

**INDIRA GANDHI UNIVERSITY  
MEERPUR, REWARI, HARYANA**

**DEPARTMENT OF MANAGEMENT**

**Syllabi for M.B.A  
Third and Fourth Semester  
(According to CBCS)  
w. e. f. 2017-18**

**STRATEGIC MANAGEMENT**  
**Paper Code: MBA 301**

External Marks: 80  
Internal Marks: 20  
Time: 3 Hr

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

**Unit-I**

Strategic Management Process: defining strategy, levels of approaches to strategic decision making, process of strategic management, roles of strategies, mission and objectives, strategic business unit, environment – concept, components and appraisal

**Unit-II**

Organization appraisal and strategy formulation: organizational dynamics and structuring organizational appraisal, SWOT analysis, Formulation of corporate level strategies and business strategies, strategy analysis and choice – the process, BCG matrix, GE matrix, SPACE approach, and strategic plan

**Unit-III**

Strategy implementation: aspects, structures, design and change; behavioural implementation – leadership, culture, value and ethics

**Unit-IV**

Functional implementation: functional strategies, plans and policies; marketing; financial, personal, operations, its plans and policies; strategic evaluation and control – an overview of strategic evaluation and control, techniques of strategic evaluation and control

**Case discussion is compulsory at the end of every unit.**

**Suggested Readings:**

1. Kazmi, Azhar, Business Policy and Strategic Management, Tata McGraw Hill Publishing Company Ltd., New Delhi
2. David, Fred R. Strategic Management – Concept and Cases , Pearson Education, Delhi
3. Hitt, M.A., Ireland R.D. and Hos Kisson R.D., Strategic Management Competitiveness and Globalisation; Thomson Asia Pvt. Ltd.
4. Pearce II J A and Robinson Jr., R.B., Strategic Management – Strategy Formulation and Implementation, AITBS Publishers and Distributors, Delhi
5. Sharma, F.C., Strategic Management, Shree Mahavir Book Depot, Publishers, New Sarak, Delhi.
6. Sontaki, C.L., Strategic Management, Kalyani Publications, Delhi

**BUSINESS LAWS**  
**Paper Code: MBA 302**

External Marks: 80  
Internal Marks: 20  
Time: 3 Hr

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

**Unit-I**

The Indian Contract Act: Essentials of a valid contract, void agreements, performance of contracts, breach of contract and its remedies, Quasi-Contracts

**Unit-II**

The Sale of Goods Act: Contract of sale of goods, conditions and warranties, transfer of property, rights of an unpaid seller; the negotiable instruments act: nature and types; negotiation and assignment; holder-in-due course, dishonour and discharge of a negotiable instrument, arbitration

**Unit-III**

The Companies Act, 2013: Nature and types of companies; formation; memorandum and articles of association; prospectus, shares and share capital, allotment of shares

**Unit-IV**

The Foreign Exchange Management Act: Salient feature of FEMA; Industrial Dispute Act, 1947: causes & forms of Industrial Disputes; Authorities under the Act- their powers, duties etc. Adjudication Machinery- Powers, duties etc. Strikes and lockout, Layoff and Retrenchment.

**Case discussion is compulsory at the end of every unit.**

**Suggested Readings:**

1. Kuchhal, M.C. and Deepa Parkash, Business Legislation Management, Vikas Publishing House Pvt. Ltd.
2. Khergamwala, J.S., The Negotiable Instrument Acts, N.M. Tripathi, Bombay, 1980
3. Ramaiyam, A., Guide to the Companies Act, Wadhwa, Nagpur, 1992
4. Shah, S.M., Business Law for Managers, Sultan Chand, New Delhi, 1998
5. Tulsian P.C., Business Law, TMH, New Delhi

**SUMMER TRAINING REPORT & VIVA**  
**Paper Code: MBA 303**

Max.Marks: 100

**Comprehensive Project Report and Viva Voce:**

Each student will be required to prepare a project report based on the research/studies carried out by him/her in a business/industrial or any other organization. The report should present a problem that is faced or may be faced by the organisation and its possible solutions or suggestions/recommendations for overcoming the problem from the management perspective. The report should demonstrate the capability of the student for some creative potential and original approach to solve the practical problems in to-day's business or industry. The report should include field studies, surveys, interpretations, planning and design of improved integrated management systems, presented in a comprehensive manner with recommendations for solutions based on scientifically worked out data. This project will commence from semester III for full time students. The course has credit hours of four.

**Paper Code: MBA 304**

**(Paper will be opted by the students as offered by the other departments and vice-versa)**

**MANAGEMENT OF FINANCIAL SERVICES**  
**Paper Code: MBA 305**

External Marks: 80  
Internal Marks: 20  
Time: 3 Hr

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

**Unit-I**

Financial Services: Introduction to financial Services, characteristics of financial services, Distinctiveness of financial services; Financial systems and markets: concepts, Nature and Scope in India; Financial Intermediaries: Corporate financial services, Retail financial services; The management and development of financial services

**Unit-II**

Regulatory and supervisory frame work; Role of RBI, SEBI, and Ministry of Finance; Govt. of India, finance Bill and financial services ; supervision and regulation of banking companies in India; Regulatory/ Institutional / and Environmental constrains. Credit rating; factoring and forfeiting; housing finance; merger/amalgamation and acquisition/takeover; debt securitization

**Unit-III**

Corporate financial services, organizational frame work - functions regulatory and supervisory guidelines and procedures - merchant Banking - Mutual funds – credit rating services - venture capital services - leasing - factoring and forfeiting - securitization - Banking services - Non banking financial companies, corporate Insurance.

**Unit-IV**

Retail financial services - credit cards Debit cards -smart cards - automated Teller Machines - Electronic fund Transfer - Electronic clearing - Portfolio management services - Broking services - Consumer credit - Hire purchase finance – housing finance - personal tax counseling - Internet Banking - Virtual Banking.

**Case discussion is compulsory at the end of every unit.**

**Suggested Reading:**

1. Bhole, L. M., Financial Institutions and Markets , Tata McGraw Hills, New Delhi
2. Khan, M. Y., Financial Services, Tata McGraw Hill, New Delhi
3. Pathak, Indian Financial System, Pearson Education
4. Khan, M.Y., Indian Financial System, Tata McGraw Hill, New Delhi
5. Machiraju, H.R., Indian Financial System, Vikas Publishing House
6. Machiraju, H.R., Working of Stock Exchange in India, New Age Publication
7. Shrivastava, R.M., and Nigam, Divya, Management of Indian Financial Institutions, Himalaya Publishing House
8. Bhalla, V. K., Management of financial services. New Delhi: Anmol Publications.
9. Saunders, A., & Cornett, M. M., Financial institutions management: A risk management approach, New Delhi: McGraw-Hill

**PROJECT MANAGEMENT & INFRASTRUCTURE FINANCE**  
**Paper Code: MBA 306**

External Marks: 80  
Internal Marks: 20  
Time: 3 Hr

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

**Unit I**

Project Planning: Meaning and importance, An overview of capital expenditure and capital budget, Resource allocation strategy for projects, Phases of project analysis, Generation and screening of project ideas, Situational analysis for project- techniques used for environmental analysis for a project.

**Unit II**

Market and Demand Analysis- Meaning, Steps Involved, Information for market analysis, Market Planning, Demand Forecasting and its techniques, technical Analysis-its Dimensions, Technical Analysis with material, Manufacturing process, Product Mix, Capacity, Location, Machines and Schedules. Financial Analysis- Project costs, Estimation of cost of production, Sales, Working Capital Requirements, Estimation of Project cash flows.

**Unit III**

Project management: organisation, planning, control, human aspects and pre -requisites. Financing infrastructure projects: Concept, rational and financial instruments; Public finance for infrastructure projects; BOOT/ BOT system for infrastructure projects. Project financing in India -project appraisal by financial institutions, environmental appraisal of Projects.

**Unit IV**

Special Decision Situations-Mutually Exclusive Projects, Multiple Projects and Constraints. Analysis of Project Risk-Firm Risk and Market Risk. Social cost benefit analysis (SCBA) and UNIDO approach for project analysis. Project planning and analysis in India.

**Case discussion is compulsory at the end of every unit.**

**Suggested Readings:**

1. Chandra, Prasanna, Projects : Planning Analysis, Selection, Implementation and Review, Tata McGraw Hill, New Delhi,
2. Bhavesh, M Patel, Project Management, Vikas Publishing House, New Delhi.
3. Machiraju, H. R., Project Finance, Vikas Publishing House, New Delhi.
4. Rao, P.C.K., Project Management and Control , Sultan Chand & Sons, N.Delhi.
5. Nijiru, Cyrus and Merna, Tony, Financing Infrastructure Projects, Thomas Telford, UK, ISBN

**STRATEGIC COST MANAGEMENT & CONTROL**  
**Paper Code: MBA 307**

External Marks: 80  
Internal Marks: 20  
Time: 3 Hr

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

**Unit-I**

Conceptual framework of SCM, environmental influences on cost management practices, role of SCM in strategic positioning. Cost management tools - life cycle costing, target costing, kaizen costing, JIT, BPR and bench marking.

**Unit-II**

Nature of activity-based costing (ABC); Activity hierarchies; cost drivers; designing an ABC system benefits and limitations of ABC; Activity based management; operational and strategic application of ABC; customer profitability analysis, process

**Unit-III**

Value analysis, financial measures of activity efficiency; Nature of value-chain analysis; activity analysis and linkage analysis; application of linkage analysis in cost reduction and value addition. Activity-based budgeting; Kaizen approach; ZBB; performance budgeting; human aspects of budgeting; responsibility centers and financial control – nature and role of responsibility centres; Evaluation of responsibility centers.

**Unit-IV**

Strategic-based performance measurement system: balanced score card, establishing objectives and performance measures in different perspectives of balance score card; productivity measurement and control; productivity efficiency; partial and total productivity measurement; Quality cost management and reporting system

**Case discussion is compulsory at the end of every unit**

**Suggested Readings:**

1. Drury, Colin, Management Accounting and Control, Thomson Learning
2. Horngren, Datar Foster, Cost Accounting, Pearson Education
3. Hansen and Mowen, Cost Management, Thomson Learning
4. Kaplan, Atkinson and Young, Management Accounting, Pearson Education
5. Kaplan, Atkinson, Advanced Management Accounting, Pearson Learning
6. Anthony, Robert N., and Govindrajana, Vijay, Management Control System, McGraw Hill



**MULTINATIONAL FINANCIAL MANAGEMENT**  
**Paper Code: MBA 308**

External Marks: 80  
Internal Marks: 20  
Time: 3 Hr

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

**Unit-I**

An overview of multinational financial management; international monetary and financial systems, IBRD and development banks; finance function in a multination firms; international flow of funds

**Unit-II**

International working capital management: international cash management; international receivable management, managing short term assets and liabilities; international capital money markets; euro dollar and currency market; financial market instruments – GDRs, ADRs, Euro issues, CP and ECB

**Unit-III**

Multinational capital budgeting, cost of capital and capital structure decisions; dividend policy of multinational firm

**Unit-IV**

Developments in foreign exchange markets; exchange rate determination; measuring and managing various risks and exposure; country risk analysis; taxation in multinational firms

**Case discussion is compulsory at the end of every unit**

**Suggested Readings:**

1. Madura Jeff, International Financial Management; Thomson Learning
2. Sharan, V., International Financial Management, PHI, New Delhi
3. Allen Shapiro, Multinational Financial Management, PHI, New Delhi
4. Levi, Maurice D., International Finance, McGraw Hill

**SECURITY ANALYSIS**  
**Paper Code: MBA 309**

External Marks: 80  
Internal Marks: 20  
Time: 3 Hr

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

**Unit-I**

Investment-Meaning, nature, process and alternatives; return and risk; Concept and components of total risk; Measuring historical and expected return and risk; systematic and unsystematic risk, Measurement of systematic risk.

**Unit-II**

Objectives and benefits of investment analysis and security valuation ; theories of fixed and variable income securities; Efficient Market Theory; Fundamental Analysis - Economic, Industry and Company Analysis; Technical Analysis.

**Unit-III**

Portfolio – Meaning, advantages and selection; Selection Problems: Markowitz portfolio theory; expected return and standard deviation for portfolios; the efficient frontier; the efficient frontier and investor utility; the selection of the optimal portfolio; Sharpe single -index model; Capital Asset Pricing Model; Arbitrage Pricing Theory.

**Unit-IV**

Bond portfolio management strategies – passive portfolio strategies, active management strategies; Portfolio revision – meaning, need, constraints and strategies; formula plans - constant-dollar-value plan, constant ratio plan, variable ratio plan; Portfolio performance evaluation: risk adjusted measures of performance.

**Case discussion is compulsory at the end of every unit**

**Suggested Readings:**

1. Reiley & Brown, Investment Analysis & Portfolio Management, Thoms on Learning, Bombay.
2. Pandian, Security Analysis and Portfolio Management, Vikas Publishing House, New Delhi
3. Sharpe, Alexander & Wiley, Investment.Prentice Hall of India, New Delhi.
4. Alexander, Gorden J. and Bailey, Jeffery V., Investment analysis and Portfolio Management, Dryden Press, Thomson Learning, Bombay.
5. Bodie ZVI, Kane Alex, Marcus, Alan J and Mohanty, Pitabas, Investments, TMH, New Delhi,
6. Elton, Edwin J. & Gruber, Martin J., Modern Portfolio Theory & Investment Analysis , John Wiley & Sons.
7. Haugen, Robert A., Modern Investment Theory, Pearson Education, New Delhi

## PRINCIPLES OF BANKING

**Paper Code: MBA 310**

External Marks: 80

Internal Marks: 20

Time: 3 Hr

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

### Unit I

**Bank:** Concept, Classification, their Objectives and Functions. Bank Management Concept, Functions, Importance, Evolution of Indian Banks – Types of Banks –Public Sector, Regional Banks, Performance of Public Sector Banks, Private Sector Banks, Corporate Banking, Rural Banking, Retail Banking, International Banking, E-Banking Reforms in Banking after 1991.

### Unit II

**Commercial Banking:** Structure, Functions – Primary and Secondary Function, Role of Commercial Banks in Socio Economic Development, Services Rendered. Credit Creation and Deployment of Funds. Role of Reserve Bank and GOI as Regulator of Banking System – Provisions of Banking Regulation Act and Reserve Bank of India Act.

### Unit III

**Banker and Customer:** Types of Relationship between Banker and Customer – Bankers Obligations to Customers – Right of lien, setoff, Appropriation – Bankers Legal Duty of Disclosure and Related Matters  
**Customers Accounts with Banks:** Opening- Operation – KYC Norms and Operation – Types of Accounts and Customers – Nomination – Settlement of Death Claims  
Banking Regulation Act, 1949, RBI Act 1934, Role & Functions of RBI.

### Unit IV

**Banking Technology:** Computerisation, Internet, Mobile and ATMs, Security Issues, Priority Sector Lending; Performance Analysis of Banks, Concept of Universal Banking – Home Banking – ATMs – Internet banking – Mobile Banking- Core Banking Solutions – Debit, Credit, and Smart Cards – Electronic Payment Systems-MICR – Cheque Truncation-ECS – EFT – NEFT – RTGS, SWIFT.

Types of Loans – Overdraft Facilities – Discounting of Bills – Financing Book Debts and Supply Bills – Charging of Security Bills – Pledge – Mortgage – Assignment.

**Case discussion is compulsory at the end of every unit**

### Suggested Readings:

1. Shekhar, K.C. and Shekhar, Lekshmy , Banking Theories and practices , Vikas Publication
2. Besis Joel, Risk Management in Banking , John Mily& Sons

**FOREIGN EXCHANGE MANAGEMENT**  
**Paper Code: MBA 311**

External Marks: 80  
Internal Marks: 20  
Time: 3 Hr

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

**Unit-I**

Nature of foreign exchange: sources of demand for and supply of foreign exchange-the balance of payments (bop) framework; nominal, real and effective exchange rates; determination of rate of exchange, monetary portfolio balance, purchasing power parity approaches; overvalued and under valued currencies; exchange rate systems.

**Unit-II**

General factors of exchange rate fluctuations; the Dornbusch Sticky -price theory of exchange rate volatility; exchange rate overshooting and the J-curve effect; central banking intervention for exchange rate stability; effect of depreciation on trade balance.

**Unit-III**

Nature functions and participants of foreign exchange market; spot and forward markets; forward premium; forwards in hedging and arbitrage; methods of quoting exchange rates; cross rates of exchange; arbitrage operations; bid -ask spreads; the Interest Rate Parity Theorem; the Expectation Theory; International Fisher Effect.

**Unit-IV**

Currency futures, options and determination of their market value, over-the-counter options; Fisher Black's Optional-Pricing model; currency and interest rate swaps; credit risk of swaps, Euro currency market and its instruments; measuring foreign exchange risk and exposure; basic techniques of exposure management; foreign exchange regulation in India.

**Case discussion is compulsory at the end of every unit**

**Suggested Readings:**

1. Giddy I.A.N., Global Financial Markets, AITBS, New Delhi
2. D. Levi Maurice, International Finance, Prentice Hall of India a, New Delhi
3. Buckley, Multinational Finance, Prentice Hall of India, New Delhi
4. Roth Paul, Mastering Foreign Exchange and Money Markets, Pitman, London
5. Apte P.G., International Financial Management, Tata McGraw Hill, New Delhi

**INTERNATIONAL BUSINESS ENVIRONMENT**  
**Paper Code: MBA 312**

External Marks: 80  
Internal Marks: 20  
Time: 3 Hr

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

**Unit I**

International Business: Its Importance, nature and scope; Modes of entry into international business; Management of international business operations – complexities and issues; India's involvement in International Business

Theoretical Foundations of International Trade: Reasons for international trade; theories of international trade; Gains from trade; Foreign trade multiplier; Terms of trade.

**Unit II**

Instruments of Commercial Policy: Tariffs, quotas and other measures and their effects; World trade and protectionism, Balance of Payment Account: Current and Capital Account components and accounting system; Balance of payment deficits and adjustment policies, WTO, IMF, WORLD BANK, UNCTAD & other international agreements and treaties

**Unit III**

International Business Environment: Framework for analysing international business environment; Domestic and foreign environments and their impact on international business decisions; World trading environment – Pattern and structure of world trade in goods and services; Counter trade.

International Financial Environment: Exchange rate mechanism and arrangement; International money and capital markets; Foreign investment flows – Pattern, structure and effects. Movements in foreign exchange and interest rates and their impact on trade and investment flows

**Unit IV**

Regional Economic Integration: Free trade area, customs union and common market; Theory of customs union; Trade creation and diversion effects; Regionalism vs. multilateralism; Structure and functioning of EC and NAFTA; Regional Economic Cooperation. FDI & its impact on economy Issues in International Business

**Case discussion is compulsory at the end of every unit**

**Suggested Readings:**

1. Sundaram, Anant K and Steward J Black, The International Business Environment: Text and Cases (New Delhi: Prentice Hall of India)
2. Sharan, V., International Business: Concept, Environment and Strategy (New Delhi: Pearson Education)

**MULTINATIONAL BANKING**  
**Paper Code: MBA 313**

External Marks: 80  
Internal Marks: 20  
Time: 3 Hr

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

**Unit I**

Structure and growth of international banking, Reasons for growth of multinational banking; organizational characteristics of multinational banking, Regulatory environment for international banking; basels, international banking risks;

**Unit II**

Eurocurrency markets; growth of Eurocurrency deposits and credit; determination of Eurocurrency interest rates; Eurocurrency instruments, Structure of federal reserve system and its monetary policy & interest rates, LIBOR, ADR, GDR

**Unit III**

International payment systems; international asset and liabilities management; managing non-performing assets; international credit appraisal techniques, Syndicated Loan, BIS, bank assets liability management(ALM)

**Unit IV**

Structure of federal reserve system and its monetary policy & interest rates, International Investing-Capital budgeting for international investment – FDI – International portfolio investing – Opportunities and challenges. Capital adequacy norms International money & capital markets International banking M&A

**Case discussion is compulsory at the end of every unit**

**GLOBAL HRM**  
**Paper Code: MBA 314**

External Marks: 80  
Internal Marks: 20  
Time: 3 Hr

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry eq

**Unit I**

International organization – approaches to the study of comparative employment policy -convergence theory, Marxist theory, the cultural approach –the institutionalist perspective/functions-Globalisation and HRM.

**Unit II**

International HRM models –Pooles adaptation of the Harvard model- the Brewster and Bournois model of International HRM –controversy International HRM- Problems of global research – evidence of international HRM- Internationalization of business – types of global business-Impact of inter country differences on HRM.

**Unit III**

International staffing –Policies and practices –Techniques and sources of global recruitment ,selection process-global labour market differences-global compensation – Managerial transfers-Global Management Development-techniques- management qualifications and characteristics, motivation and retention of talent, 360 degree feedback-international adjustments- repatriation.

**Unit IV**

Comparative Labour Relations- International Pressures on National Practices- Multinational Ownership and collective bargaining- women in global business- quality circles- participative management- An overview of HRM in USA, UK, Japan, West Germany and Russia- Innovative management techniques and their influences. HRM in Global Organisations – Ethics in International business- Western and Eastern Management thoughts in the Indian context.

**Case discussion is compulsory at the end of every unit**

**Suggested Reading:**

1. Adler, N. J. : International Dimensions of Organizational Behaviour, Kent pub. , Boston, 1991.
  2. Bartlett, C and Ghoshal, S. : Transnational Management: Text, Cases and Readings in Cross Border Management, Irwin, Chicago, 1995.
  3. Dowling, P. J. etc., : International Dimensions of Human Resource Management, 2nd ed., Wadsworth, California, 1994.
  4. Hofstede, G : Cultures Consequence: International Difference in Work Related Values. 2nd edition, Sage, London, 2001.
  5. Marcis, D and Puffer, S. M. : Management International: Cases, Exercises and Readings, West Publishing, St. Paul, 1994.
  6. Mead, R : International Management : Cross Cultural Dimensions, Blackwell, Cambridge, 1994.
  7. Ronen, S : Comparative and Multinational Managements, John Wiley, New York, 1986.
- The list of cases and specific references including recent articles will be announced in the class at the time launching of the course.

**INDIA'S FOREIGN TRADE POLICY**  
**Paper Code: MBA 315**

External Marks: 80  
Internal Marks: 20  
Time: 3 Hr

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

**Unit I**

India's Foreign Trade Policy: Direction and composition of India's foreign trade, Export-Import policy; Export promotion and institutional set-up; Deemed exports: Rupee Convertibility; Directions and Composition of world trade, Balance of Payment Account: Concept and significance of balance of payments account; Current and capital account components and accounting system; Balance of payment deficits and correction policies, BOP equilibrium & disequilibrium.

**Unit II**

Theoretical Foundations of International Trade: Reasons for International Trade Mercantilist and neo mercantilist views; Theories of Foreign Trade – Absolute and Comparative advantage theories, Modern theory of trade-Heckscher-Ohlin theory-Terms of trade; Foreign Trade multiplier.

**Unit III**

Free trade versus protection; tariff classification; economic effects of tariff; tariff retaliation; export subsidies, countervailing duties and dumping; effects of a quota; international economic integration – forms and levels; trade creating and trade diverting effects of a custom union; repercussions of regional economic groupings on the strategy of international marketers, Labour migration, international trade in Services

**Unit IV**

Export assistance and promotion measures; EPCG scheme; Import facilities: Duty exemption schemes; Duty drawback; Tax concessions; Marketing assistance; Role of export co uses, trading houses and state trading organizations; EPZs and SEZs; 100% EOUs. Foreign Investment Policy: Policy and framework for FDI in India; Policy on foreign collaborations and counter trade arrangements; Indian joint ventures abroad. Project and consultancy exports.

**Case discussion is compulsory at the end of every unit**

**Suggested Reading:**

1. International Business: Sumati Verma D. Salvatore, Theory and Problems of International Economics, McGraw Hill, New York



## INTERNATIONAL ADVERTISING

Paper Code: MBA 316

External Marks: 80

Internal Marks: 20

Time: 3 Hr

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

### Unit I

International Advertising: Its importance and nature; International Communication model; Meaning and nature of advertising; International advertising complexities and issues; Major international advertising decisions and influencing factors; Determination of target audience in international markets; Determining advertising international objectives; DAGMAR Approach; Determining advertising budget.

### Unit II

Developing International Advertising Campaign: Determining international advertising message and copy - Headline, body copy, logo, illustration and layout; Creative styles and advertising appeals; International Media planning –Types of media, media selection and scheduling Advertising through Internet.

### Unit III

Evaluation and Organization of International Advertising Efforts: In-house arrangements; Using advertising agencies – selection, compensation and appraisal of advertising agency; Evaluating Advertising Effectiveness - Before and after advertising tests and techniques.

### Unit IV

International Advertising of Indian Products: Complexities and issues; Ethical issues in international advertising; Integrated international marketing communications

**Case discussion is compulsory at the end of every unit**

#### **Suggested Readings:**

1. Aaker, David A. and Alexander L. Biel, Brand Equity and Advertising: Advertising's Role in Building Strong Brands, Psychology Press
2. Mooij, Marieke de, Global Marketing and Advertising: Understanding Cultural Paradoxes, Sage Publications
3. Aaker, David A., Rajeev Batra and John G. Mayers, Advertising Management, Prentice Hall of India.
4. Belch, George and Michael Belch, Advertising and Promotion: An Integrated Marketing Communications Perspective, McGraw Hill Education.
5. Bergh, Bruce, Vanden, G. and Katz, Helen, Advertising Principles: Choice Challenge, and Change, NTC Business Books, Illinois, 1999.
6. Dunn, S. W. and Barbar, A. M., Advertising: Its Role in Modern Marketing, Dryden Press

# BRAND MANAGEMENT

**Paper Code: MBA 317**

External Marks: 80  
Internal Marks: 20  
Time: 3 Hr

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

## Unit I

Introduction to brand: - Definitions - Concept and Importance of Branding; Brand Values; Brands and Consumer Psychology; Types of Brands- Family versus Individual Brand Names;, Brand Awareness, Brand Personality, Brand Image, Brand Identity, Brand Loyalty, Brand Extensions and Brand Equity, Branding decisions- Multiple Branding; Private versus National Brandings

## Unit II

Perceptions and branding: - emotional benefits of branding - emotional branding perceptions - reception - customer contact points – brand reflection - brand story- Brand design - Visual identity - Colour in design - Sound in brand design - audio logos and jingles - sensory brands - verbal identity – brand architecture - brand building skills. Branding in Specific Sectors- Consumer Market; Industrial Market; Service Brands

## Unit III

Brand positioning - Brand planning - brand creation - brand platform - brand experience -brand communication - public relations perspective - opportunity modeling, Brand protection - Trademarks - classification of brands - creating a new mark - Trademark- portfolio audit - copyright - registered designs - brand as business asset – brands and wealth creation - brands on the balance sheet - approaches to brand valuation.

## Unit IV

Globalisation and brands - brand leadership- global brands - Asian brands - revitalised brands - challenger brands - brand and customer protection- brand building - brand sustainability - brand decline – changing customers - brands in mergers and acquisition - brand audit - strategic brand management. E-Branding; Branding for International Marketing.

**Case discussion is compulsory at the end of every unit**

### **Suggested Readings:**

1. Aaker, David, A., *Managing Brand Equity*, Free Press.
2. Cowley, Don. , *Understanding Brands*, Kogan Page.
3. Czerniawskd, Richard D. & Michael W. Maloney, *Creating Brand Loyalty*, AMACOM.
4. Kapferer, J N., *Strategic Brand Management*, Free Press.

## INTERNATIONAL MARKETING

**Paper Code: MBA 318**

External Marks: 80

Internal Marks: 20

Time: 3 Hr

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

### **Unit-I**

Nature of international marketing; domestic vs. international and global marketing; benefits, tasks and challenges of international marketing; organizational structure for international marketing; WTO framework and the international marketer; international marketing environment; screening international marketing opportunities; techniques of foreign market selection; broad structure of an international marketing plan.

### **Unit-II**

International marketing research and information system; foreign market entry modes; global marketing operations and strategies; product and banking decisions; international product life cycle; counterfeiting and IPR issues; pricing strategies; environmental factors affecting international prices; international dumping; financing international marketing transactions.

### **Unit-III**

The structure of international distribution systems; channel selection decisions; managing channel conflicts; aspects of international supply chain management; international direct marketing; leveraging international distribution for competitive advantage.

### **Unit-IV**

International promotion mix; push and pull strategies; aspects of international sales management; challenges of international advertising; global media strategy; organizational structure for international marketing planning; operations and control; managing risk in international marketing.

**Case discussion is compulsory at the end of every unit**

#### **Suggested Readings:**

1. Onkvisit Sak and John J. Shaw, International Marketing – Analysis and Strategy, PHI, New Delhi
2. Doole Isobel and Robin Lawe, International Marketing Strategy, Thomson Learning,
3. Keegan Warren J., Global Marketing Management, Pearson Education, Delhi
4. Joshi, Rakesh Mohan, International Marketing, Oxford University Press, New Delhi
5. Rajgopal, International Marketing, Vikas, New Delhi
6. Kotler, Keller, Koshy and Jha, Marketing Management-A South Asian Perspective, Pearson Education, New Delhi

**ADVERTISING MANAGEMENT**  
**Paper Code: MBA 319**

External Marks: 80  
Internal Marks: 20  
Time: 3 Hr

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

**Unit I**

Advertising: Concepts, Types, forms and Importance. Role of advertising in the Marketing Process: Legal Ethical and Social Aspects of Advertising , Process of Communication - Wilbur Schramm's Model, Two Step Flow of Communication, Theory of Cognitive Dissonance and Clues for Advertising Strategists: Stimulation of Primary and Selective Demand - Objective Setting and Market Positioning; Dagmar Approach - Determination of Target Audience.

**Unit II**

Message Decision: Determining advertising message; Developing advertising copy, Headline main copy, logo, illustration, appeal, layout, creativity in advertising. Advertising budget: Objectives, preparation and methods of advertising budget.

**Unit III**

Media planning & scheduling: Types of media and their merits and limitations; Advertising through the internet, Key factors influencing media planning; Media decisions: media class, media vehicle & media option; Scheduling: pulsing, & continuous

**Unit IV**

Organisation of Advertising Operations: In-house vs. advertising agency arrangements; Managing advertising agency relations; Evaluation of advertisement and campaign effectiveness – Before - and – after advertising tests and techniques. Advertising in India; Social and regulatory aspects of advertising. Recent developments and issues in advertising.

**Case discussion is compulsory at the end of every unit**

**Suggested Readings**

1. Aaker, David A. Advertising Management. 4th ed. New Delhi, Prentice Hall of India, 1985.
2. Beleh, Geoge E and Beleh, Michael A. Introduction to Advertising and Promotion. 3rd ed. Chicago, Irwin, 1995.
3. Borden, William H. Advertising. New York, John Wiley, 1981.
4. Hard, Norman. The Practice of Advertising. Oxford, Butterworth Heinemann, 1995.
5. Kleppner, Otto. Advertising Procedure. Englewood Cliffs, Nwew Jersey, Prentice Hall Inc.,1986.
6. Ogilvy, David. Ogilvy on Advertising. London, Longman, 1983.
7. Sengupta, Subroto. Brand Positioning, Strategies for Competitive Advantages. New Delhi, Tata McGraw Hill, 1990.

**SERVICES MARKETING**  
**Paper Code: MBA 320**

External Marks: 80  
Internal Marks: 20  
Time: 3 Hr

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

**Unit I**

Foundation of Service Marketing – Definition and concept of service marketing, distinctive characteristics and classification of services, growth in service, service marketing mix, emergence of service economy

**Unit II**

Customer Focus – Understanding customer needs and expectations, process of market segmentation, selecting customer portfolio, creating valued relations with customer, customer loyalty, service encounters, measuring customer satisfaction, SERVQUAL and GAP Model, handling complaints, service failure and recovery

**Unit III**

Designing and Delivery services – Positioning a service in the market, value addition to service product, planning and branding service product, new service development, pricing the service product, advertising, personnel selling and other communication in services industry, challenges in distribution of services, role of employees, customers and intermediaries in service industry

**Unit IV**

Special Issues in Service Marketing – e-services, online consumer behaviour, self service technologies, understanding specific service industries – financial, hospitality, health, telecom, retail, public utilities, NGOs, travel and tourism, professional services

**Case discussion is compulsory at the end of every unit**

**Suggested Readings:**

1. Zeithaml, Valarie A, Bitner, Mary Jo, Service Marketing – Integrating Customer Focus Across the Firm, Tata McGraw Hill, New Delhi
2. Lovelock, Christopher, Wirtz, Jochen and Chatterjee, Jayanta, Service Marketing – People, Technology, Strategy, Pearson Education, New Delhi
3. Verma, Harsh, Services Marketing – Text and Cases, Pearson Education
4. Apte, Govind, Services Marketing – OUP, New Delhi
5. Jauhari, Vinnie and Kirti Dutta, Services: Marketing, Operations and Management, Oxford University Press, New Delhi

**CONSUMER BEHAVIOUR**  
**Paper Code: MBA 321**

External Marks: 80  
Internal Marks: 20  
Time: 3 Hr

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

**Unit I**

Consumer Behaviour: concept, Need and Importance to study consumer behaviour; evolution of consumer behaviour; consumer verses customer; methods of studying consumer behaviour; Consumer Research concept and process; Characteristics of Indian Consumer - challenges in predicting consumer behaviour; Consumerism; consumer decision process; types and factors affecting the decision process; Consumer behaviour models.

**Unit II**

Types of purchase situations; purchase process; consumption behaviour and experience customer satisfaction and loyalty, customer delight, factors affecting customer satisfaction level- Individuals determinants of consumer behaviour: Consumer perception and knowledge –types and sources, personality – meaning, influence on buying decisions, Consumer Personality theories, personality traits; Motivation-needs, types of buying motives, motive hierarchy, level of consumer involvement, consumer diversity, concepts of brand personality, self-image, changing values and attitude.

**Unit III**

Environmental Factors influencing consumer behaviour: culture; social class and family; reference group and its influence on individuals; transmission of influence through dyadic exchanges; family life cycles, changing roles of women, children and household, life style, product related factors: availability, competition, product description, influence of marketing mix components; word of mouth and opinion leaders.

**Unit IV**

Organizational functions: Market Segmentation – bases and strategies, role of marketing mix strategies in shaping consumer opinion; value of brands in marketing strategy; customer loyalty and retention strategy, gaining consumer's attention; shaping consumer's opinion; opinions change; cognitive learning; retrieval of information; Online purchase decision process

**Case discussion is compulsory at the end of every unit**

**Suggested Reading:**

1. Nair, Suja R.; Consumer Behaviour in Indian Perspective ; Himalaya Publishing House; New Delhi
2. Schiffman, Leon G. & Kanuk, Leslie Lazar; Consumer Behaviour; Pearson Education; New Delhi
3. Loudon, David J. & Dellabitta, Albert; Consumer Behaviour; Tata McGraw Hill; New Delhi

# PUBLIC RELATIONS & CRM

Paper Code: MBA 322

External Marks: 80

Internal Marks: 20

Time: 3 Hr

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

## Unit I

Public Relations – Definition, Functions of Public relations – Public Relations vs. Advertising- Creating a Public Relations Plan- The History of Public Relations, Public Relations Departments and Firms. Marketing and Public Relations: publications, events, sponsorships, news, speeches, public service activities, identity media-Types of PR Work - The nature of "The Public" and the Role of the Media - Public relations process.

## Unit II

Program Planning- Corporations- Politics & Government- International Public Relations-Nonprofit Organizations - Media Relations- PR Campaigns - Ethics and Social Responsibility- Public Opinion and Persuasion - Research & Evaluation in Public Relations – Future of PR

## Unit III

Relationship marketing- Understanding buyers expectations – building customer loyalty – types of loyalty-influencing factors-loyalty ladder-significance of loyal customers, impact of lost customers – computing cost of lost customers – Customer Lifetime Value- CRM: Definition and Concepts – The importance of effective CRM - Consumer Behaviour principles – Organisational buyer behavior, Social CRM, role of technology in CRM KPO and BPO.

## Unit IV

Principles of customer research – Using internal information sources-Using customer data, Data warehousing and data mining-Segmentation and targeting – Identifying cost effective external information sources : Published data, Using the Internet, Market research- Understanding and managing customer expectations – Developing customer confidence- Building relationships by adding value to customers cost effectively- Managing customer contact strategies – Dealing with difficult situations –Measuring performance of CRM – Future of CRM.

**Case discussion is compulsory at the end of every unit**

### **Suggested Reading:**

1. Buttle, Francis, Customer Relationship Management – Concept and Tools, Elsevier Butterworth –Heinemann, Oxford, UK
2. Payne, Adrian, Handbook of CRM – Achieving Excellence in Customer Management, Butterworth – Heinemann, Oxford, UK
3. Dyche, Jill, The CRM Handbook – A Business Guide to Customer Relationship Management, Pearson Education, New Delhi
4. Knox, Simon, Stan Maklan, Adrian Payne, Joe Peppard and Lynette Ryal, Customer Relationship Management, Butterworth – Heinemann, Oxford, UK
5. Greenlers, Paul, CRM at the Speed of Light, Tata McGraw Hill Publishing Ltd., New Delhi
6. Anderson, Kristen, and Carol J Kerr, Customer Relationship Management, Tata Mc Graw Hill
7. Mark Godson – Relationship Marketing – Oxford University Press, 2009

## MANAGING INTERPERSONAL & GROUP PROCESSES

Paper Code: MBA 323

External Marks: 80

Internal Marks: 20

Time: 3 Hr

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

### Unit I

Group as a medium of learning: Processes, Skills Developing and change; Group cohesiveness; Influence processes; Interpersonal awareness and feedback process; Interpersonal trust

### Unit II

Group synergy; Team building; Fundamental interpersonal relations orientation (FIRO-B); Career roles and identity; Competition and cooperation.

### Unit III

Social loafing,, and Behavioral Management. Leadership: Background Processes—Styles—Activities, Reward systems in the organisations

### Unit IV

Group dimensions and Organisational Behaviour : Interpersonal Communication: Personal — Group — Organizational Levels. Decision Making: Elements of Psychological Decision making — influencing Decision making.

**Case discussion is compulsory at the end of every unit**

### Suggested Readings:

1. Bennis, W.G. : Essay in Interpersonal Dynamics, U.S.A., Dorsey Press, 1979.
2. Kolb, D. etc : Organizational Behaviour: An Experiential Approach 5<sup>th</sup> ed., Englewood Cliffs, New Jersey, Hall Inc., 1991.
3. Kolb, D. etc : Organizational Behaviour : Practical Readings for Management, 5<sup>th</sup> ed., Englewood Cliffs, New Jersey Prentice Hall Inc.,1991.
4. Mainiero, L.A. & Tromley C.L. : Developing Managerial Dskills in OB, New Delhi, Prentice Hall of India, 1985.
5. Moore, M.D. etc. : Inside Organizations : Understanding the Human dimensions, London, Sage, 1988.



**IHRM (INTERNATIONAL HUMAN RESOURCE MANAGEMENT)**  
**Paper Code: MBA 324**

External Marks: 80  
Internal Marks: 20  
Time: 3 Hr

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal mark.

**Unit I**

**International Context of HRM:** Introduction to IHRM; Human Resource Management in the International Firm- The Framework; Cross national differences in personnel and organisations-Cultural factor in human resource policies; Complexities and issues in managing human resource across countries; International HRM department and functions; Models of international HRM.

**Unit II**

**International Staffing:** Hiring– sources of international human resource power; Staffing for international operations; Selection strategies for overseas assignments; Hiring HCN's and TCN's; International transfers; Expatriate Management- Problems of repatriation of overseas expatriates and strategies to tackle these problems. **Training, Development and Compensation in International Perspective:** Training and development for expatriates; Training and development for international staff; Compensation in International Perspective- Factors, package, methods and trends; International reward system; Motivation in cross-cultural context.

**Unit III**

**Direction and Control:** Issues and strategies for directing in international context; Enhancing interpersonal communication; Multinational performance appraisal – Criteria and process, Performance management; International control mechanism.

**Unit IV**

**Industrial Relations and Other Issues in IHRM:** A framework for international industrial relations; Employees participation – Practices in various countries; Cross border ethics management; Designing organisations for dynamic international environment; Comparative study of HRM practices in major global economies; HRM in cross border mergers and acquisitions; Joint ventures, alliances and SMEs; IHRM trends- Complexities, challenges, and choices in future.

**Case discussion is compulsory at the end of every unit**

**Suggested Readings:**

1. Dowling P. J., International human resources management, Cengage EMEA.
2. Harzing, A. W. and Pinnington, A., International human resource management, Sage Publication, London.
3. Saini, D. S. and Sami A. K., Human resource management – Perspectives for the new era, Response Books (A Division of Sage), New Delhi.
4. Aswathappa, K. and Dash, S., International human resource management, McGrawHill Education India.
5. Hollinshead, G., International and comparative human resource management, McGrawHill Education India.
6. Evans, P., Pucik, V. and Bjorkman, I., The global challenge: International human resource management, McGrawHill Education India.
7. Tayeb, M.H., International human resource management, Oxford University Press, India.
8. Dessler, G., and Varkkey, B., Human resource management, Pearson Education, Delhi.
9. Decenzo, D.A., and Robbins, S. P., Fundamentals of human resource management, Wiley, India.
10. Rao, V. S. P., Human resource management: Text and cases, Excel Book

**TRAINING & DEVELOPMENT**  
**Paper Code: MBA 325**

External Marks: 80  
Internal Marks: 20  
Time: 3 Hr

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

**Unit-I**

Training – concept, rationale and requisites of Effective Training; Training Process - an overview; Role, Responsibilities and Challenges of Training Manager; Organization and Management of Training Function; **Training Needs Assessment (TNA):** purpose of TNA, TNA at different levels, Approaches for TNA, competency mapping

**Unit-II**

Organisation of Training and Development programs, Training design, kinds of training and development programs-competence based and role based training; orientation and socialization; diversity training, choice of training and development methods, Preparation of trainers; developing training materials; E-learning environment; Flexible learning modules

**Unit-III**

Training methods and techniques : business games, in basket exercises, laboratory training; incidents and case study; seminars, syndicates and group discussion; Demonstration and Practice Monitoring; Coaching; Self Diagnostic Skills, Experience Learning Team Building, and Sensitivity Training, Counselling, Position Rotation inspirational techniques – brainstorming, mind mapping, creative problem solving.

**Unit-IV**

Evaluation of training – need for evaluation, principles of evaluation, and approaches; return on investment in training; emerging trends in training and development; Electronic Enabled Training Systems (EETS)-, benefits and challenges in using EETS; extension of new perspectives on training – cross cultural training, e-learning, knowledge management

**Case discussion is compulsory at the end of every unit**

**Suggested Readings:**

1. Agochia, Devendra, Every Trainer's Handbook, New Delhi; Sage Publications
2. De Simone, R.L. and Harris, D.M., Human Resource Development, Thomson Learning
3. Sahu, R.K., Training for Development, Excel Books, New Delhi
4. Blanchard, P Nick, and James W. Thacker, Effective Training – Systems, Strategies, and Practices, Pearson Education, New Delhi
5. Goldstein, Training in Organization, Thomson Learning, Bombay
6. McGrath, Training for Life and Leadership in Industry, Prentice Hall of India, New Delhi

**HR PLANNING & DEVELOPMENT**  
**Paper Code: MBA 326**

External Marks: 80  
Internal Marks: 20  
Time: 3 Hr

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section ‘A’** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

**Unit I**

Definition, Need, importance, Manpower Planning, HR planning process, Human Resource Planning and Business Environment; Defining and Drawing Manpower Systems- Stocks and Flows; Human Resource Distribution Mapping and Identifying Surplus

**Unit II**

Micro level manpower planning and labour market analysis; Organisational human resource planning; Workforce flow mapping; Age and grade distribution mapping, Organisational Workforce Demand Forecasting (Executive and Non-Executive Cadres); Models and techniques of manpower demand and supply forecasting. Benchmarking and Calculation of man-hour in different industry sectors

**Unit III**

Behavioural factors in human resource planning – Wastage analysis; Retention; Redeployment and exit strategies; career planning; Performance planning Behavioural Model of Human Resource Planning; Supply Analysis, Manpower wastage and Retention Strategies; Retirement Planning; Human Resource Audit and HR Matrices

**Unit IV**

Potentials appraisal and career development: HRD Climate; Culture; QWL; HRD strategies; HRD in strategic organizations; Downsizing Strategies- Legal and voluntary framework; Internal Mobility, Career Management and Succession Plans; Human resource information system; Human resource valuation and accounting.

**Case discussion is compulsory at the end of every unit**

**Suggested Readings :**

1. Arthur, M.: Career Theory Handbook, Englewood Cliffs, Prentice Hall Inc., 1991
2. Belkaoui, A. R. and Belkaoui, J.M. : Human Resource Valuation: A Guide to Strategies and Techniques, Greenwood, Quorum Books, 1995.
3. Dale, B. : Total Quality and Human Resources: An Executive Guide, Oxford, Blackwell, 1992.
4. Greenhaus, J.H. : Career Management, New York, Dryden, 1987.
5. Kavanagh, M. J. etc. : Human Resource Information System: Development and Applications, Boston, PWS-Kent, 1993.
6. Mabey, C and Salama, G. : Strategic Human Resource Management, Oxford, Blackwell, 1995.
7. Thomson, R and Mabey, C. : Developing Human Resource Oxford, Butterworth- Heinemann, 1994.

**COMPENSATION MANAGEMENT**  
**Paper Code: MBA 327**

External Marks: 80  
Internal Marks: 20  
Time: 3 Hr

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

**Unit I**

Role of compensation in organization: economic and behavioural theories related to compensation; strategic perspectives of compensation; compensation as motivational tool; compensation policy

**Unit II**

Internal and external equities in compensation system; determining the worth of jobs; understanding inter and intra-industry compensation differentials, designing pay structure and administering compensation package; understanding different components of compensation package like fringe benefits, incentives and retirement plans; pay for performance plans

**Unit III**

Compensation of special group: Corporate Directors, Chief Executives, Senior Managers; components of executive compensation package; compensation of professionals and knowledge workers, R&D staff, sales compensation plan, international compensation

**Unit IV**

Statutory provisions governing different components of reward systems; working of different institutions related to reward system like wage boards, pay commissions, role of trade unions in compensation management; tax planning

**Case discussion is compulsory at the end of every unit**

**Suggested Readings :**

1. Milkovich, George T and Newman J.M., Compensation, Tata McGraw Hill
2. Henderson, R.O., Compensation Management, Pearson Education
3. Martocchio, J.J., Strategic Compensation, Pearson Education
4. Armstrong, M and Murlis H, Reward Management, Kogan Page, UK
5. Singh, B.D., Compensation and Reward Management, Excel Books, New Delhi

**BUSINESS NEGOTIATION SKILLS**  
**Paper Code: MBA 328**

External Marks: 80  
Internal Marks: 20  
Time: 3 Hr

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

**Unit I**

**Negotiation Fundamentals:** The Nature of Negotiations, scope, Negotiation Strategy and Planning; Negotiation Sub Processes: Perception, Cognition and Emotions, Influence; Negotiation Power; seeking and resisting compliance; Ethics in Negotiation;

**Unit II-** Negotiation and persuasion: Negotiation Process; Levels of Negotiation; Issues for Negotiation; Preparation for Negotiations; Ethics in negotiation; Cultural differences in negotiation styles; Gender in negotiations; Context of mediation; Negotiation as persuasion; Principles of persuasion; Persuasion Strategy and its effectiveness.

**Unit III-** Negotiation skills; Effective Presentation of Demands, Strategies and Tactics Employed; Closing of Negotiation and Drafting the Agreement; Memorandum of Understanding (MOU); Communication and Administration of Negotiation Agreement; Interpretation of clauses of Agreement and related problems; Breakdown of Negotiation: Causes and Consequences; Third Party Intervention; Adjudication.

**Unit IV**

Effective Negotiation: Mutual Trust and Understanding; Accommodation; Experiences in Negotiation: Public, Private and Multinational enterprises; Impact of cross-cultural differences; Recent Trends in Negotiation Challenges in Future

**Case discussion is compulsory at the end of every unit**

**Suggested Readings**

1. Lewicki Roy J. , Saunders David M. & Barry Bruce, Negotiations, Tata McGraw Hill.
2. Brett, J.M., Negotiating Globally, Francisco, Jossey-Bass.
3. Cialdini, R. (1993) Influence: The psychology of persuasion. New York: Morrow.
4. Cialdini, R. B. (2008). Influence: Science and practice. New York: Allyn and Bacon.
5. Fisher, R., Ury, W., & Patton, B. (1991). Getting to yes: Negotiating agreement without giving In. New York: Penguin Books.
6. Kolb, D., & Williams, J. (2000) The Shadow Negotiation. UK: Simon & Schuster.
7. Korobkin, R. (2009). Negotiation theory and strategy. Aspen Publisher.
8. Lewicki, R. (2005). Essentials of negotiation. Alexandria V. A.: Society of HRM.
9. Raiffa, H. (1982). The art & science of negotiation. US: Harvard College.
10. Simons, H. W. (2001). Persuasion in society. New Delhi: Sage.
11. Thompson, L. L. (2009). The mind and heart of the negotiator (4th ed.). New Delhi: Prentice Hall.

**ENTREPRENEURSHIP DEVELOPMENT**  
**Paper Code: MBA 401**

External Marks: 80  
Internal Marks: 20  
Time: 3 Hr

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

**Unit I**

Defining an entrepreneur- entrepreneurial traits - Developing entrepreneurs -New ventures and Business Plan : Need for a Business plan - Steps in the preparation of business plan - Need for marketing research - Operating plans and financial plans - Dynamics of small business environment - Causes for small business failure - Success factors for small business.

**Unit II**

Feasibility Planning : Planning paradigm for new ventures - Stages of growth model - Fundamental of a good feasibility plan - Components of feasibility plan – Relevance of marketing concept to new ventures - Marketing research of pre-start-up planning - Sources of marketing research information - Implication of market research - Marketing functions that new ventures must address - Establishing marketing and sales promotion infrastructure - Concept of pricing - Growth strategies – Marketing plan.

**Unit III**

Acquiring an Established venture: Advantages and disadvantages of acquiring established business - considerations for evaluation business opportunities -Methods of valuing a business - Franchising and franchisee's perspective.

**Unit IV**

Financing a new venture: Financing and its effects on effective asset management - Alternate methods of financing - Venture capital and new venture financing – working out working capital requirement - Government agencies assisting in financing the project.Life cycle of an entrepreneurial venture - Role of entrepreneur during various transition stages – growth- Requirements for successful patent grants - steps in obtaining a patent - Registration of trademark - copy right and the concept of fair use - Protection of intellectual property

**Case discussion is compulsory at the end of every unit**

**Suggested Readings:**

1. Cliffton, Davis S and Fyfie, David E.: “Project Feasibility Analysis” . 1977 John Wiley, New York.
2. Desai, A.N. : “Entrepreneur & Environment”. 1990. Ashish, New Delhi.
3. Drucker, Peter : “Innovation and Entrepreneurship”, 1985 Heinemann, London.
4. Jain Rajiv. : “Planning a Small Scale Industry : A Guide to Entrepreneurs”. 1984. S.S. Books, Delhi.
5. Kumar, S.A. : “Entrepreneurship in Small Industry”. 1990, Discovery, New Delhi.
6. McClelland, DC and Winter, WG. : “Motivating Economic Achievement”. 1969. Free Press, New York.
7. Pareek, Udai and Venkateswara Rao, T.: “Developing Entrepreneurship – A Handbook on Learning Systems”, 1978, Learning Systems, Delhi.

## **BUSINESS ETHICS & CORPORATE SOCIAL RESPONSIBILITY**

**Paper Code: MBA 402**

External Marks: 80

Internal Marks: 20

Time: 3 Hr

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

### **Unit I**

Conceptual Framework and Ethical considerations in everyday business; Business ethics as corporate governance tool, the costs of being unethical. Nature of business, purpose and goals; profit maximization versus corporate social responsibility. Global business environment, capitalism and free economy, changing work values from modernism to post-modernism.

### **Unit II**

Philosophical frameworks for ethical decisions; Normative theories of ethics, Utilitarianism & Kant's ethos, Distributive Justice and Economic wealth, Asian spiritual philosophies of Vedanta, Taoism & Buddhism and the notion of d Workplace issues personnel policies and procedures for hiring, promotions, dharma.

### **Unit II**

Discipline & discharge, of remuneration, financial issues: mergers & acquisitions, insider trading, financial statement. Job discrimination: gender & caste issues, sexual harassment. Ethical choices facing employees: obligation & loyalty to the firm, abuse of official position – insider trading & proprietary data, bribes & kickbacks, gifts & entertainment, whistle blowing. Issues before consumers: product safety, price packaging labelling, deception and unfit advertising. Environmental issues: pollution control, animal protection, value & protection of the eco system.

### **Unit IV**

**Institutionalizing ethics in organization:** Ethical decision making, ethical eco system. ethical accountability, ethical systems & structures, corporate wrongdoing. Ethical audit, codes of conduct. Ethical training. Corporate governance: theories, guidelines and practices. Corporate disclosure practices. SEC & SEBI codes, ICRA ratings etc. Ethics issues in Multinational organizations. Corporate Social responsibility and triple bottom line.

**Case discussion is compulsory at the end of every unit.**

### **Suggested Readings**

1. AIMA. (2007). Corporate governance & business ethics. New Delhi: Excel.
2. Blair, M. M. (1995). Ownership and control: rethinking corporate governance for the 21st century. Washington: Brookings Institution.
3. Carrol, S. J., & Gannon, J. J. (1997). Ethical dimensions of international management. New Delhi: Sage.
4. Chakraborty, S. K. (2001). The Management and ethics omnibus. New Delhi: Oxford University Press.
5. Coomaraswamy, A. K. (1993). Spiritual authority and temporal power in the Indian theory of government. New Delhi: Indira Gandhi National Centre for the Arts.

**PROJECT REPORT & VIVA**  
**Paper Code: MBA 403**

External Marks: 80  
Internal Marks: 20  
Time: 3 Hr



**PAPER CODE: MBA 404**

**(Will be opted by the students)**

## **CORPORATE TAXATION**

**Paper Code: MBA 405**

External Marks: 80

Internal Marks: 20

Time: 3 Hr

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

### **Unit-I**

Income Tax Law: Basic concepts relating to income, gross total income, total income, maximum marginal rate of tax, residential status of a company, incidence of tax liability, Income determination of a company under different heads

### **Unit-II**

Set off and carry forward of losses, deductions from income, Computation of taxable income and tax liability of companies: Concept and application of Minimum Alternate Tax

### **Unit-III**

Corporate Tax Planning: Meaning of tax planning and management, tax evasion and tax avoidance; Nature, scope and justification of corporate tax planning and management.

### **Unit-IV**

Preparation of return of income manually as well as through software Advance payment of tax, Interest and penalty, Tax deduction at source, e-TDS return/return of TDS and assessment.

**Case discussion is compulsory at the end of every unit.**

### **Suggested Readings:**

1. Ahuja, G., & Gupta, R., Corporate tax planning and management. Delhi: Bharat Law House.
2. Goyal, S. P., Direct tax planning. Agra: Sahitya Bhawan.
3. Iyengar, A. C. S., Law of income tax. Allahabad: State Mutual Book & Periodical Service.
4. Kanga, P., & Vyas, D., The Law and practice of income tax, Lexis Nexis.
5. Mittal, D. P., Law of transfer pricing, New Delhi: Taxmann.
6. Musgrave, R., & Musgrave, P., Public finance in theory and practice, New York: McGraw Hill.
7. Pagare, D., Direct tax planning and management. New Delhi: Sultan Chand & Sons.
8. Singhania, V. K., Direct taxes: Law and practice. Delhi: Taxmann.
9. Singhania, V. K., & Singhania. M., Direct taxes planning and management. Delhi: Taxmann Publications.
10. Srinivas, E. A., Handbook on corporate tax planning, New Delhi: Tata McGraw Hill.

**MANAGEMENT OF BANKING & INSURANCE**  
**Paper Code: MBA 406**

External Marks: 80  
Internal Marks: 20  
Time: 3 Hr

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

**Unit-I**

An overview of the banking sector- growth and structure; function and operations – RBI, Commercial Banks, RRBs, Cooperative Banks and NABARD; regulatory issues for governance of banking sector– role of RBI and Ministry of Finance; marketing in banking industry - component of bank marketing strategy; role of technology in banking

**Unit-II**

Component of ALM and their management; liquidity management, interest rate management, management of credit and operational risk; treasury operations and management; managing capital adequacy and profit planning; managing NPAs.

**Unit-III**

Origin and development of insurance sector; objective and process of risk management; types and structure of insurance plans; investment pattern and policies of insurance companies; challenges of insurance marketing; role of IRDA; pension funds in India

**Unit-IV**

Organizational forms, structure and administration of life and non life insurance companies; life and nonlife insurance management – strategic management, planning and control cycle, use of life insurance in personal and business planning; life and non-life (health and motor vehicle) insurance underwriting; financial management of life insurance companies

**Case discussion is compulsory at the end of every unit.**

**Suggested Readings:**

1. Black, Kenneth jr. & Skipper, Harold D. jr., Life and Health Insurance, Pearson Education, Delhi
2. Rejda, George E, Principles of Risk Management and Insurance, Pearson Education, Delhi
3. Shekhar, K.C. and Shekhar, Lekshmy , Banking Theories and practices , Vikas Publication
4. Besis Joel Risk Management in Banking , John Mily & Sons
5. Risk Management, Indian Institute of Banking and Finance, McMillan Publisher
6. The New Basel Record, ICFAI Publication
7. Financial Intermediation, Indian Institute of Banking and Finance
8. Trieschmann, Risk Management & Insurance, Thomson Learning

**PORTFOLIO MANAGEMENT**  
**Paper Code: MBA 407**

External Marks: 80  
Internal Marks: 20  
Time: 3 Hr

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

**Unit-I**

Investment-Meaning, nature, process and alternatives; return and risk; Concept and components of total risk; Measuring historical and expected return and risk; systematic and unsystematic risk, Measurement of systematic risk.

**Unit-II**

Objectives and benefits of investment analysis and security valuation ; theories of fixed and variable income securities; Efficient Market Theory; Fundamental Analysis - Economic, Industry and Company Analysis; Technical Analysis.

**Unit-III**

Portfolio – Meaning, advantages and selection; Selection Problems: Markowitz portfolio theory; expected return and standard deviation for portfolios; the efficient frontier; the efficient frontier and investor utility; the selection of the optimal portfolio; Sharpe single -index model; Capital Asset Pricing Model; Arbitrage Pricing Theory.

**Unit-IV**

Bond portfolio management strategies – passive portfolio strategies, active management strategies; Portfolio revision – meaning, need, constraints and strategies; formula plans - constant-dollar-value plan, constant ratio plan, variable ratio plan; Portfolio performance evaluation: risk adjusted measures of performance.

**Case discussion is compulsory at the end of every unit.**

**Suggested Readings**

1. Reiley & Brown, Investment Analysis & Portfolio Management, Thoms on Learning, Bombay.
2. Pandian, Security Analysis and Portfolio Management, Vikas Publishing House, New Delhi
3. Sharpe, Alexander & Wiley, Investment.Prentice Hall of India, New Delhi.
4. Alexander, Gorden J. and Bailey, Jeffery V., Investment analysis and Portfolio Management, Dryden Press, Thomson Learning, Bombay.
5. Bodie ZVI, Kane Alex, Marcus, Alan J and Mohanty, Pitabas, Investments, TMH, New Delhi,
6. Elton, Edwin J. & Gruber, Martin J., Modern Portfolio Theory & Investment Analysis , John Wiley & Sons.
7. Haugen, Robert A., Modern Investment Theory, Pearson Education, New Delhi.

**FINANCIAL DERIVATIVES**  
**Paper Code: MBA 407**

External Marks: 80  
Internal Marks: 20  
Time: 3 Hr

**Unit-I**

Derivatives: Concept and types, Participants – hedgers, speculators, arbitragers and scalpers; Uses and Functions of Derivatives; types of orders; Derivative markets in India – History, Current trends and future prospects.

**Unit-II**

Futures and forwards; concept, fundamentals; Basics of stock index future; interest rate futures; currency futures; factors affecting futures; Difference between forward and future contracts; Pricing of futures.

**Unit-III**

Options: Types of options; Call and Put options, option payouts, trading strategies involving options; determination of option prices, option pricing (including Black Scholes option pricing model) ;  
Swaps: Concept, types and Pricing Mechanism

**Unit-IV**

Trading and Settlement of Derivatives: Futures and Options: Procedures and Specification of BSE and NSE; Risk management system through margins of different kinds, Clearing entities and settlement mechanism.

**Case discussion is compulsory at the end of every unit.**

**Suggested Reading:**

1. Robert A Strong, Derivatives: An Introduction, Thomson Learning, Bombay
2. N.D. Vohra & B.R. Bagri, Futures and Options, 2<sup>nd</sup> edition, 1998 (9<sup>th</sup> reprint 2009), Tata McGraw-Hill Publishing Company Ltd.
3. Red Head: Financial Derivatives: An Introduction to Futures, Forward, Options, 1997, Prentice Hall of India.
4. Hull, John C., Futures and other derivatives securities , PHI, New Delhi
5. Redhead, Financial Derivatives : An Introduction to Future/Forward, Options and Swaps, Prentice Hall of India, New Delhi
6. Equity Derivatives: A Beginner's Module, Workbook from NSE

**RISK MANAGEMENT**  
**Paper Cod: MBA 409**

External Marks: 80  
Internal Marks: 20  
Time: 3 Hr

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

**Unit-I**

**Risk:** Meaning, kinds with sources; Assigning Risk Allowances; Beta in Risk Management; Calculation and use of Beta, Risk and Returns: Relationship, Measurement and Application of Returns; Why Risk-Management; Tools of Risk-Management, Relationship of risk with financial-distress, taxes, Risk and Risk Managers, Risk-Premia.

**Unit-II**

**Risk Measurement:** Evaluation of Risk and Returns of securities and Portfolios ; Diversification; Assets-Allocation and Expected>Returns; Risk-management vs. shareholders' wealth, clienteles, and irrelevant-proportions. Risk-Measurement Methods/Techniques : Standard-deviations. Variance, co-variance, Beta, Picturisation. Correlation between the Returns of two or more securities. Borrowing and Lending. The Insurance-Principle. The Measurement of operation and Risk.

**Unit-III**

**Utility Theory:** Introduction, Linear and concave utility function and risk; uncertain outcomes; Insurance and Expected Returns; Indifference curves for Risk-Averse Investors; Non-satiation, Risk-Aversion and Portfolio Choice. Success in Investment. Switching Policies in Financial-Crises; Mania. Panics and Crashes.

**Unit-IV**

**Risk And Hedging:** Relationship. Elementary knowledge of Risk-Hedging Techniques. Risk and Liquidity. Volatility, cashflow at Risk (CaR), Value at Risk (Var), Risk Reducing through Project Choice and Optimal Capital Structures, Investment Timings and Performance Measurement. Risk Management Structures and Policies.

**Case discussion is compulsory at the end of every unit.**

**Suggested Readings:**

1. Emmett J. Vaughan, *Risk Management*, John Wiley & Sons, Inc.
2. Kenneth A. Foot, *The Financing of Catastrophic Risk*, The University of Chicago Press.
3. A. Suryanarayana, *Risk Management Models: A Primer*, ICFAI Reader.
4. Marshall Johon F. & Bansal, V. K., *Financial Engineering*, PHI Learning.
5. Watsham Terry J., *Futures and Options in Risk Management*, Thomson Learning

**PRINCIPLES OF INSURANCE**  
**Paper Code: MBA 410**

External Marks: 80  
Internal Marks: 20  
Time: 3 Hr

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

**Unit-I**

Concept of Insurance, Need for Insurance, Insurance Industry in India, Globalization of Insurance Sector, Role of IRDA, Regulation of Risk Reduction by IRDA. Reinsurance, Coinsurance, Assignment. **Indian Insurance Industry:** Historical Framework of Insurance, Insurance sector Reforms in India-Liberalization of Insurance Markets-Major players of Insurance.

**Regulation of Insurance:** Insurance Act 1938- eligibility-Registration and Capital requirement-Investment of assets-Approved investments-Licensing of insurance, life insurance, micro insurance, licensing of insurance agents, registration of insurance companies and protection of policyholders interest.

**Unit-II**

Nature of Insurance Contract, Utmost Good Faith, Insurable Interest, Types of Insurance, Fire and Motor Insurance, Health Insurance, Distinction between Life Insurance and Marine Insurance. Control of Malpractices, Negligence, Loss Assessment and Loss Control, Exclusion of Perils, Actuaries, Automobile Insurance, Computation of Insurance Premium.

**Unit-III**

Concept of Risk, Types of Risk, Managing Risk, Sources and Measurement of Risk, Risk Evaluation and Prediction. Application of Statistical Techniques in Risk Avoidance. Disaster Risk Management. Risk Retention and Transfer, Pooling, Loss Exposure, Legal Aspects of Insurance Contract, Principle of Indemnity, Estoppels, Endowment, Insurance.

**Unit-IV**

**Life Insurance** - Law Relating to Life Insurance; General Principles of Life Insurance Contract - Different Products Offered by Life Insurers- Premiums and Bonuses - Assignment, Nomination and Surrender of Policy - Policy Claims; ULIPs; Postal Life Insurance; LIC - Role and Functions.**Fire Insurance** - Various Types of Fire Policy ; Coverages; Subrogation; Double Insurance; Contribution; Proximate Cause; Claims of Recovery.**Marine Insurance** - Law Relating to Marine Insurance; Scope and Nature; Types of Policy; Insurable Interest; Disclosure and Representation; Insured Perils; Proximity Cause; Voyage; Warranties; Measurement; Subrogation; Contribution; Under Insurance.**Motor Insurance** - Liability Only Policy - Package Policy. Nature, Terms and Conditions of **Health Insurance** - Personal Accident Insurance - Burglary Insurance - Legal Liability Insurance-Engineering Insurance - Rural Insurances - Micro Insurance. Motor vehicle insurance Claim settlement

**Case discussion is compulsory at the end of every unit.**

**Suggested Reading:**

1. Trieschmann, Risk Management & Insurance, Thomson Learning
2. Rejda, George E, Principles of Risk Management and Insurance, Pearson Education, Delhi

**GLOBAL STRATEGIC MANAGEMENT**  
**Paper Code: MBA 411**

External Marks: 80  
Internal Marks: 20  
Time: 3 Hr

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

**Unit-I**

Recent Trends in India's Foreign Trade: Institutional Infrastructure for Exports Promotions in India –India's Trade Policy – Exports Assistance – Exports Documentation and Procedures including Different Stages of Documentation.Globalisation in India, Opportunities, Constraints and Initiatives.India - A Hub for Globalisation, Globalisation in India - Post Liberalisation, India's Strengths, Strategies for Sustainable Competitive Advantage, Potential for Made in India, Major Globalisation Initiatives from Indian Companies, WTO Regulations and their implications for India, Undesirable effects of globalisation, Government Initiatives needed to foster globalisation.

**Unit-II**

The phenomenon of globalization; drivers and obstacles to globalization; motives and determinants of internationalization of firms; components and challenges of international strategic management; developing a strategic planning model for an MNC; approaches to multinational corporate strategy; impact of personal values and corporate culture on international strategy.

**Unit-III**

Motives for strategic global alliances; strategic value of an alliance; partner analysis; criteria for successful alliances; cross-border mergers and acquisitions; managing integration, transition and consolidation phases; strategic considerations in foreign market identification, entry and exit; product strategies for global markets; strategic decisions over different stages of international product lifecycle; R&D networking and technology strategy; global knowledge management.

**Unit-IV**

expatriate personnel management; HR strategies in cross-cultural environment; international control system; aspects of headquarter control over subsidiaries; challenges of multinational recruitment, selection and performance appraisal; integrating ethical and social responsibility concerns with strategic management; communication and negotiation strategies; e-commerce strategy.

**Case discussion is compulsory at the end of every unit.**

**Suggested Reading:**

Lasserre Philippe, Global Strategic Management

1. Adler, N. J. : International Dimensions of Organizational Behaviour, Kent pub. , Boston, 1991.
2. Bartlett, C and Ghoshal, S. : Transnational Management: Text, Cases and Readings in Cross Border Management, Irwin, Chicago, 1995.
3. Dowling, P. J. etc., : International Dimensions of Human Resource Management, 2nd ed., Wadsworth, California, 1994.
4. Hofstede, G. : Cultures Consequence: International Difference in Work Related Values. 2nd edition, Sage, London, 2001.



**MULTI NATIONAL FINANCIAL MANAGEMENT**  
**Paper Code: MBA 412**

External Marks: 80

Internal Marks: 20

Time: 3 Hr

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section ‘A’** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

**Unit-I**

An overview of multinational financial management; international monetary and financial systems, IBRD and development banks; finance function in a multinational firms; international flow of funds

**Unit-II**

International working capital management: international cash management; international receivable management, managing short term assets and liabilities; international capital money markets; euro dollar and currency market; financial market instruments – GDRs, ADRs, Euro issues, CP and ECB

**Unit-III**

Multinational capital budgeting, cost of capital and capital structure decisions; dividend policy of multinational firm

**Unit-IV**

Developments in foreign exchange markets; exchange rate determination; measuring and managing various risks and exposure; country risk analysis; taxation in multinational firms

**Case discussion is compulsory at the end of every unit.**

**Suggested Readings:**

1. Madura Jeff, International Financial Management; Thomson Learning
2. Sharan, V., International Financial Management, PHI, New Delhi
3. Allen Shapiro, Multinational Financial Management, PHI, New Delhi
4. Levi, Maurice D., International Finance, McGraw Hill

**EXPORT IMPORT DOCUMENTATION & PROCEDURES**  
**Paper Code: MBA 413**

External Marks: 80

Internal Marks: 20

Time: 3 Hr

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

**Unit I**

Export documentation; Foreign exchange regulations, Quality control and pre-shipment inspection, Export trade control, Marine insurance, Commercial practices.

**Unit II**

Export Procedures: Central Excise clearance; Custom clearance, Role of clearing and forwarding Agents, Shipment of Export Cargo, Export Credit, Export Credit Guarantees and Policies, Forward Exchange Cover, Finance for export on deferred payment terms, Duty draw-backs.

**Unit III**

Importing Procedure: Import licensing policy, Actual user licensing, Replenishment licensing/Import/Export passbook, Capital – Goods licensing/ Export Houses/ Trading Houses.

**Unit IV**

Special Issues: Export by post parcel and by Air, GSP Certificates of origin, Custom's clearance of Import Cargo, Documents – prescribed by Importing countries, Standardized Export Documentation, Packing. Import Management in a Developing Economy: Foreign Exchange budgeting, Import procurement, methods, Import financing, Purchase contract, Import Canalization, Import under counter-trade, Monitoring and follow up of import contracts.

**Case discussion is compulsory at the end of every unit.**

**INTERNATIONAL LOGISTICS**  
**Paper Code: MBA 414**

External Marks: 80

Internal Marks: 20

Time: 3 Hr

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

**Unit-I**

Trends in world trade growth; nature, significance and components of international logistics; creating an export organization; registration and licensing; selecting export products and markets and channels; export costing and pricing procedures incoterms; deciding payment terms; export contracts; deciding currency of payment; export order processing; international logistics infrastructure.

**Unit-II**

Arranging pre -shipment finance; export procurement; quality control and pre -shipment inspection; packing and labeling of export consignments; basic procedure and documentation for excise and custom clearance; ADS; Cargo insurance; shipping modes procedures and documentation; role of forwarding agents.

**Unit-III**

Arranging post-shipment finance; documentary collection of export bills; UCPDC guidelines; negotiating documents under L/C; managing exchange earners' foreign currency accounts; availing foreign exchange facilities; protecting against adverse movements in exchange rates; role of EXIM Bank; major provisions of FEMA relating to exporters; export credit risk insurance and the role of ECGC.

**Unit-IV**

Major export promotion schemes in India; export assistance to export houses; SEZ units, EOUs, EHTP, STP and BTP units; facilities for deemed exports; marketing development assistance; trade information support; role of commodity boards and export promotion councils in trade promotion; facilities for service exports.

**Case discussion is compulsory at the end of every unit.**

**INTERNATIONAL ACCOUNTING**  
**PAPER CODE: MBA 415**

External Marks: 80  
Internal Marks: 20  
Time: 3 Hr

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

**Unit-I**

Unique global business transaction; international dimensions of accounting; conceptual development and comparative development patterns; foreign currency translation; international audit environment; international accounting standards; concept and mechanism of setting international standards, disclosure requirements of international accounting standards

**Unit-II**

Managing international information systems; international perspective on inflation accounting; international dimensions of financial reporting; harmonization of accounting practices

**Unit-III**

Analysing foreign financial statements; financial management of multi-national entities; accounting for environment protection measures

**Unit-IV**

Transfer pricing and international accounting; performance evaluation; foreign exchange risk management; international taxation

**Case discussion is compulsory at the end of every unit.**

**Suggested Readings:**

1. Rathore, Shiin, International Accounting, Prentice Hall of India Ltd, New Delhi
2. Saudagaran, S N, International Accounting, Thomson Learning, Taxmann Publicaitons, New Delhi
3. Holf, International Accounting, Thomson Learning, Bombay

**LEGAL DIMENSIONS OF INTERNATIONAL BUSINESS**  
**Paper Code: MBA 416**

External Marks: 80  
Internal Marks: 20  
Time: 3 Hr

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

**Unit I**

Legal frame work of IB: Nature & complexities, international conventions and trade law, code and common laws and their implications to the business, IB contract, legal provisions, payment terms, international sales agreements, rights & duties of agents and distributors. Contract of enforcement and dispute settlement, international commercial arbitration and enforcement of foreign awards

**Unit II**

Regulatory frame work of WT: ,Basic principles and charter of GATT/WTO, provisions relating to preferential treatment to developing countries ,regional grouping, subsidies ,technical standards, antidumping duties & other NTBs, customs valuation, disputes settlement, implications of WTO to important sectors-GATS, TRIP, TRIMs.

**Unit III**

Regulation & treaties: Relating to licensing, franchising, joint ventures, patents & trade marks, technology transfer & telecommunications, restrictions of trade in endangered species and other commodities are based on international conventions, taxation treaties,

**Unit IV**

India's laws & Regulations governing IB Transactions: FERA/FEMA, taxation of foreign income, Foreign Investment, setting up offices & branches abroad, national & international dimensions of Competition law, Consumer Law, and e commerce

**Case discussion is compulsory at the end of every unit.**

**RURAL MARKETING**  
**Paper Code: MBA 417**

External Marks: 80  
Internal Marks: 20  
Time: 3 Hr

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

**Unit-I**

Rural marketing: meaning, opportunity and scope of Rural Marketing in India, Rural marketing environment, rural verses urban marketing: Nature- Complicacy- Potential- Problem, rural marketing models, Impact of Socio - economic and political environment on rural marketing.

**Unit-II**

Innovations and development initiatives in rural market, Developing New Products for Rural Markets, Rural Product Life Cycle, Segmenting Rural Markets, Rural marketing research: Opportunity and challenges, Marketing Mix, Managing Channels in Rural Markets

**Unit-III**

Rural consumer behaviour: Models of consumer behaviour; buying decision process; factors influencing decision making process; buying characteristics of rural residents; brand management in rural market; brand loyalty.

**Unit-IV**

Organized Rural Retailing; Rural Market Mapping; Corporate Social Responsibility in Rural Markets; Marketing of Consumer Products and Consumer Durable in rural set up; co- operative marketing; impact of industries in rural and backward areas

**Case discussion is compulsory at the end of every unit.**

**Suggested Readings:**

1. Dogra, Balram & Chauhan, K, Rural Marketing :Concept and Cases, Tata Mc Graw Hill, New Delhi
2. Mathur, U.C, Rural Marketing, Excel,
3. C.S.G, Krishnamacharyulu & Lalitha, Ramakrishnan, Rural Marketing: Text and cases, Pearson Education, Delhi.
4. Gopaldaswamy, Rural Marketing, Vikash Publications, New Delhi.
5. Habeeb & Rehman, Rural Marketing in india, Himalaya Publishing House,

**SALES & DISTRIBUTION MANAGEMENT**  
**Paper Code: MBA 418**

External Marks: 80  
Internal Marks: 20  
Time: 3 Hr

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

**Unit-I**

Sales Management: introduction, nature and scope; sales environment; strategic role of sales management; Personal selling objectives; theories of selling; personal selling process; emerging trends in selling: relationship selling, online auctions, e-commerce.

**Unit-II**

Types of sales management positions, Recruitment and selection of sales force, training motivating and compensating the sales force, controlling the sales force, sales planning: sales forecast and budgeting, Sales meetings and sales contests; sales quotas and territories; sales cost and cost analysis.

**Unit-III**

Distribution management: Introduction, need and scope, functions of distribution management; role of distribution in marketing mix; marketing channels strategy; levels of channels; distribution centres; designing channel system.

**Unit-IV**

Logistics and supply chain management: function and Importance, role of transport in distribution management: direct shipment, warehousing, cross-docking; push vs. pull systems; transportation decisions; market channel structure.

**Case discussion is compulsory at the end of every unit.**

**Suggested Readings:**

- Havaldar, Krishna K. & Cavale, Vasant M.; Sales and Distribution Management; Tata McGraw Hill, New Delhi
- Khan, Mateen; Sales and Distribution Management; Excel Books; New Delhi
- Dalrymple, Douglas J.; Cron, William L. & Decarlo, Thomas; Sales Management; John Wiley & Sons (Asia) Pvt. Ltd; New Delhi
- Rosenbloom, Bert; Marketing Channels: A Management View; Thomson Learning; New Delhi
- Stern, Louis W.; El-Ansary, Adel & Coughlan, Anne T.; Marketing Channels; Prentice Hall of India/Pearson Education; New Delhi
- Kapoor, Satish K. & Kansal, Purva; Basics of Distribution Management; Prentice Hall of India; New Delhi

**RETAIL MANAGEMENT**  
**Paper Code: MBA 419**

External Marks: 80

Internal Marks: 20

Time: 3 Hr

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

**Unit-I**

Introduction to Retailing: Meaning, nature, scope, importance, growth and present size, retailing mix,; Career options in retailing, Future of retailing in India. Technology in Retailing; Retailing through the Internet

**Unit-II**

Types of Retailing: marketing Concepts in Retailing – Consumer purchase behaviour, Cultural and Social group influence on consumer Purchase Behaviour. Stores classified by owners; Stores classified by merchandising categories; Traditional retail formats vs. modern emerging retail formats in India - Issues and options,; Retailing models – Franchiser -franchisee, directly owned, Retail Equity, Wheel of retailing and retailing life cycle.

**Unit-III**

Management of Retailing Operations: Retailing management and "the total performance model; Functions of retail management; Strategic retail management process.

**Unit-IV**

Retail planning - importance and process; Creative display; Merchandise planning – Stock turns, Credit Management, Developing retailing strategies, , pricing strategies and location strategies. Retail promotions - Staying ahead of competition

**Case discussion is compulsory at the end of every unit.**

**Suggested Readings :**

1. Berman, Berry & Evans, Joel & R. : Retail Management : A Strategic Approach, PHI/Pearson Education, New Delhi.
2. Levy Michael & Weitz Barten W. : Retailing Management, Tata McGraw Hill, New Delhi.
3. Newiman, Andrew J. & Cullen, Peter : Retailing Environment & Operations; Vikas Publishing House, NewDelhi.
4. Duane: Retailing Thomson Leaming, Mumbai.
5. Gilber, David : Retail Marketing Management, Paerson Education, New Delhi.
6. Diamond, Jay and Gerald Pintel : Retailing, Prentice-Hall, NJ, 1996.
7. Morgenstein, Melvin and Harriat : Strong in Modern Retailing, Prentice-Hall, NJ,1992.



**MARKETING RESEARCH**  
**Paper Code: MBA 420**

External Marks: 80  
Internal Marks: 20  
Time: 3 Hr

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

**Unit I**

Marketing Research: Introduction, nature and scope, Research Process, Applications of Marketing Research, Importance and Objectives of marketing research, Information Needs and Types of Research, Qualitative research & Quantitative research: Meaning, role and applications; Formulation of Research problem; Research designs - Exploratory Research, Descriptive Research & Experimental Designs,

**Unit II**

Data Collection: Sources and Methods; Secondary Data- Collection and Evaluation; Basic Methods of Primary Data Collection – Survey, Questionnaire, observation, interview, focus group interview; Designing questionnaire; Attitude Measurement and Scaling Techniques; Form and layout; Pilot testing

**Unit III**

Sampling: Types of Samples; Sampling Problems and Procedures; Sample size decisions; Administering the Data Collection (field procedures), Data Preparation and Processing. data analysis, Selecting statistical tests for nominal, ordinal and interval/ ratio data, General hypothesis testing procedure for parametric and nonparametric statistics (Analysis of Differences)

**Unit IV**

Application of Marketing Research: New product development and test marketing, Market segmentation and brand positioning; Rural marketing research; Advertising research; Ethical issues in Marketing Research, Project report writing: Types of report, Format of writing the report.

**Case discussion is compulsory at the end of every unit.**

**Suggested Reading:**

- Bradley, N. Marketing research, Tools and techniques (2nd ed.), Oxford University Press, Delhi.
- Malhotra, N. Marketing research: An applied orientation (6th ed.), Pearson Education New Delhi.
- Beri, G.C, Marketing Research, Tata McGraw Hill, New Delhi
- Cooper, Donald & Pamela S. Schindler, Marketing Research, McGraw-Hill, NewDelhi

**ENTREPRENEURIAL MARKETING**  
**Paper Code: MBA 421**

External Marks: 80  
Internal Marks: 20  
Time: 3 Hr

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

**Unit II**

Marketing in 21<sup>st</sup> Century: Emerging trends and changing dimensions of marketing in organizations; entrepreneurial and guerrilla marketing; the role of marketing in entrepreneurship and ventures. Linking marketing orientation to entrepreneurial orientation; Marketing as an entrepreneurial activity, marketers resistance towards innovation and risk; Marketing and resource leveraging; mass marketing to relationship marketing to one-to-one marketing; From transaction to partnerships; From sales to customer equity.

**Unit II**

Assessing market potential for new opportunities; Database management and entrepreneurship- The Entrepreneurial Marketing Plan; Marketing strategies for entrepreneurship- Product innovation: types and structures; the role of marketing in the new product development process; Innovation versus imitation strategies; Marketing and product /business failure

**Unit III**

Branding and the entrepreneurial venture- Entrepreneurship and the sales force; Entrepreneurship in personal selling –pricing the products – media and promotions – viral marketing – buzz marketing- guerrilla marketing

**Unit IV**

Marketing, the internet, and new ventures; the role of marketing in facilitating the development of networks; emerging distribution channels for the entrepreneur; Speed as strategy: Entrepreneurship, logistics and customer service – Scope in India and developing countries.

**Case discussion is compulsory at the end of every unit.**

**SOCIAL MARKETING**  
**Paper Code: MBA 422**

External Marks: 80  
Internal Marks: 20  
Time: 3 Hr

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

**Unit I**

Social Marketing- Concept, scope, purpose and issues; Social Marketing Planning Process.

**Unit II**

Social marketing environment- Mapping the internal and external environment related to various societal programmes and campaigns.

**Unit III**

Establishing target audience, Objectives and goals; Establishing budgets and finding funding sources and organizations

**Unit IV**

Promotional strategies- Media channels, vehicles, timings and influencing factors; Managing social marketing programmes.

**Case discussion is compulsory at the end of every unit.**

**Suggested Readings:**

1. Kotler, P., Roberto, E.L. & Lee Nancy, Social Marketing- Improving the quality of life, Sage Publication.
2. Kotler, P. & Roberto, E.L., Social Marketing- Strategies for changing Public Behaviour. Free Press.
3. Mukherji G.B., Introduction to Social Marketing, Pual & Co Pub Consortium.
4. Lazer, W., & Kelley, E.J., Social Marketing: Perspectives and Viewpoint, Irwin Press.
5. Mckee, N., Social Mobilization and Social Marketing in Developing Communities. Southbound Publication.

**INDUSTRIAL RELATIONS & LABOUR LEGISLATIONS**  
**Paper Code: MBA 423**

External Marks: 80  
Internal Marks: 20  
Time: 3 Hr

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

**Unit-I**

Industrial Relations: Concept, Objectives, Evolution of Industrial Relations, Indian perspective of IR, Approaches to IR: Social action, Dunlop's, Human relations, Gandhian approach, Impact of Globalization and Technological change on IR; Role of State in managing industrial relations, factors affecting industrial relations.

**Unit-II**

Trade Unions: Objectives and functions; Development of trade Union movement in India; Impact of Globalisation, Technology and economic reforms on Trade Unions; Emerging changes in Trade Unions; Types and structure of unions; Challenges of Trade Union movement, Employers' Organisation: Objectives & Functions, ILO: Role and objectives, Resolution of industrial conflict and settlement Machinery.

**Unit III**

Labour Legislations with Amendments: Objectives, forms and significance, Regulatory Legislation; Trade Union Act 1926, Industrial Dispute Act 1947. Social security Legislations; ESI Act 1948, EPF Act 1952, Maternity benefit Act 1961, Payment of gratuity Act 1952, Workmen's compensation Act 1923. Protective and Welfare legislations; Factory Act 1948, The Minimum Wages Act 1948, The Payment of Wages Act 1936, The Payment of Bonus Act 1965.

**Unit- IV**

Labour Ministry: Functions, Offices Attached to Labour Ministry - Directorate General of Employment & Training; Labour Bureau; Welfare Commissioners; Various committee constitute by the Labour Ministry.

Recent trends in IR: Co-ownership management; Concept and significance; Participative Management: objectives, Levels & Forms, Quality of Work Life: concept & Determinants, Collective bargaining and empowerment, Work life balance.

**Case discussion is compulsory at the end of every unit.**

**Suggested Readings:**

- Venkataratnam, C.S. and Sinha, Pravin, Trade Union Challenges at the Designing of 21<sup>st</sup> Century, IIRA - Excel Books, New Delhi
- Monappa, A . Industrial Relations, Tata McGraw Hill, New Delhi
- Mamoria, C.B., Mamoria, Satish and Rao, P. Subba , Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi
- Sinha, Sinha, Sakher, Industrial Relations, Trade Unions and Labour Legislations, Pearson Education, New delhi Venkataratnam, C.S., Industrial Relations, Oxford University Press, New Delhi

**STRATEGIC HUMAN RESOURCE MANAGEMENT**  
**Paper Code: MBA 424**

External Marks: 80  
Internal Marks: 20  
Time: 3 Hr

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

**Unit-I**

Concept of SHRM and HR environment: HRM in knowledge economy; investment perspective of SHRM, evolution of SHRM, strategic HR vs. traditional HR, barrier to strategic HR, role of HR in strategic planning.

**Unit-II**

Strategic fit frameworks: linking business strategy and HR strategy, HR bundles approach, best practice approach; business strategy and human resource planning; HRM and firm performance linkages – measures of HRM performance; sustained competitive advantages through inimitable HR practices

**Unit-III**

HR Systems: staffing systems, reward and compensation systems, employee and career development systems, performance management systems

**Unit-IV**

Strategic options and HR decisions – Downsizing and restructuring, domestic and international labour market, mergers and acquisitions, outsourcing and off shoring

**Case discussion is compulsory at the end of every unit.**

**Suggested Readings:**

1. Mello, Jeffrey A ., Strategic Human Resource Management, Thomson Learning Inc.
2. Agarwala, Tanuja, Strategic Human Resource Management, Oxford University Press, New Delhi
3. Dreher, George and Thomas Dougherty, Human Resource Strategy, Tata McGraw Hill
4. Greer, Charles, Strategic Human Resource Management, Pearson Education
5. Belcourt, Monica and Kenneth McBay, Strategic Human Resource Planning, Thomson Learning Inc

**PERSONAL POWER AND LEADERSHIP THROUGH ASIAN VALUES**  
**Paper Code: MBA 425**

External Marks: 80  
Internal Marks: 20  
Time: 3 Hr

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

**Unit I**

Ontology of Human and Organizational Existence; Model of Personality & Holistic Growth: *Panch Kosh*; Excellence in Actions: *Guna theory*; Dynamics of Human Motivation: *Purushartha*. Constructive and Destructive Emotions: *Rasa theory*.

**Unit II**

Strategic & Value based Leadership: *Dharma-Danda*. Leveraging on competencies: *Svabhava Sanskar & Svadharma* model. Change Management: *Ekkatoparaya*

**Unit III**

Unleashing Creativity & Personal power: Techniques from *Ashtanga Yoga, Zen- Buddhism and Taoism*; Work values & relationship management through Confucian *values*.

**Unit IV**

Moral Development - meaning interpersonal influences on moral developments, , morality & inter group attitudes, moral emotions, moral development and social exclusion, morality and cultural linkage according to Asian values.

**Case discussion is compulsory at the end of every unit.**

**Suggested Readings**

1. Eva Wong. (2000). *The Shambala guide to Taoism*. Boston: Shambala, South Asia Editions.
2. Gardner, D. K. (2007). *The Basic Teachings of the Later Confucian Tradition*, Hackett Publishing Company.
3. Goldman, R.P. & Tokunaga, M. (2009). *Epic Undertaking*. Delhi: Motilal Banarsidas Publishers Pvt. Ltd. Delhi.
4. Gerardo, N. J. (2008). *Myth and Meaning in Early Daoism: The themes of chaos*. Hundun: First Three Pines Press Edition.
5. Iyengar, B. K. S. (2005). *Light on Life*. London: Rodale.
6. Jue, R., & Wedemeyer, R. (2002). *The Inner Edge: Achieving Spiritual Fulfilment in Life and Work*. New Delhi: Tata McGraw Hill.
7. Kao, H. S. R. & Sinha D., (1997) *Asian Perspectives on Psychology*. New Delhi: Sage.
8. Karve, I., (1991). *Yuganata*. Hyderabad: Orient Longman Ltd.

**HUMAN CAPITAL MANAGEMENT**  
**PAPER CODE: MBA 426**

External Marks: 80  
Internal Marks: 20  
Time: 3 Hr

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

**Unit I**

Concept of human capital, rationale, Scope, functions and importance of HRM, Evolution of HRM, Difference with HRD, Contemporary issues and practices in HRM, Changing concept of HRM in India and in the globe.

**Unit II**

Nature of job Analysis, job design, Job evaluation, Human resource planning, Demand forecasting, HR supply forecasting, Need for and factors influencing HRP, Career planning, Promotion, transfer, demotion and separation; Employee hiring- Nature of Recruitment, Sources of recruitment-internal and external, Employee selection, process of employee selection, New recruitment practices Job portals, employee reference, campus recruitment etc.

**Unit III**

Nature and importance of Training, Methods of training, TNA, Importance, Methods and models of Performance Management, Future of performance management system, Nature of HRD program, Methods of management development and Executive development programs, Contemporary HRD practices

**Unit IV**

Introduction to compensation management, Components of employee and executive compensation, Factors affecting employee compensation, Employee incentive schemes, and Recent trends in compensations management. Industrial relations and Resolution of industrial disputes, Employee grievance, Trade union and their relevance. SHRM, SHRM Vs Conventional HRM, Barriers to strategic HRM, Linking HR strategy with business strategy, SHRM and business performance

**Case discussion is compulsory at the end of every unit.**

**Suggested Readings:**

1. Gary Dessler and BijuVarkkey (2013), Human Resource Management, Person Publication, 12th Edition.
2. P. Jyothi and D.N Venkatesh (2013), Human Resource Management. Oxford Publication. 2nd Edition.
3. BiswajeetPattanayak (2014), "Human Resource Management", PHI Publications, 4th Edition.
4. V.S.P.Rao and C.B. Mamoria (2012), "Personal Management (Text and Cases)", Himalaya Publications, Thirtieth Edition.

**CROSS CULTURAL HUMAN RESOURCE MANAGEMENT**  
**Paper Code: MBA 427**

External Marks: 80  
Internal Marks: 20  
Time: 3 Hr

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

**Unit –I**

Human Resource management in global organizations: Meaning and concept of Culture, dimensions, characteristics and elements; Human and cultural variables of organization; Culture diversity, models and attitudinal dimensions; cultural differences, similarities and managerial implications

**Unit-II**

Global HR issues: Cross-national differences; Differences in communication, work settings, negotiations, leadership, motivational context, standardization and adoption of work practice; Training and development of international staff

**Unit III**

Managing global staff: Recruitment, Selection criteria and issues; Retaining and motivating International staff; bargaining behavior and negotiation strategies; Culture caricatures, team development and co-operation

**Unit IV**

Compensation: Objectives, determinants and key components; Standards of performance management in global perspective; Issues and challenges in global perspective; Expatriate and repatriate issues in global context

**Case discussion is compulsory at the end of every unit.**

**Suggested Readings**

1. Hodgetts, Richard M., Fred Luthans, and Jonethan P. Doh, International Management – Cultural, Strategy and Behaviour, Tata McGraw Hill, New Delhi
2. Holt, David H., International Management – Text and Cases, Dryden Press, Thomson Learning, Bombay
3. Harzing and Van Ruysseveldt, International Human Resource Management Sage Publication, New Delhi
4. Peter J. Dolling, Danice E. Welch, International Human Resource Management, Thomson Learning- Excel books
5. Cullen, Multinational Management, Thomson Learning, Bombay
6. Larry E. Sen and John R. Childress, The Secret of a Winning Culture (Building High Performance Teams ) PHI (Pvt.) Ltd., New Delhi
7. Francesco, International Organizational Behavior , 2nd Edition, Pearson Education, New Delhi
8. Deresky, International Management, Managing Across Borders and Cultures, 5th Ed. Pearson Education, New Delhi



**MANAGEMENT OF TALENTS AND PERFORMANCE**  
**Paper Code: MBA 428**

External Marks: 80  
Internal Marks: 20  
Time: 3 Hr

**Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

**Unit I**

Conceptual Framework of Performance Management: Performance management process; Objectives of performance management system; Historical development in India; Performance management and performance appraisal; Linkage of performance management system with other HR practices.

**Unit II**

Planning and Identifying Performance Indices: KPAs and KRAs for various job holders; Scaling and Measuring Performance levels of Individuals and Teams: Tools and Formats; Strategies to neutralise Cognitive Stereotypes and subjectivity. conducting performance reviews- 360o feedback, counseling, coaching, Feedback Interview, strategy maps and balance score card; Competence Mapping and Potential Assessment, Linking pay with performance, Evaluating Efficacy of PMS system

**Unit III**

Talent Management: Concept and approaches; Framework of talent management; Talent identification, integration, and retention.

**Unit IV**

Talent Management Practices and Process: Building the talent pipeline; Managing employee engagement; Key factors and different aspects of talent management; Using talent management processes to drive culture of excellence; Talent management in India; Future directions in talent management practice and research.

Note: Lectures should be supplemented with the case studies.

**Case discussion is compulsory at the end of every unit.**

**Suggested Readings:**

1. Armstrong, M. & Baron, A., Performance management and development, Jaico Publishing House, Mumbai.
2. Armstrong, M., Performance management: Key strategies and practical guidelines, Kogan Page, London.
3. Bagchi, S. N., Performance management, Cengage Learning India.
4. Bhattacharyya, D.K., Performance management systems and strategies, Pearson Education.
5. Robert B., Performance management, McGraw-Hill Education India.
6. ASTD, Talent management: Strategies for success from six leading companies, Cengage Learning