Hall, 9th Edition.
2. Fred Luthans (1998). Organizational Behaviour, New York, McGraw Hill, 8th Edition.
3. Bill Scott (1995). The Skills of Communications, Jaico Publications, Bombay.
4. John W. Newstrom and Keith Davis (1993). Organizational Behaviour: Human Behaviour at Work, New Delhi, Tata McGraw Hill.

SUGGESTED READINGS:

1. Upinder Dhar and Santosh Dhar (2002). Case Method in Management Education: Text and Illustrations, Excel, New Delhi.

Human Resource Management (M-202)

Total Marks: 100
Internal Assessment: 30 Marks

Minimum Pass Marks: 35%
University Examination: 70 Marks

Objectives: The objectives of this course are to help the students develop an understanding of the dimensions of the management of human resources, with particular reference to HRM policies and practices in India. Attention will also be paid to help them develop their communication and decision making skills through case, role plays etc.

Examination Scheme:

The faculty member will award marks out of a maximum of 30 marks for the internal performance of the student. Consisting of two section A and B. Section A, worth 60 marks will consist of five theory questions, out of which student will be required to attempt any three questions. Section B will comprise one or more case(s) worth 10 marks.

Course Contents

UNIT I

The Field of HRM: An Overview, concept and Functions, Personnel to HRM, ASTD HRM Model.

Acquisition Human Resource: Objectives, policies and Process of Human Resource Planning, Human Resource Planning in Evolving Small and Entrepreneurial Organisation, Job analysis, Job Description, Job specification, Job Design (Nature of Job Design, characteristics, reengineering, using teams in jobs, advantages and disadvantages of team jobs, consequences of Job design), Recruitment, Promotion and Transfer.

UNIT II

The Human Resource Organisation: Structure of Human Resource Management, Role and Responsibilities of the Human Resource selection, induction, placement department (Administrative, Operational and strategic Role of HR). **Human Resource Policies:**

Formulation and essentials of sound HR Policies.

UNIT III

Development of Human Resource: training and Development, Evaluation of Training and performance appraisal ()

UNIT IV

Fundamental of Business Writing: Construction of clear paragraph, letters, good news, Neutral Situations, Indirectness in Bad News, dealing with print and electronic media.

UNIT V

Reports and Proposal: Using Reports and Proposals as Business Tools, Completing and writing reports and proposals. Resume writing,

Suggested Readings:

1. Gary Dessler, Biju Varkkey, Human Resource Management, 4e, Pearson 2017.
2. Robert L. Mathis, John H. Jackson, Manas Ranjan Tripathy, Human Resource Management, Cengage Learning 2016.
3. Uday Kumar Haldar, Juthika Sarkar, Human Resource Management, Oxford University Press 2013.
4. K. Aswathappa, Human Resource Management, Text and Cases, TMH, 2011.
5. Sharon Pande and Swapnalekha Basak, Human Resource Management, Text and Cases, ,
6. Vikas Publishing , 2e, 2015.
7. Biswajeet Pattanayak, Human Resource Management, 5e, 2018.

Financial Management (M-203)

Total Marks: 100
Internal Assessment: 30 Marks

Minimum Pass Marks: 35%
University Examination: 70 Marks

OBJECTIVE: The objectives of this course is to provide are to help the students learn the concepts, tools and skills of financial analysis, financial management, and application in the efficient marketing as well as conduct of business.

Examination Scheme:

The faculty member will award marks out of a maximum of 40 marks for the internal performance of the student. The Semester Examination will be worth 60 marks. It will have two Section, A and B. Section A, worth 24 marks will comprise of four theory questions out of which a student will be required to attempt any two questions. Section B worth 36 marks will contain five practical/numerical problems and / or Cases out of which a student will be required to attempt any three questions. The questions should be more related on decision making.

Course Contents:

UNIT I

Introduction: Concept, Nature, Scope, and Objective of Financial Management, Finance Functions, Sources of Finance.

UNIT II

Ratio Analysis: Liquidity, Activity, Profitability and Leverage Ratios. Interpretation of ratios.

UNIT III

Break Even Analysis: Concept of Break Even Analysis, Contribution Analysis and Segment Contribution and Their use in Profit Planning. Leverage Analysis: Operating Financial and Combined Leverages. Management Usages of These Leverages.

UNIT IV

Cost of Capital: Concept of Capital Structure, Cost of Debt, Cost of preference Share Capital Cost of Equity Share Capital, Weighted Average Cost of Capital.

UNIT V

Capital Budgeting: Time value of money, Non Discounted Cash Flow Methods; Pay Back Method, Average Rate of Return, Discounted Cash Flow Methods; Net Present Value Method, Internal Rate of Return Method, Discounted Pay Back Method, Profitability Index.

Working Capital: Concept, Need and Determinants, Cash Management, Receivable Management. (Theory Only)

TEXT READINGS:

2. Brigham & Ehrhardt, 'Financial Management', Cengage Learning, 2009
3. I.M.Pandey, "Financial Management", New Delhi: Vikas Publication House, 9th Ed., 2005.
3. M.Y.Khan & P.K.Jain, "Financial Management", Delhi: Tata Mc Graw Hill, 5TH Edition 2008.
4. Sharma & Gupta, "Financial Management", Kalyani Publication, 4th Edu, 2003

SUGGESTED READINGS:

5. Prasanna Chandra, " Financial Management", New Delhi: Tata Mc Graw Hill, 7th Edu, 2008
6. R.P.Rastogi, "Graded Problems and Solutions in Financial Management", Galgotia Publication, New Delhi, 5th Edition 2000.
7. Ravi M Kishore, "Financial Management", Taxmann, 6th Edu, 2008.

Marketing Management (M-204)

Total Marks: 100
Internal Assessment: 30 Marks

Minimum Pass Marks: 35%
University Examination: 70 Marks

Objective: The objectives of this course is to provide are to help the students learn the concepts, tools and skills of financial analysis, financial management, and application in the efficient marketing as well as conduct of business.

Examination Scheme:

The faculty member will award marks out of a maximum of 40 marks for the internal performance of the student. The Semester Examination will be worth 60 marks. It will have two Section, A and B. Section A, worth 24 marks will comprise of four theory questions out of which a student will be required to attempt any two questions. Section B worth 36 marks will contain five practical/numerical problems and /or Cases out of which a student will be required to attempt any three questions. The questions should be more related on decision making.

UNIT -I

Introduction to marketing: Nature, scope, core concepts, tasks of marketing management, and corporate orientation towards marketplace; marketing environment; marketing research and information system; developing marketing strategy and plan; ethical issues in marketing.

UNIT -II

Understanding consumer and business markets: Consumer buying decision process in consumer and business markets; building customer value, satisfaction and loyalty; managing customer relations; Market segmentation, targeting and positioning approaches to deal with market competition; tools of product differentiation.

UNIT -III

Product and pricing decisions: Product life cycle, product mix and product line

decisions, new product development process; branding, packaging and labelling decisions; pricing objectives, determinants of price, pricing methods and strategies.

UNIT -IV

Promotion and distribution decisions: Promotion mix - Advertising and sales promotion; public relations; personal selling; Direct Marketing; Channels of distribution: functions of intermediaries, channel design decisions, selecting channel members, channel management; wholesaling and retailing.

UNIT -V

Contemporary marketing trends and issues: Globalization, consumerism, green marketing, digital marketing; evaluation and control of marketing effort; reasons for and benefits of going international; entry strategies in international marketing.

Recommended Readings:

1. Kotler Philip and Keller; Marketing Management, Pearson Education, New Delhi.
2. Kotler, Philip, Kevin Keller, A. Koshy and M. Jha, Marketing Management in South Asian Perspective, Pearson Education, New Delhi.
3. Kerin, Hartley, Berkowitz and Rudelius, Marketing, TMH, New Delhi.
4. Etzel, Michael J, Marketing: Concepts and Cases, TMH, New Delhi.
5. Dhunna, Mukesh, Marketing Management – Text and Cases, Wisdom Publications, New Delhi.
6. Capon, Noel and Singh Siddharth; Managing Marketing-An Applied Approach, Wiley Publications, New Delhi

Research Methodology (M-205)

Total Marks: 100
Internal Assessment: 30 Marks

Minimum Pass Marks: 35%
University Examination: 70 Marks

Objective: The objectives of the course are to equip the students with the concept and methods of Research and their methodology with business situation and application of such research methods. The students will be able to find our research problem in business organisation and according to problem they can draft of research plan, research design and carry out business research using scientific methods and prepare research report(s)/ paper(s).

Examination Scheme:

The faculty member will award marks out of a maximum of 30 marks for the internal performance of the student. The semester examination of this paper will be 70 marks. The examination paper will include question and/or case study(s) from each unit. It will have two section A and B. Section A, worth 60 marks will consist of five theory questions, out of which student will be required to attempt any three questions, and section B will comprise of one or more case(s), worth 10 marks.

Course Contents:

UNIT I

Introduction: Meaning, Types, Role and objectives of business research, types of research, research process: Overview, problems encountered by researcher.

UNIT II

Research Design: Selecting research problem, defining research problem, need for research design, features of a good research design and different research designs (exploratory, descriptive, experimental and diagnostic research, hypothesis testing).

UNIT III

Sampling Theory: Objectives and Principles of Sampling, Types of Sampling, Sampling

and Non-Sampling Errors.

UNIT IV

Data Collection and Analysis: Primary and Secondary Data, data collection methods, application of statistical tools like; Regression, Factor Analysis, Cluster Analysis, Perceptual Mapping, Multidimensional Scaling, Discriminate and Conjoint Analysis.

UNIT V

Measurement of Scaling Concepts: Measurement in research, measurement scales, sources of errors in measurement, Techniques of developing measurement tools, classification and testing (reliability and validity) scales, Designing questionnaires and interviews.

Interpretations and Report Writing: Meaning of interpretation, techniques of Interpretation, precautions in interpretation, significance of report writing, steps in report writing, layout of report and precautions in writing research reports.

TEXT READINGS:

1. William G. Zikmund, Business Research Methods, Orlando: Dryden Press.
2. C. William Emory and Cooper R. Donald (1991). Business Research Methods, Boston, Irwin, 4th Edition.
3. Fred N Kerlinger, Foundations of Behavioural Research, New Delhi: Surjeet Publications.

SUGGESTED READINGS:

1. David Nachmias and Chava Nachmias, Research Methods in the Social Sciences, New York: St.Marlia's Press.
2. C. R. Kothari, Research Methodology: Methods and techniques, New Delhi: Vishwa Prakashan.

Operation Management (M- 206)

Total Marks: 100
Internal Assessment: 30 Marks

Minimum Pass Marks: 35%
University Examination: 70 Marks

Objective: The objective of this paper is to help the students understand the concepts of production function, inventory control, quality control, purchasing and materials management, and application of technical models and techniques for solving production problems.

Examination Scheme:

The faculty member will award marks out of a maximum of 30 marks for the internal performance of the student. The semester examination will be worth 70 marks. It will have two Sections, A and B. Section A, worth 45 marks, will consist of four theory questions out of which student will be required to attempt any three questions. Section B, worth 25 marks will have three numerical problem(s)/practical problem(s)/Case(s) out of which a student will be required to attempt any two questions.

COURSE CONTENTS:

UNIT I

Introduction to Production and Operations Management: Nature of Production/ Operations Management, Production Function and Its Environment, Functions of Production/Operations Manager, Organization of Production Function.

UNIT II

Facilities Planning: Product Selection and Design, Service Design, Process and Technology Selection, Location of Manufacturing/ Service Facility, Layout of Manufacturing/Service Facility, Layout Design.

UNIT III

Resources Requirement Planning: Capacity Planning, Machines and Labour Planning (Computations of Number of Machines and Number of Workers) and Learning Curve

Application.

Production Planning and Control: Aggregate Production Planning, Materials Requirement Planning – I, II and III. Operations Scheduling and Production Activity Control for Mass Manufacturing.

UNIT IV

Quality Control: Quality Control Function, Acceptance Sampling, Quality Circles, Quality Improvements, Introduction to Six Sigma Quality Concept and Its Role in Quality Management, Preventive and Breakdown Maintenance.

UNIT V

Materials Management: Management in Relation to Materials: Meaning, Definition, Areas, Objectives, Importance, Role of Materials Manager, Integrated Materials Management, Materials Planning, Materials Identification, Codification and Standardization

Purchasing Management: Organization, Principles, Procedures and Systems, Sourcing: Factors Affecting Selection of Sources, Vendor Evaluation Methods, Negotiation and Buyer-Seller Relations, Inventory: Importance and Scope, Selective Inventory Control, Cost Concept in Inventory, Types of Inventory Problems, Inventory Control Models, And Economic Order Quantity.

TEXT READINGS:

1. R. Panerselvam. Production and Operations Management, New Delhi, Prentice Hall of India Publications, 2000.
2. S.N.Chary, Cases and Problems in Production and Operations Management, New Delhi, Tata McGraw Hill Publications, 5th Edition, 2000.
3. Joseph G. Monks, Operations Management, New York, McGraw Hill Publications, 1996.
4. Donald W. Dobler, Lamer Lee Jr. and David N. Burt, Purchasing and Materials Management, New Delhi, Tata Mc Graw Hill, 4th Edition, 1994.

SUGGESTED READINGS:

2. James R. Evans, David R. Anderson, Dennis J. Sweeney and Thomas A. Williams, Applied Production and Operations Management, New York, West Publishing Company, first Edition, 1985.
3. Elwood S. Buffa and Rakesh K. Sarin, Modern Production, Operations Management, Singapore, John Wiley and Sons, 8th Edition, 1994.
4. Everett E. Adam Jr. and R.J. Ebert, Production and Operations Management, New Delhi, Prentice Hall of India Publications, 2000.
5. P. Gopal krishnan and M. Sundaresan, Materials Management: Integrated Approach, New Delhi, Prentice Hall of India, 1996.
6. Richard B Chase and Nicholas J. Aquilano, Production and Operations Management: Manufacturing and Services, Chicago, Irwin, 1996.

Research Report & Viva (M- 207)

OBJECTIVES: Students have to select empirical topics for their research projects in consultations with the faculty members in their Institute. The projects will be conducted in groups of two (minimum) and three (maximum). Students are required to submit a report on their empirical topics. Students' projects will be examined through a presentation or viva voce by an external examiner and an internal examiner.

Bharti University, Durg (C.G.)

Semester Three

Strategic Management (M-301)

Total Marks: 100
Internal Assessment: 30 Marks

Minimum Pass Marks: 35%
University Examination: 70 Marks

Objectives: The objective of this course is to develop a holistic perspective of enterprise, critical from the point of view of the top executives and Strategic orientation in conduct of the business. Students will be able to understand strategic Management Concepts, Tools and Techniques for Strategic analysis, Strategic Evaluation, Control and strategies for competing in global market.

Examination Scheme:

The faculty member will award marks out of a maximum of 30 marks for the internal performance of the student. The semester examination will be worth 70 marks. It will have two Sections, A and B. Section A, worth 45 marks, will consist of four theory questions out of which student will be required to attempt any three questions. Section B, worth 25 marks will have three numerical problem(s)/practical problem(s)/Case(s) out of which a student will be required to attempt any two questions.

Course Contents:

UNIT I

Introduction - Concepts in Strategic Management, Strategic Management Process, develop a strategic vision, Mission, Objectives, and Policies – Factors that shape a company's strategy, Environmental Scanning: Industry and Competitive Analysis – Methods, Evaluating company resources and competitive capabilities– SWOT Analysis– Value Chain Analysis and Competitive advantage.

UNIT II

Tools and Techniques for Strategic Analysis - Porter's Five Force Model, BCG Matrix, GE Model, TOWS Matrix, IE Matrix, The Grand Strategy Matrix. Market Life Cycle Model – and Organizational Learning, Impact Matrix and the Experience Curve, Generic

Strategies- Strategy Formulation - Types of Strategies – offensive strategy, defensive strategy, Exit and entry barriers - Tailoring strategy to fit specific industry and company situations.

UNIT III

Strategy Implementation: Strategy and Structure, Strategy and Leadership, Strategy and culture connection - Operational zing and institutionalizing strategy - Strategies for competing in Global markets and internet economy - Organizational Values and their impact on Strategy – Resource Allocation as a vital part of strategy – Planning systems for implementation.

UNIT IV

Turnaround and Diversification Strategies: Turnaround strategy - Management of Strategic Change, strategies for Mergers, Acquisitions, Takeovers and Joint Ventures, Alliances and cooperative - Diversification Strategy: firms diversify different types of diversification strategies, the concept of core competence, strategies and competitive advantage in diversified companies and its evaluation, International Strategies.

UNIT V

Strategy Evaluation and control – Establishing strategic controls for measuring performance – appropriate measures- Role of the strategist – using qualitative and quantitative benchmarking to evaluate performance - strategic information systems – problems in measuring performance – Guidelines for proper control- Strategic surveillance -strategic audit - Strategy and Corporate Evaluation and feedback in the Indian and international context.

TEXT BOOKS

1. Thompson & Arthur A and Others, Crafting and Executing Strategy, Tata McGraw Hill, 14th ed. 2006
2. Pankaj Ghemawat: Strategy & The Business Landscape, Pearson Education Asia
3. T. Wheelen and K. Rangarajan, "Concepts in Strategic Management and Business Policy", Pearson Education

4. Johnson & Scholes : Exploring Corporate Strategy 4th Prentice Hall India
5. Grant, Contemporary Strategic Management Case Studies, 6ed, Wiley Publications.

REFERENCE BOOKS

1. F.R. David, "Strategic Management", Pearson Education
2. Kazmi, Business Policy & Strategic Management 2nd Tata McGraw Hill
3. Budhiraja S D, Athreya M B , Cases In Strategic management , Tata McGraw Hill

SUGGESTED READINGS

1. Hitt & Ireland et al., Strategic Management: A South Asian Perspective, Cengage Learning, 9e, 2013.
2. Gregory Dess and G.T. Lumpkin: Strategic Management – Creating Competitive Advantage, TMH, 2009.
3. Mason A.Carpenter, Wm Gerard Sanders, Prashant Salwan: Strategic Management A
4. Dynamic Perspective, Pearson, 2e, 2017
5. V.S.P. Rao, V. Hari Krishna; Strategic Management, 1e, Excel Books, 2012
6. Adrian & Alison, Strategic Management: Theory & Applications, Oxford University Press, 2010.
7. S K Sarangi, Modern Strategic Management, Everest Publishing, 2012.

Management Information System & Decision Support System (M-302)

Total Marks: 100

Internal Assessment: 30 Marks

Minimum Pass Marks: 35%

University Examination: 70 Marks

Objectives: The objective of this course is to develop the basic understanding of the management information systems and decision support systems used in organizations.

Examination Scheme:

The faculty member will award marks out of a maximum of 30 marks for the internal performance of the student. The semester examination will be worth 70 marks. It will have two Sections, A and B. Section A, worth 45 marks, will consist of four theory questions out of which student will be required to attempt any three questions. Section B, worth 25 marks will have three numerical problem(s)/practical problem(s)/Case(s) out of which a student will be required to attempt any two questions.

COURSE CONTENTS:

UNIT I

Introduction to Information Technology (IT), Advantages /Disadvantages of IT, Difference from Computer science (CS), Brief introduction to Database management systems (DBMS) and various data models (Relational, Hierarchical, Network). Concept of 2-Tier and 3- Tier architecture, System analysis and design (software development life cycle).

UNIT II

Management Information systems (MIS), classification of MIS, need of MIS, Transaction processing system (TPS), office automation system (OAS), Executive support system (ESS).

UNIT III

Decision support system (DSS), Expert system (ES), Functional applications of TPS, OAS, MIS, DSS, ESS and ES in the organization.

UNIT IV

Designing MIS with software solutions (Case study for a Banking enterprise), characteristics and functions of MIS and DSS, component of MIS and DSS, capability of DSS, classification of DSS; Simon's Model for decision making.

UNIT V

How Business use Information Systems; Strategic Information Systems for Competitive Advantage; Achieving Operational Excellence and Customer Intimacy; Contemporary Issues in Information Systems.

TEXT BOOKS

1. Turban, Mclean, Wetherbe; Information Technology for Management, Transforming Organizations in the Digital Economy, Wiley Singapore Edition, 4th Edition (2004)
2. Gordon, B.Davis and Margrethe H.Olson; Management Information Systems: Conceptual Foundations, Structure and Development, McGraw-Hill, New York, 1985.
3. Mohapatra, Cases in Management Information Systems, ISBN: 978-81-203-3614-8, PHI.

REFERENCE BOOKS

1. Laudon & Laudon, Management information Systems, Pearson Education, 10th Edition (2007)
2. O' Brien, James, Management Information Systems: Managing Information Technology in the Internet worked Enterprise, Tata McGraw Hill, 5th Edition (2002).

SUGGESTED READINGS

1. Laudon, Kenneth C, & Jane P.Laudon, Management Information System: Organisation and Technology, PHI Publication.
2. Narayan B. Management Information System, APH, New Delhi 1998.
3. Senn, James A., Analysis and Design of Information Systems, McGraw Hill Publication.
4. Applegate Lynda M., et. al., Corporate Information Systems Management: Text and Cases, McGraw Hill, New York, 1999.

5. Malcolm Pettu, *Introducing Information System Management*, Baldwin Publications, London, 1990.
6. Mensching James R., & Dennis A. Adams, *Managing an Information System*, Prentice Hall, New Jersey, 1990.

Bharti University, Durg (C.G.)

Semester Four

Business Legislation (M-401)

Total Marks: 100

Internal Assessment: 30 Marks

Minimum Pass Marks: 35%

University Examination: 70 Marks

OBJECTIVE: The objective of the course is to impart basic knowledge of the important business Legislation along with relevant case law.

Examination Scheme:

The faculty member will award marks out of a maximum of 30 marks for the internal performance of the student. The semester examination will be worth 70 marks. It will have two Sections, A and B. Section A, worth 45 marks, will consist of four theory questions out of which student will be required to attempt any three questions. Section B, worth 25 marks will have three Case(s) out of which a student will be required to attempt any two questions.

Course Content:

UNIT-1:

The Indian Contract Act, 1872 – General Principle of Law of Contract

Contract – meaning, characteristics and kinds, Essentials of a valid contract - Offer and acceptance, consideration, contractual capacity, free consent, legality of objects, Void agreements, Discharge of a contract – modes of discharge, breach and remedies against breach of contract, Contingent contracts, Quasi - contracts Accounting for the issue, Forfeited and redemption of shares and debentures.

UNIT-2:

The Indian Contract Act, 1872 – Specific Contract

Contract of Indemnity and Guarantee, Contract of Bailment, Contract of Agency

UNIT-3:

The Sale of Goods Act, 1930

Contract of sale, meaning and difference between sale and agreement to sell, Conditions

and warranties, Transfer of ownership in goods including sale by a non-owner, Performance of contract of sale, Unpaid seller – meaning, rights of an unpaid seller against the goods and the buyer.

UNIT-4:

Partnership Law

A) The Partnership Act, 1932; Nature and Characteristics of Partnership, Registration of a Partnership Firms, Types of Partners, Rights and Duties of Partners, Implied Authority of a Partner, Incoming and outgoing Partners, Mode of Dissolution of Partnership

B) The Limited Liability Partnership Act, 2008; Salient Features of LLP, Differences between LLP and Partnership, LLP and Company, LLP Agreement, Partners and Designated Partners, Incorporation Document, Incorporation by Registration, Partners and their Relationship

UNIT- 5:

The Negotiable Instrument Act, 1881

Meaning, Characteristics, and Types of Negotiable Instruments: Promissory Note, Bill of Exchange, Cheque, Holder and Holder in Due Course, Privileges of Holder in Due Course, Negotiation: Types of Endorsements, Crossing of Cheque, Bouncing of Cheque.

TEXT BOOKS

1. Awatar Singh, “Principles of Mercantile Law” Eastern Book Company 2006
2. Shaikh Saleem, “ Business Environment ,” Pearson, 2006.
3. Kapoor, N.D.; Mercantile Law, Sultan Chand and Sons, New Delhi, 1992.

REFERENCE BOOKS

1. P.C. Tripathi, Industrial Relations and Labour Laws, Sultan Chand and Sons, Delhi.

SUGGESTIONS READINGS

1. A.K. Majumdar, G.K. Kapoor, Company Law, Taxmann’s, New Delhi.

2. Madan; Principles of Law, Progressive Corporation, New Delhi, 1989.
3. Shukla, M.C.; Manual of Mercantile Law, Sultan Chand, New Delhi, 1986.
4. Gulshan, S. S. and G. K. Kapoor; Business Laws, New Age International, New Delhi, 1998.
5. S.K.Tuteja: Business Law for Managers, Sultan Chand New Delhi
6. K.R. Bulchandani, Business Law for Management, Himalaya Publishing House, New Delhi.
7. Rama Gopal, Business Legislation, New Age Publishing.

Entrepreneurship Development & Management (B-402)

Total Marks: 100

Internal Assessment: 30 Marks

Minimum Pass Marks: 35%

University Examination: 70 Marks

OBJECTIVE

It provides exposure to the students to the entrepreneurial culture and industrial growth so as to preparing them to set up and manage their own small units.

UNIT – I

Introduction: The entrepreneur, Definition, Emergence of entrepreneurial class, theories of entrepreneurship, Role of Socio-Economic environment, Characteristics.

UNIT – II

Promotion of a Venture, Opportunities Analysis, External environmental analysis economic, social and technological, Competitive factors, Legal requirement for establishment of a new unit, Raising of funds, venture capital sources and documentation required.

UNIT – III

Entrepreneurial Behaviour, Innovation and entrepreneur, Entrepreneurial behavior, and Psycho-Theories, Social responsibility.

UNIT – IV

Entrepreneurial Development Programme (EDP), Their Role, Relavance and achievement, Role of Government to Organizing EDPs, Critical evaluation.

UNIT – V

Role of Entrepreneur, Role of entrepreneur in economic growth as innovator, generation of employment opportunities, complementing and supplementing economic growth, bringing about social stability and balanced regional development of industries, Role of export promotion and import substitution, forex earning and augmenting and meeting local demand.

Suggested Readings:

1. D F Kuratko and T V Rao, Entrepreneurship- A South-Asian Perspective, Cengage Learning, 2012.
2. Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd, Entrepreneurship, Mc Graw Hill, 2018.
3. Bruce R. Barringer/ R.Duane Ireland, Entrepreneurship Successfully launching new ventures, 4e, Pearson, 2015.
4. Stuart Read, Effectual Entrepreneurship, Routledge, 2013.
5. Rajeev Roy, Entrepreneurship, 2e, Oxford publications, 2012.
6. Nandan .H, Fundamentals of Entrepreneurship, PHI, 2013

Comprehensive Viva- Voce (M-407)

Comprehensive viva will be related to all the subjects studied in the previous semesters by the students. The viva will be taken by an external examiner.

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Elective (Specialization) Papers (Students have to select any two papers from any two Electives in semester III and Semester IV according to their Choice)

Human Resource Management

1. Management of Industrial Relations
2. Management Training and Development
3. International Human Resource Management
4. Compensation Management

Financial Management

1. Security Analysis and Investment Management
2. Corporate Risk Management
3. Working of Stock Exchanges
4. International Financial Management

Marketing Management

1. Consumer Behaviour
2. Sales & Distribution Management
3. Service Marketing
4. International Marketing

Entrepreneurship

1. MSME Management
2. Digital Marketing Management
3. Entrepreneurship Finance
4. Entrepreneurship Marketing

Elective I- Human Resource Management
Paper I- Management of Industrial Relations

UNIT-I

Industrial relations-concepts, evolution, significance, perspectives and organization; Anatomy of industrial relations; industrial relations and the state; Trade unions :concept, significance, types, approaches and objectives, Problems of trade unions in India and recommendations of national commission on labour for strengthening of trade unions.

UNIT-II

Collective bargaining: concept, importance and process of bargaining; participative management: Forms of workers' participative management in India; tripartite and bipartite bodies; standing orders and grievance procedure; code of discipline.

UNIT-III

Trade union act-1948, Industrial Disputes Act-1947, Industrial disputes: conciliation, arbitration, adjudication, Payment of wages act-1936, Minimum wages act-1948.

UNIT-IV

Modern and international scenario of industrial relations: Industrial relations and technological change; Industrial relations and HRD; ILO and industrial relations; legal framework of Industrial relations; industrial relations systems in India, UK, USA and Japan.

Recommended Readings:

1. PRN Sinha and I.B Sinha, Industrial Relations, Trade Union and Labor Legislation, Pearson Education.
2. Bhattacharya Dipak Kumar, "Human Resource planning", Excel Books.
3. Srivastava, M.P. "Human Resource Planning: Approaches, Needs, Assessment and Priorities in Manpower Planning", Manak Publications, Pvt. Limited, New Delhi.
4. Belcourt, Monica & J. McBey, Kenneth "Strategic Human Resource Planning", Cengage Learning India.
5. Srivastava, M.P. "Human Resource Planning", Institute of Applied Manpower Research, New Delhi.

Elective I- Human Resource Management

PAPER II- Management Training and Development

Course Objective: To understand the concept of Learning with emphasis on training and Development and its role in organizational Development. Students will be able to understand a) the importance of Learning performance b) Training and Development c) Training Need Analysis d) Training Methods

UNIT I

Introduction to Learning: Concepts of Learning, Phases in Learning, Learning theories - Reinforcement theory, Social learning Theory, Goal theories, need theories, expectancy theory, Adult Learning theory Information Processing Theory, The Learning Process, The Learning Cycle, Instructional emphasis for learning outcomes.

UNIT II

Training Strategy and Designing Training: The evolution of Training's Role, Strategic Training and development Process, Training needs in different strategies, Models of Training Department. Training needs Assessment, Reasons for planned training. Designing the training program, developing the group and the climate, Trainers and training styles, Evaluating training and Follow-on support.

UNIT III

Training methods - Traditional methods- Presentation methods, Hands-on methods, Group Building Methods, e-learning and use of technology in training- Technology influence on training and learning, Technology and multimedia, computer- based training, developing effective online learning, blended learning, mobile technology and training methods, technologies for training Administration.

UNIT IV

Development: Employee development, Essential ingredients of Management Development, Strategy and Development, Approaches to Employee Development – Formal education, Assessment, Job experiences, Interpersonal Relationships, the

development Planning Process, company's strategies for providing development, e-learning and employee development. Electronic MDPs.

UNIT V

Contemporary issues in Training and Development: Orientation training, diversity training, sexual harassment training, team-training, cross functional teams, cross cultural training, training for talent management and competency mapping. Career Management, career management systems, Career paths, Coping with career breaks, Training for virtual work arrangements.

Suggested Readings:

1. Raymond A Noe, Amitabh Deo Kodwani, Employee Training and Development, McGraw Hill, 7e, 2019.
2. Rolf Lynton, Uday Pareek, Training for Development, Sage, 2012.
3. P. Nick Blanchard, James W. Thacker, A. Anand Ram, Effective Training, 4e, Pearson, 2012.
4. Jean Barbazette - Training Needs Assessment: Methods, Tools, and Techniques- Wiley,2014
5. G. Pandu Naik, Training and Development, Excel Books,2011.
6. Steve W.J. Kozlowski, Eduardo Salas, Learning, Training, and Development in Organizations, Routledge, 2010.

Elective I- Human Resource Management
Paper III- International Human Resource Management

Course Objective: To understand the growing significance of international Human Relations management in the context of Global workforce. Students will be to understand a) Cultural aspects of IHRM b) Role of IHRM in Successful MNC c) Global human Resource Planning d) Training and development of Global employees e) Performance Management of Global employees.

Course Content:

Unit – 1

Introduction and Overview- Global Market Context-Key Perspective in Global Workforce Management - **Cultural Foundations of International Human resource Management-** Understanding culture-Major models of National Culture- final Caveats on Culture and Global Workforce Management- **Changes and challenges in the Global Labor Market-** Globalization- Technological Advancement- change in labour force Demographics and Migration-Emerging on the contingent workforce- Offshore sourcing-global workforce Management challenges.

Unit - II

The key role on International HRM in Successful MNC Strategy-Knowledge Transfer- Global Leadership training and Development-Strategic Control Needs- Competitive strategy of Multinational corporations-Structuring for Optimal global Performances- Linking Human Resource management practices to Competitive Strategy and Organization Structure-Paradigm Shift of international Human Resource Management form contingency model to Process Development.

Unit - III

Global Human Resource Planning – From strategy to Decision about work Demand and labour supply External Environment Scanning- Job Design for Meeting global Strategy work demand HR planning for the Long term-**Global Staffing:** General Actors Affecting Global Staffing-Global Recruitment of Human Resources-Global selection of Human Resources.

Unit – IV

Global Workforce Training and Development: Strategic role of Training and Development in the global Market Place- Fundamental concepts and principles for Guiding global Training and Development- Training imperative for the global workforce- **Managing International Assignments-** Expatriate Preparation, Foreign Assignment and Repatriation-International Assignments considerations for Special Expatriates-New and Flexible International Assignments.

Unit – V

Global workforce performance Management: Performing Management Process- Important consideration for Global Performance Management-Planning and Implementing Global Performance Appraisal- **Compensation for a Global workforce-** Managing Compensation on a global Scale: Fundamental Practices-Key compensation for Expatriates, HCN's and TNC's – **Global Employee Relations-** current ER issues- Influence of MNC's and Union on Global ER.

Suggested Readings:

1. Charles M Vance and Yongsunpaik, Managing Global Work force, PHI, 2009.
2. Mark E. Mendenhall, Gary R. Oddou, Gunter K.Stahl, Reading and Cases in International
3. Human Resource Management, Routledge, Fourth Edition, 2007.
4. Tony Edwards and Chris Rees: International Human Resource Management, Pearson, 2009.
5. S.C. Gupta, International Human Resource Management, Trinity, 2e, 2017.
6. Nilanjan Sengupta, Mousumi S. Bhattacharya, Excel Books, 2007.
7. Peter Dowling, International Human Resource Management: Managing People in Multinational Context, 5e, Thomson, 2008.
8. S. K. Bhatia, International Human Resource Management, Deep & Deep Publications, 2005.

Elective I- Human Resource Management

Paper IV- Compensation Management

OBJECTIVES: This course is designed to promote understanding of issues related to the compensation or rewarding human resources in the corporate sector, public services and other forms or organizations and to impart skills in designing, analyzing and restructuring reward management systems, policies and strategies.

COURSE CONTENTS

UNIT I

Overview of compensation: Meaning, Importance of compensation, Elements of compensation, Factors influencing Effective compensation, Compensation process, Designing Compensation System, Strategic Compensation System. Wage concepts: Minimum, Fair and Living wage; Compensation Philosophies, Conceptual and theoretical understanding of economic theory.

UNIT II

Employee satisfaction and motivational issues in Compensation; Executive Compensation; Differentials; Internal and External Equity in Compensation system.

UNIT III

Performance management framework: Definition and coverage, reason for undertaking PM, PM Process, Diagnosis and Bench marking, Setting Performance standards, Performance measurement, Review of performance, Rewarding Performance through Financial and Non-Financial aspects. Understanding different components of compensation packages like fringe benefits, perks, incentives and retirement plans.

UNIT IV

Laws relating to Workmen Compensation: Workmen's compensation Act, Minimum Wages act, Payment of Wages act, Payment of bonus act, Provident fund act, Equal Remuneration Act.

UNIT V

Institution/machineries related to Reward system: Wage boards, pay commission. Government, public and private sector compensation, Wage and productivity: Concepts and regulations.

TEXT BOOKS

1. Bhattacharya, Compensation Management, ISBN: 9780195698374, Oxford University Press
2. P.R.N.Sinha, "Industrial Relations, Trade Unions & labor Legislations", Pearson Education.
3. P.S. Rao, "Personnel & Human Resource Management", Himalaya Publishing house.
4. Kanchan Bhatia, "Compensation Management", Himalaya Publication House, ISBN 978-93-5024-437-1, 1st Edition, 2011.

REFERENCE BOOKS

1. C.B. Memoria. "Dynamic of Industrial Relations in India" Himalaya Publishing House
2. Performance Appraisal And Compensation Management: A Modern Approach, Dewakar Goel, PHI
3. Strategic Compensation: A Human Resource Management Approach, 6/e, Joe Martocchio, Pearson Education
4. Compensation Management in a Knowledge - based World, 10/e, Richard I. Henderson, Pearson Education
5. Compensation Management and Labour Legislation, Dr. A M Sharma, Himalaya Publishing House
6. Compensation, George Milkovich, Jerry Newman, C S Venkataratnam, TMH

Elective II Financial Management

Paper I- Security Analysis and Investment Management

OBJECTIVES The aim of this subject is to impart knowledge to students regarding the theory and practice of security analysis and portfolio management.

UNIT I

Introduction to Indian Stock Market, scope and features of an investment program, investment risk, interest risk, market risk, inflation risk, default risk, systematic and unsystematic risk, and problems related to risk and return.

UNIT II

Technical Analysis: Dow Theory, Elliot wave principle, efficient market hypothesis, equity evaluation and bond evaluation. Fundamental Analysis: Analysis of Company, Industry and Economy.

UNIT III

Company analysis: Study of financials, estimation of intrinsic value, and obstacles in the way of analyst.

Industry analysis: Past sales and earnings performance, performance of industry, attitude of government, labor and competitive conditions, stock price relative to earnings, industry cycle and other sources for industry analysis.

Economic analysis: Anticipatory surveys, barometric approach, econometric model building, opportunistic model building.

UNIT IV

Portfolio utility theory and indifference curves. Markowitz Portfolio selection model: The specific model, corner portfolios, dominance principle. Portfolio of two risky securities, three security portfolio. Relationship between leveraged and unleveraged portfolio.

UNIT V

Sharpe single index model, Capital asset pricing model, factor models. Portfolio investment process: Selection, execution, revision and performance evaluation.

TEXT BOOKS

1. Reilly Frank K and Keith C. Brown, Investment Analysis and Portfolio Management, 8th edition, Thomson Learning, 2007.

REFERENCE BOOKS

1. D.E.Fisher and R.J. Jordan Security Analysis and Portfolio Management, Prentice Hall/ Pearson Edu., 6th Edition, 1995
2. Rusell J. fuller & James L. Farrell – Modern Investment & Security analysis - McGraw Hill, International Ed.
3. J.C. Francis, Investments: Analysis and management, 5th Ed., 1991, McGraw Hill, Singapore
4. M.Ranganatham & R. Madhumathi: Investment Analysis & Portfolio Management, Pearson Education.
5. Pandian P. Security Analysis & portfolio management 1ed, Vikas Publication house pvt ltd

Elective II Financial Management
Paper II- Corporate Risk Management

OBJECTIVES The objective of this course is to equip students with the knowledge of Measures for Management of various types of Corporate Risks.

COURSE CONTENTS

UNIT I

Introduction of Corporate Risk Management: Risk and return to investor and for companies, Risk Management Approaches, “ Plain Vanilla Products”, Use of Financial Products to hedge Risk, Exotic Options and Structured Deals; Concept of Greeks in Corporate Risk Management: Delta, Gamma, Vega, Theta, Rho, Calculation of Greeks, Taylor Series Expansions, Hedging Exotics, Scenario Analysis;

UNIT II

Interest Rate Risk: Measuring Interest Rate, Zero Rates, Forward Rates, Treasury Rates, LIBOR and Swap Rates, Application to Portfolio, Interest Rate Deltas, Principal component Analysis Numerical Problems. Volatility: Meaning, Implied Volatility, Estimation of Volatility, Exponentially Weighted Moving Average Model, GARCH Model, Maximum Likelihood Model, Forecasting Future Volatility Basel II: Basel II Norms, Credit Risk Capital, Operational Risk, Supervisory Review, Market Discipline VaR Measure: Meaning, VaR versus Expected Shortfall, Properties of Risk Measure, Parameters, Marginal VaR, Incremental VaR and component VaR, Back Testing, Stress Testing.

UNIT III

Market Corporate Risk Management: Meaning, Historical Simulation Approach, Accuracy, Extension, Extreme Value Theory, Application, Model Building Approach, Linear Model, Application of Linear Model, Linear Model and Options, Quadratic Model, Monte Carlo Simulation, Comparison of Historical Simulation Approach with Model Building Approach.

UNIT IV

Credit Corporate Risk Management: Meaning, Default Probabilities(DP), Estimation of DP through Bond Prices and Equity Prices, Estimation of Credit Losses, Credit Risk Mitigation, Credit VaR Vasicek's Model, Credit risk Plus, Credit Metrics, Interpretation of Credit Correlations, Credit Default Swaps and their Valuation(CDS), Basket CDS, Collateralized Debt Obligations (CDO), Valuation of Basket CDS and CDO.

UNIT V

Operational Corporate Risk Management: Meaning, Categorization of Operational Risks, Loss Severity, Loss Frequency, Forward Looking Approaches, Allocation of Operational Risk Capital, Power Law, Insurance, Sarbanes Oxley, Model Risk and Liquidity Risk: Meaning, Models in Finance, Models for Non-Linear Products, Models for Actively Traded Products, Models For Structured Products, Detecting Model Problems, Traditional View of Liquidity Risk, Liquidity Black Holes, Liquidity versus Profitability.

SUGGESTED READINGS

1. IIBF: Risk Management, Macmillan India Ltd.
2. John C.Hull: Risk Management and Financial Institutions, Pearson Education
3. Tony Merna, Dr. Faisal F. Al-Thani: Corporate Risk Management
4. Dorfman, Introduction to Risk Management and Insurance, 9th ed., ISBN: 978-81-203-3913-2, PHI

Elective II Financial Management
Paper III- Working of Stock Exchanges

OBJECTIVES The aim of this paper is to help students understand the functioning of stock markets and various financial instruments involved in stock markets.

COURSE CONTENTS

UNIT I

Introduction to the course and review of the basics of financial instruments and markets, roles played by the market and the institutions, Introduction to the trading industry, depository and its functions, trading of securities in the secondary markets, brokers, etc

UNIT II

Design and structure of the market, order and order properties, clearing and settlement, risk management and surveillance, grievance settlement. Functioning of the primary markets, initial public offers, book building process. Debt markets, instruments and their features, participants and institutions, trading, primary and secondary markets.

UNIT III

The theory and concepts of stock market indices need for indices, index construction, calculation of index values, index composition. What mutual funds & hedge funds do and how they function, the types of mutual funds, requirements, regulations, pricing, loads, and net asset values.

UNIT IV

Derivative instruments and their characteristics, futures, options, trading, the functioning and regulation of the derivatives market. What are exchange-traded funds, characteristics, formation, trading, and advantages. Regulations pertaining to the capital markets: stock exchanges, brokers. Securities and exchange board of India (SEBI), corporate governance, insider trading, executive compensation and other related concepts.

UNIT V

Market microstructure, impact costs, liquidity and the roles played by various players, empirical studies on the Indian markets, Brief history, important events, stock market scams, Sensex peaks & troughs.

TEXT BOOKS

1. Machiraju H.R, The Workings of Stock Exchanges in India, New Age International (P) Ltd, Second Edition, 2000.

REFERENCE BOOKS

1. Fabozzi F.J., Modigliani F., Jones F. J., Ferri M. G., Foundations of Financial Markets and Institutions, Third Edition, Pearson Education (Asia), 2002.
2. Harris Larry, Trading and Exchanges – Market Microstructure for Practitioners, Oxford University Press, 2003.
3. Thomas Susan (Editor), Derivatives Markets in India 2003, Tata McGraw Hill, 2003.
4. Weiss David M, After the Trade is Made – Processing Securities Transactions, Prentice Hall of India Second Edition, 1997.
5. Pathak, Bharati V., Indian Financial System, Pearson Education, New Delhi, 2006.

Elective II Financial Management
PAPER V- International Financial Management

OBJECTIVES The objective of this course is to give students and in-depth knowledge of the working of International financial markets.

COURSE CONTENTS

UNIT I

International financial environment: Why study international finance, finance function in global context.

International monetary system: Introduction, exchange rate regimes, international monetary fund (IMF), international liquidity and special drawing rights, economic and monetary union (EMU).

UNIT II

The foreign exchange market: Structure, types of transactions, and settlement dates, spot rate quotations, mechanics of interbank trading, arbitrage in spot market (two point and three point arbitrage).

Forward quotations: Outright forward quotations, discounts and premium in forward market, option forward, short date and broken date forward contracts, forecasting foreign exchange rate.

Exchange rate determination: Purchasing power parity theory, Interest rate parity (Covered and uncovered interest parity), international Fischer effect.

UNIT III

Currency forward and futures contract: Introduction, major features, futures trading process, future price quotations, hedging an exposure with futures, speculation with currency futures (open position trading, spread trading).

Currency options: Introduction, option terminology, price quotations, option terminology, elementary option strategies, using option for hedging, valuation of options.

UNIT IV

Introduction to currency and interest rate swaps, interest rate futures and interest rate options. Greeks.

Nature and management of exposure and risk: Introduction, nature of exposure and risk, risk management process, classification of foreign exchange exposure and risk.

UNIT V

Measurement of exposure and risk: Price and quantity effects of exchange rate changes, assessing operating exposure (Scenario approach, coping with operating exposure).

Managing transaction exposure: Internal hedging strategies (leading, lagging, netting and matching).

TEXT BOOKS

1. Prakash G. Apte; International Financial Management, Tata McGraw-Hill Publishing Company Ltd., NeDelhi, 2002.
2. Bhattacharya, Working Capital Management—Strategies and Techniques, 2nd ed., ISBN: 978-81-203-3636-0, PHI

REFERENCE BOOKS

1. Maurice D. Levi, International Finance, McGraw-Hill Inc., New York, Third Edition, 1996
2. Cheol S. Eun and Bruce G. Resnik, International Financial Management, Tata McGraw-Hill Publishing Company Limited, New Delhi, Second Edition, 2002
3. Johns Evans, International Finance, The Dryden Press, New York, 1992.
4. Alan C Shapiro, Multinational Financial Management, John Wiley & Sons, Inc., New York, Sixth Edition, 2001.
5. O' Brien, International Finance, 2/E, ISBN: 9780195690231, Oxford University Press.

Elective III- Marketing Management

Paper I- Consumer Behavior

COURSE OBJECTIVE:

The objectives of this course are to help students gain an understanding of Consumer Behaviour and their applications.

EXAMINATION SCHEME:

The faculty member will award marks out of a maximum of 40 marks for the internal performance of the student. The semester examination, carrying 60 marks will have two sections A & B. Section A, worth 45 marks will have five theory questions. Section B carrying 15 marks will have one or more case(s).

COURSE CONTENTS:

UNIT I

Understanding Consumer Behaviour: Defining consumer behaviour, need for Consumer Behaviour, Understanding Consumer through research process, Consumer behaviour in a world of economic instability, Rural Consumer Behaviour, Consumer Segmentation, Targeting and Positioning, Segmentation & Branding, Rural Markets.

UNIT II

Environmental Influences on Consumer behaviour: Influence of Culture, Sub Culture, Social Class, Social Group, Family and Personality, Cross-Cultural Consumer Behaviour.

UNIT III

Consumer as an Individual: Personality and Self-concept, Consumer Motivation, Consumer Perception, Consumer Attitudes and Changing Attitudes, Consumer Learning and Information Processing.

UNIT IV

Consumer Decision Making Processes: Problem Recognition, Search and Evaluation, Purchasing processes, Post purchase behaviour, Models of Consumer decision making,

Consumers and the diffusion of Innovations.

UNIT V

Consumerism and Ethics: Roots of Consumerism, Consumer Safety, Consumer Information, Consumer Responsibilities, Marketer responses to consumer issues, Marketing Ethics towards Consumers.

TEXT READINGS:

1. Leon G. Schiffman and Lustic Lazar Kanuk (1995). Consumer Behaviour, Prentice Hall, 6th Edition.
2. William L. Wilkie (1994). Consumer Behaviour, John Wiley and Sons, New York, 3rd Edition.
3. Dish Sheth, Banwari Mittal and Bruce I. Newman (1999). Consumer Behaviour and Beyond.

SUGGESTED READINGS:

1. David I. Loudon and Albert J.Della Bitta, 4e, Mc Graw Hill, 2011.
2. Leon G. Schiffman, Leslie lazer Kanuk, S. Ramesh Kumar, 10e, Pearson, 2011.
3. Satish Batra, SHH kazmi, Consumer Behaviour-Text and Cases, 2e, Excel Books, 2011.
4. Kardes, Cline, Cronley, Consumer Behaviour-Science and Practice, Cengage Learning, 2012.
5. S. Ramesh kumar, Consumer Behaviour and Branding, Pearson, 2013.
6. Dheeraj Sharma, Jagadish Deth, Banwari Mittal, Consumer Behaviour – A managerial Perspective, Cengage Learning, 2015. James F.Engel, Roger D.Blackwell, and Paul W.Miniard (1990). Consumer Behaviour,
7. Dryden Press, Chicago, 6th Edition.
8. David L. Loudon and Albert J. Della Biita (1993). Consumer Behaviour, McGraw Hill, 4th Edition.
9. Suja R.Nair (2001). Consumer Behaviour, New Delhi, Himalaya Publishing House, 1stEdition.

Elective III- Marketing Management

Paper II- Advertising & Sales Management

Course Objective: To understand Advertising, Sales Management and Sales Personnel, the role of Distribution Channels and enabling them to manage Channel Institutions. Student will be able to understand the importance of Sales Management, Sales Planning and Budgeting and need for distribution channels and managing them.

Course Content:

Unit – I

Advertising: Concept, Evolution, Promotion Mix, Importance and Functions of Advertising, Role of Advertising, AIDA model, Types of Advertising, Advertising Plan, DAGMAR Approach, Visualization of Advertising Layout – Functions, Principles, Elements of a layout.

Unit – II

Advertising Media: Types of Media – Print, Electronic, Other Media – Merits and Demerits of each media, Media Planning – frequency, reach and outcome, Appeals, Setting Advertising Objectives, Advertising Message, Advertising Budget, Evaluation of Advertising Effectiveness – Methods, and Regulation of Advertising in India – Misleading and deceptive advertising.

Unit – III

Sales Management: Importance, types of Selling, difference between Selling and Marketing, Sales Activities, Selling Skills, Selling Strategies, Selling Process, Sales Planning Process, Sales Forecasting Methods, Sales Budgeting Process. Sales Force Management - Recruitment and selection, training, sales force motivation, compensation, sales force control and evaluation.

Unit – IV

Sales Promotion: Concepts, need, objectives, Personal Selling vs. Advertising, Types of Sales Promotion, Sales Promotion Strategies - Sales Promotion and Product Life Cycle, Cross Promotion, Surrogate Selling, Bait and Switch advertising, Ethical and legal

aspects of sales promotion.

Unit – V

Sales Distribution: Distribution Channels, Need for Channels, Channel Intermediaries and Functions, Channel Structure, Channel for consumer products, business and industrial products, alternative channel, Channels for Rural Markets, channel Strategy Decisions. Designing, Motivating and Evaluating Channel Members, Managing Retailers, Wholesalers, Franchisers, Managing Conflict - reasons for Channel Conflicts, Managing International Channel of Distribution, Ethical issues in Sales and Distribution Management

Suggested Readings:

1. Terence A. Shimp, J. Craig Andrews, Advertising, Promotion, and other aspects of Integrated Marketing Communications, 9e, Cengage, 2016
2. Jaishri Jethwaney, Shruti Jain, Advertising Management, Oxford, 2015
3. Richard R Still, Edward W Cundiff, Norman A P Govoni, Sales and Distribution Management, 5e, Pearson, 2011
4. Ramendra Singh, Sales and Distribution Management: A Practice-Based Approach, 1e, Vikas, 2016
5. K. Sridhara Bhat, Sales and Distribution Management, 1e, HPH, 2011.
6. S.A. Chunawalla, Sales and Distribution Management, 3e, HPH. 2012
7. George E.Belch, Michel E.Belch, Keyoor Purani, Advertising and Promotion: An integrated marketing communication Perspective, Mc Graw Hill, 9e, 2017.

Elective III- Marketing Management

Paper III- SERVICE MARKETING

OBJECTIVE: The objectives of the course are to expose students to the nature of industrial and service markets and develop abilities to help them apply marketing concepts in these markets.

EXAMINATION SCHEME:

The faculty member will award marks out of a maximum of 40 marks for the internal performance of the student. The Semester Examination, carrying 60 marks will have two Sections, A and B. Section A, worth 45 marks, will have five theory questions, out of which students will be required to attempt three questions. Section B, worth 15 marks, will have one or more cases.

COURSE CONTENTS:

1. Services: Service Sector and Economic Growth, Service Concept, Characteristics and Classification of Service, Challenges in Service Marketing.
2. Strategic Issues in Service Marketing: Segmentation, Differentiation and Positioning of Services.
3. Marketing Mix in Services Marketing: Product, Price, Place, Promotion, People, Physical Evidences and Process Decisions.
4. Designing a Service Strategy: Service Management Process; Internal, External and Interactive marketing strategies.
5. Managing Service quality and Productivity: Concept, Dimensions and process; service quality models (Gronnos and Parsuraman) Application and Limitations, Productivity in Services.
6. Applications of Service Marketing: Marketing of Financial, Hospitality, Health, Educational and Professional Services, Marketing for Non-Profit Organizations and NGOs.

TEXT READINGS:

1. Christopher H. Lovelock (1996). Services Marketing, New Delhi: Prentice Hall of

India, 3rd Edition.

SUGGESTED READINGS:

1. Ravi Shankar (1998). Services Marketing, New Delhi, Global Press, 2nd Edition.
2. V. A. Zeithamal and M. J. Bitner (2002). Service Marketing: Integrating Customer Across the Firm, McGraw Hill.

Elective III- Marketing Management

Paper IV- International Marketing

COURSE OBJECTIVE:

The objectives of this course are to help the student to gain an understanding of concepts of International Marketing, types of international markets, demand and supply position in international markets, import-export documentation, policies and procedures of foreign trade.

EXAMINATION SCHEME:

The faculty member will award marks out of a maximum of 40 marks for the internal performance of the student. The semester examination, carrying 60 marks, will have two sections, A and B. Section A worth 45 marks, will have five theory questions out of which students will be required to attempt three questions. Section B, carrying 15 marks, will contain one or more cases.

COURSE CONTENTS:

1. International Marketing: Basis of International Trade, Theories of International Trade (Absolute Advantage, comparative advantage and factor endowment theory) Difference between Domestic, International, Multinational, Global Markets, EPRG Frame work.
2. Scanning of International Environment: Social, Political, Legal, Economic.
3. Factors Affecting International Trade: Methods of Entry, Types of Regional Agreements, Role of IMF and WTO in International Trade.
4. Export Documentation and Procedures and Institutional support for export promotion in India.
5. Product: Identifying New Products, International Product Planning, Product Design Strategy, Product Elimination, Adoption and Diffusion of New Products, Branding

Strategies.

6. Pricing Strategies: Factors Affecting International Prices, Methods of Pricing, Pricing an International Product, Transfer Pricing, Exchange Rates and its Impact on Pricing, High Sea Pricing.

7. Distribution System for International Markets: Direct and Indirect Channels, Factors Affecting International Channel, International Channel Management, Wholesaling and Retailing.

8. Promoting Products / Services in Overseas Markets: Perspectives of International Advertising, Standardization v/s Localization, Global Media Decisions, Global Advertising Regulations, Industry Self-Regulation.

TEXT READINGS:

1. W. J. Keegan (1997). Global Marketing Management, New Delhi, PHI, 5th Edition.
2. Sack Onkvisit and John J. Shaw (1998). International Marketing Analysis and Strategies, New Delhi PHI.
3. Subhash S. Jain (1997). International Marketing Management, Delhi, CBS Publishers Distributors.

SUGGESTED READINGS:

1. M.R Czinkota.and Ronkainen (1998). International marketing, Dryden Forthworth.
2. S.J. Poliwoda, International Marketing, New Delhi, Prentice Hall of India.

ELECTIVE IV - ENTREPRENEURSHIP

PAPER I- MSME Management

Course Objective: To understand the setting up and management of MSMEs and initiatives of Government and other institutions support for growth and development of MSMEs. Students will be able to understand a) Issues and Challenges in MSMEs b) Setting up of MSMEs c) Management of MSMEs d) Institution and Government support.

COURSE CONTENT:

Unit – I

Introduction for Small and Medium Entrepreneurship (SME): Concept & Definition, Role of Business in the modern Indian Economy SMEs in India, Employment and export opportunities in MSMEs. Issues and challenges of MSMEs

Unit – II

Setting of SMEs’: Identifying the Business opportunity, Business opportunities in various sectors, formalities for setting up an enterprise - Location of Enterprise – steps in setting up an enterprise – Environmental aspects in setting up, Incentives and subsidies, Rural entrepreneurship – Women entrepreneurship.

Unit – III

Institutions supporting MSMEs: –Forms of Financial support, Long term and Short-term financial support, Sources of Financial support, Development Financial Institutions, Investment Institutions, Central level institutions, State level institutions, Other agencies, Commercial Bank – Appraisal of Bank for loans. Institutional aids for entrepreneurship development – Role of DST, SIDCO, NSIC, IRCI, NIDC, SIDBI, SISI, SIPCOT, Entrepreneurial guidance bureaus.

Unit – IV

Management of MSME: Management of Product Line; Communication with clients –

Credit Monitoring System - Management of NPAs - Restructuring, Revival and Rehabilitation of MSME, Problems of entrepreneurs – sickness in SMI – Reasons and remedies — Evaluating entrepreneurial performance

Unit – V

Role of Government in promoting Entrepreneurship: MSME policy in India, Agencies for Policy Formulation and Implementation: District Industries Centres (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB).

Suggested Readings:

1. Poornima M Charanthimath, Entrepreneurship Development Small Business Enterprises,
2. Pearson, 3e, 2019.
3. Vasant Desai, Small Scale Industries and Entrepreneurship, Himalaya Publishing House, 2003.
4. Paul Burns & Jim Dew Hunt, Small Business Entrepreneurship, Palgrave Macmillan publishers, 2010.
5. Suman Kalyan Chaudhury, Micro Small and Medium Enterprises in India Hardcover, Raj Publications, 2013.
6. Aneet Monika Agarwal, Small and medium enterprises in transitional economies”, challenges and opportunities, DEEP and DEEP Publications.
7. S.S. Khanka, Entrepreneurial Development, S. Chand, 2017
8. Norman H Scarborough, Jeffrey R. Cornwall, Essentials of Entrepreneurship and Small Business Management, Pearson, 2017.

ELECTIVE IV - ENTREPRENEURSHIP

Paper II- Digital Marketing Management

Course Objective: The objective of this course is to understand the importance of digital marketing and its applications. Students will understand a) the applications of digital marketing in the globalized market b) Channels of Digital Marketing c) digital marketing plan d) Search engine marketing e) Online Advertising

Course Content:

Unit – I

Understanding Digital Marketing: Concept, Components of Digital Marketing, Need and Scope of Digital Marketing, Benefits of Digital Marketing, Digital Marketing Platforms and Strategies, Comparison of Marketing and Digital Marketing, Digital Marketing Trends.

Unit – II

Channels of Digital Marketing: Digital Marketing, Website Marketing, Search Engine Marketing, Online Advertising, Email Marketing, Blog Marketing, Social Media Marketing, Audio, Video and Interactive Marketing, Online Public Relations, Mobile Marketing, Migrating from Traditional Channels to Digital Channels.

Unit – II

Marketing in the Digital Era: Segmentation – Importance of Audience Segmentation, How different segments use Digital Media – Organisational Characteristics, Purchasing Characteristics, Using Digital Media to Reach, Acquisition and Retention of new customers, Digital Media for Customer Loyalty.

Unit – III

Digital Marketing Plan: Need of a Digital Marketing Plan, Elements of a Digital Marketing Plan – Marketing Plan, Executive Summary, Mission, Situational Analysis, Opportunities and Issues, Goals and Objectives, Marketing Strategy, Action Plan,

Budget, Writing the Marketing Plan and Implementing the Plan.

Unit – IV

Search Engine Marketing and Online Advertising: Importance of SEM, understanding Web Search – keywords, HTML tags, Inbound Links, Online Advertising vs. Traditional Advertising, Payment Methods of Online Advertising – CPM (Cost-per-Thousand) and CPC (Cost-per-click), Display Ads - choosing a Display Ad Format, Landing Page and its importance.

Unit – V

Social Media Marketing: Understanding Social Media, Social Networking with Facebook, LinkedIn, Blogging as a social medium, Microblogging with Twitter, Social Sharing with YouTube, Social Media for Customer Reach, Acquisition and Retention. Measurement of Digital Media: Analyzing Digital Media Performance, Analyzing Website Performance, Analyzing Advertising Performance.

Suggested Readings:

1. Michael Miller, B2B Digital Marketing, 1e, Pearson, 2014.
2. Vandana Ahuja, Digital marketing, Oxford University Press 2015
3. Michael R Solomon, Tracy Tuten, Social Media Marketing, Pearson, 1e, 2015.
4. Judy Strauss & Raymond Frost, E-Marketing, Pearson, 2016
5. Richard Gay, Alan Charles worth and Rita Esen, Online marketing – A customer led approach Oxford University Press 2007.
6. Chuck Hemann& Ken Burbary, Digital Marketing Analytics, Pearson, 2019

ELECTIVE IV - ENTREPRENEURSHIP

Paper III- Entrepreneurship Finance

Course Objective: To understand the role of Entrepreneurial Finance, Planning and valuation of an Enterprise. students will be able to understand a) Financing through venture life cycle b) Organizing and operating the enterprise c) Financial Planning of an enterprise d) Valuation of an enterprise e) Financing for growing enterprises.

Unit – I

Finance for Entrepreneurs: Principles of Entrepreneurial Finance- Role of Entrepreneurial Finance- The successful venture life cycle- Financing through venture lifecycle- Life Cycle approach for teaching - Entrepreneurial finance. Developing business Idea, Business Model. Screening venture opportunities: Pricing / Profitability considerations, Financial / harvest Considerations. Financial Plans and Projections.

Unit – II

Organizing and Operating the Venture: Financing a New venture, Seed, Startup and First Round Financing Sources- Financial Boot Strapping, Business Angel Funding, First Round Financing Opportunities. Preparing and Using Financial Statements: Obtaining and Recording the resources to start and Build a new venture, Asset and Liabilities and Owners Equity in Business, Sale expenses and profits Internal Operating Schedules, Statement of cash flows, Operating Breakeven Analysis. Evaluating operating and financial performance using ratio analysis.

Unit - III: Financial Planning: Financial Planning throughout the Venture's life cycle, Short Term cash planning tools, Projected monthly financial statements. Types and costs of Financial Capital: Implicit and Explicit financial capital costs, Financial Markets, Determining the cost of Debt Capital, Investment Risk, Estimating the cost of Equity Capital, Weighted average cost of capital.

Unit – IV

Venture Valuation: Valuing Early stage Ventures, Venture Worth, Basic Mechanics of

valuation, developing the projected financial statements for a discounted Cash Flow Valuation, Accounting Vs Equity Valuation Cash Flow. Venture Capital Valuation Methods: Basic Venture Capital Valuation Method, Earnings Multiplier and Discounted Dividends.

Unit - V: Financing for the Growing Venture: Professional Venture Capital, Venture Investing Cycle, Determining the fund objectives and policies, Organizing the new fund, Soliciting investments in the new fund, Capital Call, Conducting due diligence and actively investing, arranging harvest or liquidation, Other financing alternatives: Facilitators, Consultants and Intermediaries, Banking and Financial Institutions, Foreign Investors, State and Central Government Financing Programmes. Receivables Lending and Factoring, Mortgage Lending, Venture Leasing.

Suggested Readings:

1. Leach/ Melicher, Entrepreneurial Finance, 5e, 2015.
2. Steven Rogers, Entrepreneurial Finance: Finance and Business Strategies for the Serious Entrepreneur 3e, Tata Mc Graw Hill, 2014.
3. Douglas Cumming, Entrepreneurial Finance, Oxford University Press, 2012.
4. M J Alhabeeb, Entrepreneurial Finance: Fundamentals of Financial Planning and
5. Management for Small Business, Wiley, 2015.
6. Philip J. Adelman, Alan M. Marks, Entrepreneurial Finance, 5e, Pearson, 2011.

ELECTIVE IV - ENTREPRENEURSHIP

Paper IV- Entrepreneurship Marketing

Course Objective: To understand the marketing challenges and to apply marketing tools and models for entrepreneurial marketing. Students will be able to understand a) Marketing mix of an enterprise b) Growth and marketing strategies c) Market Development strategies d) Contemporary issues in Entrepreneurial marketing.

COURSE CONTENT

Unit – I

Introduction to Entrepreneurial Marketing – Meaning, Characteristics, Functions, Marketing Challenges, Marketing Mix (6P's). Identifying entrepreneurial marketing opportunities, market research, demand forecasting.

Unit – II

Enterprise Growth: Concept of Enterprise Growth, forms, types, structures of organisational growth, Gazelles and Mice, Growth Objectives – operative and strategic targets, Growth Analysis – Portfolio analysis, ERRC Grid, SWOT-analysis, and raising entrepreneurial finance.

Unit – III

Growth Strategies and Models: Growth Strategies – concept and forms, Internal, External and Co-operative growth strategies. Growth models - Life-cycle and Phase model, integrated lifecycle model (evolutionary), Greiner's growth model (revolutionary), and Complexity management (process) model.

Unit – IV

Entrepreneurial Market Development Strategies: Positioning, Segmentation, targeting, entrepreneurial communication strategy, entrepreneurial pricing strategy,

entrepreneurial distribution strategy, building customer relationships, marketing plans.

Unit – V

Entrepreneurial Marketing Tools: Concept, Guerrilla Marketing, Ambush / Free ride Marketing., Tools of entrepreneurial marketing – Buzz, Social Media, Viral Marketing.

Suggested Readings:

1. Edwin J. Nijssen, Entrepreneurial marketing An Effectual Approach 2e, Routledge, 2017.
2. Leonard Lodish, Howard Lee Morgan, Amy Kallianpur, Entrepreneurial Marketing, Wiley Publishers, 2001.
3. Zubin Sethna, Paul Harrigan, Rosalind Jones, Entrepreneurial Marketing: Global Perspectives, Emerald Group Publishing, 2013.
4. Bruce D. Buskirk, Molly Lavik, Entrepreneurial Marketing: Real Stories and Survival Strategies, Thomson, 2004.
5. Ian Chaston, Entrepreneurial Marketing: Sustaining Growth in All Organisations, Palgrave Macmillan, 2016.
6. Marc Longman, Entrepreneurial Marketing: A Guide for Start-ups & Companies with Growth Ambitions, Garant Publishers, 2011.