

**2-YEAR
MASTER OF BUSINESS
ADMINISTRATION (MBA)
PROGRAMME
(Distance Mode)
2015-2017
CURRICULUM**



**DIRECTORATE OF DISTANCE EDUCATION
THE UNIVERSITY OF BURDWAN**

Programme Administration/General Guidelines

1. The course duration will be two years, divided into four semesters.
2. Each paper will carry 100 marks. The distribution of marks in each theoretical paper will be: semester written examination – 80 marks and internal assessment - 20 marks.
3. The duration of each written examination will be three hours.
4. Students shall be evaluated for internal assessment on the basis of their performance in any or a combination of the following to be decided and declared at the beginning of each semester by the concerned faculty member responsible for the paper: -
 - Participation in seminars, case discussions, group work activities
 - Class Tests
 - Individual or group oral presentations
 - Written assignments, term papers
 - Viva Voce
 - Classroom participation.
5. The grand total of marks to be covered in four semesters will be 2500. Students will be evaluated out of 600 marks in each of the first three semesters and 700 marks in the fourth semester.
6. Students will be offered five specialisation areas viz. **Marketing Management (MMD)/ Financial Management (FMD)/ Human Resource Management (HRMD)/ Systems & Operations Management (SOMD)/ Insurance and Risk Management (IRMD)**. A student has to opt for any single specialisation out of these five options before commencement of the third semester.
7. In each specialization a student will have to undertake a total of 6 special papers, to be distributed as: 3rd Semester: – 3 papers, 4th Semester: – 3 papers.
8. For paper MBD-407, a Project Report based on the Project Study (PS) will have to be submitted in 4th semester. The Project Study will account for 50 marks.
9. At the end of 4th semester they have to appear for a Grand Viva (GV) examination carrying 50 marks before a duly constituted board of examiners.
10. Personal Contact Programme (PCP) classes will be conducted by the DDE, BU in each semester.
11. The curriculum comes into effect from the academic session of 2015-2017.

Structure of 2-Year MBA (Distance Mode) Curriculum

MBA- Distance (1st SEMESTER)

PAPER CODE	PAPER NAME
MBD-101	Principles and Practices of Management (PPM)
MBD-102	Organisational Behaviour (OB)
MBD-103	Managerial Economics (ME)
MBD-104	Accounting For Managers (AFM)
MBD-105	Business Statistics (BST)
MBD-106	Business Environment and Legislation (BEL)

MBA- Distance (2nd SEMESTER)

PAPER CODE	PAPER NAME
MBD-201	Marketing Management (MM)
MBD-202	Human Resource Management and Skill Development (HRM&SD)
MBD-203	Financial Management (FM)
MBD-204	Production and Operations Management (POM)
MBD-205	Corporate Social Responsibility (CSR)
MBD-206	Computer Applications and Information System Management (CAISM)

MBA- Distance (3rd SEMESTER)

PAPER CODE	PAPER NAME		
MBD-301	Operations Research (OR)		
MBD-302	International Business (IB)		
MBD-303	Research Methodology (RM)		
SPECIALIZATION	PAPER CODE & PAPER NAME		
Marketing Management (MMD)	MMD-304	MMD-305	MMD-306
	Consumer Behaviour (CB)	Sales & Distribution Management (SDM)	Services & Brand Marketing (SBM)
Financial Management (FMD)	FMD-304	FMD-305	FMD-306
	Financial Institutions & Markets (FIM)	Investment & Working Capital Management (IWCM)	Tax Management (TM)
Human Resource Management (HRMD)	HRMD – 304	HRMD – 305	HRMD – 306
	Employee Resourcing & Performance Management (ERPM)	Training & Development (T & D)	Compensation & Reward Management (CRM)
Systems & Operations Management (SOMD)	SOMD-304	SOMD-305	SOMD-306
	Operational Planning & Control (OPC)	Data Base Management Systems (DBMS)	Logistics Management (LM)
Insurance and Risk Management (IRMD)	IRMD-304	IRMD-305	IRMD-306
	Insurance & Risk Management (IRM)	Life and General Insurance (LGI)	Underwriting & Claims Management (UCM)

MBA- Distance (4th SEMESTER)

PAPER CODE	PAPER NAME		
MBD-401	Strategic Management (SM)		
MBD-402	Knowledge Management and Business Excellence (KM&BE)		
MBD-403	Entrepreneurship Development (ED)		
SPECIALIZATION	PAPER CODE & PAPER NAME		
Marketing Management (MMD)	MMD-404	MMD-405	MMD-406
	Retail Management (RTM)	Rural and Voluntary Sector Management (RVSM)	Integrated Marketing Communication (IMC)
Financial Management (FMD)	FMD-404	FMD-405	FMD-406
	Financial Statement Analysis (FSA)	Business Valuation (BV)	International Accounting and Finance (IAF)
Human Resource Management (HRMD)	HRMD – 404	HRMD – 405	HRMD-406
	Industrial Relation and Labour Laws (IRLL)	Strategic Human Resource Management (SHRM)	Human Capital Management (HCM)
Systems & Operations Management (SOMD)	SOMD-404	SOMD-405	SOMD-406
	Purchasing and Materials Management (PMM)	Business Process Reengineering (BPR)	Systems Analysis and Design (SAD)
Insurance and Risk Management (IRMD)	IRMD-404	IRMD-405	IRMD-406
	Legal Aspects of Insurance & IRDA (LAI)	Business Valuation (BV)	Contemporary Issues in Insurance and Risk Management (CIIRM)
MBD-407	PROJECT STUDY & GRAND VIVA (PS&GV)		

MBA (1ST SEMESTER) **(Distance Mode)**

MBD 101: PRINCIPLE AND PRACTICES OF MANAGEMENT (PPM)

Introduction and Overview of Management - Principles of Management - Functions of Management - Management Thinkers - Evolution of Management Thoughts – Planning and Decision-making – Organizing and Overview of Staffing - Direction, Communication and Motivation – Coordination – Controlling.

Suggested Readings:

1. Hampton, D.R. *Management*. Tata McGraw Hill.
2. Heinz, W. *Management: A Global Perspective*. Tata McGraw Hill.
3. John, C. S. *Management*. Wiley India.
4. Katz and Rosezweig. *Organisation and Management*. McGraw Hill Book Co.
5. Robbins and Coulter: *Management*. Tata McGraw Hill.

MBD-102: ORGANISATIONAL BEHAVIOUR (OB)

Introduction to Organizational Behaviour and Dimensions - Understanding of Organizational Behaviour - Individual Differences in Work Behaviour – Personality- Learning: The Modification Mechanism & Acquisition Of Skills - - Work Behaviour and Attitudes - Perception and Decision-Making - Affect and Emotion: Influencing Cognition – Theory and Application of Motivational Concepts - Group and Organizational Dimensions of Organizational Behaviour - Groups in Organizations - Work Team - Communication: An Interpersonal Process – Leadership – contemporary issues.

Suggested Readings:

1. Fred, Luthans. *Organizational Behaviour*. McGraw Hill.
2. Hitt, M. A., Miller, C. and Colella, A. *Organizational Behaviour: A Strategic Approach*. Wiley India.
3. Newstrom, J. W. and Davis, K. *Organizational Behaviour: Human Behaviour at Work*. Tata McGraw Hill.
4. Schermerhorn, J. R., Jr., Hunt, J. C. and Osborn, R. N. *Organizational Behaviour*. Wiley India.
5. Stephen, P. Robbins and Seema Sanghi. *Organizational Behaviour*. Pearson Education.

MBD 103: MANAGERIAL ECONOMICS (ME)

Introduction to Managerial Economics - Decision Analysis – Demand - Introductory Issues and Theories of Consumer Behaviour - Market Demand and Demand Forecasting - Production - Cost - Markets - Pricing and Related issues - Managerial and Behavioural Theories of Firm - Transactions, Information and Agency - Basic Macroeconomics and National Income - Income and Spending - The ISLM Model - Fiscal and Monetary Policy Analysis in ISLM Model - Inflation and Business Cycles.

Suggested Readings:

1. Dholakia, R.H. and A. J. Oza, *Microeconomics for Management Students*, Oxford University Press.
2. Dobbs, I. *Managerial Economics: Firms, Markets and Business Decisions*, Oxford University Press.
3. Dornbusch, R. and Fischer, S. *Macroeconomics*, McGraw-Hill Inc.
4. Keat, P.G. and Young, P.K.Y. *Managerial Economics*, Pearson Education.
5. Koutsoyiannis, A. *Modern Microeconomics*, MacMillan.
6. Levacic, R. and Rebmann, A. *Macroeconomics: An Introduction to Keynesian –Neoclassical Controversies*, Macmillan.
7. Mote, V. L., Paul, S. and Gupte, G.S. *Managerial Economics: Concepts & Cases*, Tata McGraw-Hill.
8. Sarkhel, J. and Salim, S. *Business Economics*, Book Syndicate
9. Thomas, Maurice and Sarkar, *Managerial Economics*. Tata McGraw Hill.

MBD-104: ACCOUNTING FOR MANAGERS (AFM)

Financial Accounting - Conceptual Framework of Accounting - Depreciation, Bad Debts and Inventory - Preparation of Annual Accounts - Recent Developments in Financial Accounting - Cost Accounting - Contract Costing - Process Costing - Operating Costing - Management Accounting - Ratio Analysis - Marginal Costing and CVP Analysis - Differential Costing and Relevant Costing - Budgetary Control - Standard Costing - Recent Development in Cost Accounting.

Suggested Readings:

1. Bhattacharya, A. K. *Cost Accounting*. PHI.
2. Bhattacharya, A. K. *Financial Accounting For Business Managers*. PHI.
3. Drury, C. *Management and Cost Accounting*. Chapman Hall.
4. Elliot, B. and Elliot, J. *Financial Accounting and Reporting*. PHI.
5. Epstein, B. J., Nach, R. and Bragg, S. M. *GAAP*, Wiley.
6. Gupta and Radhaswami. *Advanced Accountancy*. Sultan Chand and Sons.
7. Hendriksen, E. S. *Accounting Theory*. Khosla Publishing House.
8. Horngreen, C. T., Sundem, G. L. and Stratton, W. O. *Introduction to Management Accounting*. PHI.
9. Mukherjee and Hanif. *Modern Accountancy, Vol. I*. Tata McGraw Hill.
10. Saxena and Vashist. *Advanced Cost and Management Accounting*. Sultan Chand and Sons.

MBD 105: BUSINESS STATISTICS (BST)

An Overview of Statistics - Frequency Distribution - Graphical Depiction of Data - Measures of Central Tendency - Measures of Dispersion – Moments: Measures of Skewness and Kurtosis - Measures of Association-Correlation - Regression Analysis - Time Series Analysis - Index Number – Probability - Random Variables - Theoretical Distributions - Sampling and Sampling Distributions - Estimation and Testing of Hypothesis.

Suggested Readings:

1. Levin, R. I. And Rubin, D. S. *Statistics for Management*. Prentice Hall Inc.
2. Goon, Gupta and Dasgupta. *Fundamentals of Statistics, Vol. I & II*. World Press Pvt. Ltd.
3. Mathai and Rathie. *Probability and Statistics*. Macmillan.
4. Arora, P. N., Arora, S. and Arora, S. *Comprehensive Statistical Methods*. S. Chand.
5. Weiss. *Introductory Statistics*. Pearson Education.
6. Doane, D. P. and Seward, L. E. *Applied Statistics in Business and Economics*. Tata McGraw Hill.
7. Kothari, C. R. *Quantitative Techniques*. Vikas Publishing House.

MBD- 106: BUSINESS ENVIRONMENT AND LEGISLATION (BEL)

Introduction to Business and Business Organisations – Business Environment: Domain and Framework – The Cultural Environment of Business – The Social and Demographic Environment – Social Responsibility of Business – The Information Environment – The Competitive Environment – Political Environment – Regulatory Environment in India – Economic and Industrial Environment of India – Global Business Environment – The Technological Environment.

The Indian Contract Act – The Negotiable Instrument Act – Sale of Goods Act – Partnership Act – The Companies Act I – The Companies Act II - The Companies Act III – The Competition Law – Right to Information Act – Consumer Protection Act – Cyber Laws I – Cyber Laws II

Suggested Readings:

1. Agarwal, Raj. *Business Environment*. Excel Books, New Delhi.
2. Aswathappa, K. *Essentials of Business Environment*. Himalayan Publishing House, New Delhi.
3. Cherunilam, F. *Business Environment*. Himalayan Publishing House, New Delhi.
4. Datt, Ruder and Sundharm, K.P.M. *Indian Economy*. S. Chand and Co., New Delhi.

MBA (2ND SEMESTER) (Distance Mode)

MBD 201: MARKETING MANAGEMENT (MM)

Understanding Marketing and Marketing Process- Marketing Environment - - Consumer Behaviour - Managing the Product / Service - Pricing Strategies and Methods - Distribution Channel and Logistics Management - Promotional Decision - Marketing Information Systems and Marketing Research - Developing Marketing Opportunities and Strategies - Services Marketing Concepts, Definition, Characteristics - Global Marketing - Direct Marketing, Marketing on the Web - Social Responsibility and Marketing Ethics, Consumerism and Legal Issues, Green Marketing.

Suggested Readings:

1. Bhattacharya K. Sisir. *Marketing Management*, National Publishing House.
2. Dalrymple, J.D. and Parson, J.L. *Marketing Management Strategy and Cases*, John Wiley and Sons.
3. Kotler, Philip. *Marketing Management Analysis, Planning and Control*, PHI.
4. Kotler, Philip and Armstrong, G. *Principles of Marketing*, PHI.
5. Ramaswamy, V.S. and Namakemari, S. *Marketing Management*, McMillan.
6. Stanton, Willam J. *Fundamentals of Marketing*, McGraw Hill.

MBD- 202: HUMAN RESOURCE MANAGEMENT (HRM) AND SKILL DEVELOPMENT (HRM&SD)

HRM: Concept, Nature, Scope, Evolution and Relevance - Acquisition of Human Resources: Human Resource Planning; Recruitment and Selection, Induction, socialization, placement-Developing Human Resources: Career Planning and Development; Employee Training; Executive Development; Performance Management System; Potential Appraisal; Succession Planning-Concept and Domain of HRD system and Sub-systems- Maintenance of Human Resource: Compensation Management; Job evaluation; Fringe Benefits & Incentives; Employee Health & Safety- Industrial Relations; Trade Unionism, Collective Bargaining, Grievance Management, etc. - Control Function of HRM: Human Resource Accounting; Human Resource Auditing - Human Resource Information System (HRIS) etc.

SD: Introduction to Managerial Skill – Nature and Scope of Communication – Roadblocks to Communication and Gateways – Effective Listening – Business Presentations and Art of Public Speaking – Meetings and Conferences – Communicating Across Cultures – Persuasive Communication – Effective Conversation – Business Writing – Business Letters and Memos – Business Reports – Persuasive Proposals – Technology Enabled Business Communications – Non-verbal Communication – Business Communication Aids.

Suggested Readings:

1. Lesiker, R. and Pettit, J. *Business Communication*. All India Traveller, New Delhi.
2. McGrath, E.H. *Basic Managerial Skills for All*. PHI.
3. Monnipally, M.M. *Business Communication Strategies*. TMH, New Delhi.

4. Raman, M. and Singh, P. *Business Communication*. Oxford University Press.
5. Armstrong, M. A. *Handbook of Human Resource Management Practice*, 8th ed. Kogan Page, U.K.
6. De Cenzo, D.A. & Robbins, S.P. *Human Resource Management*, 6th ed. John Willey, New York.
7. Ghosh, A.K. *Human Resource: Concepts & Cases*. Manas Publication.
8. Pattanayak, B. *Human Resource Management*, 2nd ed. Prentice-Hall of India, New Delhi.
9. Rao, V.S.P. *Human Resource Management*, 1st ed. Excel Books, New Delhi.

MBD- 203: FINANCIAL MANAGEMENT (FM)

Introduction to Corporate Finance – Financial Environment: Markets, Institutions and Interest Rates - Time Value of Money – Bonds and their Valuation – Stocks and their Valuation - Capital Budgeting Decisions - Cost of Capital - Capital Structure – Leverage – Payout Policy – Equity Financing and Debt Financing – Leasing - Management of Working Capital – Mergers & Acquisitions: Financial Aspects.

Suggested Readings:

1. Chandra, P. *Financial Management*. Tata McGraw Hill.
2. Hampton, J. *Financial Decision Making*. PHI.
3. Pandey, I.M. *Financial Management*. Vikas Publishing House.
4. Van Horne, J.C. et al. *Fundamentals of Financial Management*. PHI.

MBD-204: PRODUCTION & OPERATIONS MANAGEMENT (POM)

Nature and Scope of Production and Operations Management - Types of Manufacturing systems - Operation Decisions - Mass Production, Batch / Job Order Manufacturing - Facility Location problem - Layout Planning Analysis - Capacity Planning: Models - Process Planning - Aggregate Planning – Scheduling - Work Study - Work Measurement- Material Management: An overview of Material Management - Material Planning - Inventory Control – JIT - Materials Planning Budgeting - Material Requirement Planning - Quality Assurance - Statistical Process Control- Acceptance Sampling - Total Quality Management - Maintenance Management.

Suggested Readings:

1. Adam, E.E. and Evert, R.J., *Production and Operation Management*, Prentice Hall of India, New Delhi.
2. Buffa, E.S., *Modern Production management*, John Wiley, New York.
3. Chary, S.N., *Production and Operations Management*, Tata McGraw Hill, New Delhi.
4. Dilworth, James B., *Operations Management: Design, Planning & Control for Manufacturing and Services*, McGraw Hill, Singapore.
5. Moore, F.G. and Hedrick, T.E., *Production / Operations Management*, Homewood, Illinois.

MBD-205: CORPORATE SOCIAL RESPONSIBILITY (CSR)

Corporate Social Responsibility (CSR): Concepts, Conflicts, Contemporary Thinking and Models - Role of Corporation as Part of Community - Basic Human Rights, Constitutional Obligations, Social Practices - Sustainable Value Addition to Corporate Culture - Global Driver of Sustainability - Interconnecting the Unconnected - Repositioning by Clean Technology - Corporate Strategy for Prosperity - Creative Destruction - Disrupted Potential - Global Abstractions & Local Solutions - Calibration to Gain from Corporate Social Responsibility - UN Global Compact - Global Corporate Citizenship - Compact Framework – Mission – CSR Practices – Emerging Issues in CSR.

Suggested Readings:

1. Johnson, H. H. *Business in contemporary society - framework & issues*. Wadsworth Publishing Co Ltd.
2. Wempe J and Kaptain, M. *The balanced company: A theory of corporate integrity*, Oxford University.
3. Patric J A and Quinn, J. F. *Management Ethics: Integrity at Work*. Response Books.
4. Goebbels, M. *Reframing Corporate Social Responsibility: The Contemporary Concepts of a Fuzzy Notion*. Erasmus University Rotterdam.

MBD-206: COMPUTER APPLICATIONS AND INFORMATION SYSTEM MANAGEMENT (CAISM)

Introductory Concepts and Applications of Computers – Classification of Computers – Computer Organisation: CPU, Memory Organisation, Input Devices, Storage Devices, Output Devices – Planning for Software Resources – Computer Programming – Operating Systems – Computer Virus – Graphics & Multimedia – Data Communication – Networking of Computers – Presenting the Internet: The Internet and the World Wide Web – E-Commerce – Information Technology and Society – Security Issues in IT Infrastructure – Computer Crime, Ethics and Social Issues. Information System: Concepts, Characteristics and Classification of System - Role, Functions & Types, Organisations of Information system - Information System Development – Managerial Decision Making - Information Systems and Business Strategy - Basic Concepts of TPS and Office Automation System - Decision Support System (DSS) – Knowledge Based Systems - Business Intelligence, Expert System, Artificial Intelligence (AI) - Data Warehousing - Data Mining - Database Management System (DBMS) – Managing International Information Systems.

Suggested Readings:

1. Burch, J. and Grudnitski, G. *Information Systems: Theory and Practice*. New York, John Wiley.
2. Norton, P. *Introduction to Computers*. McGraw Hill.
3. Sinha, P.K. and Sinha, P. *Computer Fundamentals and Application*. BPB Publications.
4. Stallings, W. *Computer Architecture and Organization*.
5. Jaiswal & Mittal. *Management Information System*. Oxford University Press.
6. Laudon, K.C. & Laudon, J.P. *Management Information Systems*. Pearson Education.
7. Navatha Elmasari. *Database Management System*. McGraw Hill
8. Okha , *Management Information System*.

MBA (3RD SEMESTER)
(Distance Mode)

MBD- 301: OPERATIONS RESEARCH (OR)

Operations Research: Historical Development, Basic Concepts and Its Role in Decision Making – Linear Programming (LP): LP Formulation – Graphical Solution – Simplex Method – Duality and Dual Simplex Method - Sensitivity Analysis - Transportation Problems - Assignment Problems – Inventory Management Techniques - Network analysis: PERT / CPM - Queuing Theory – Decision Theory and Decision Trees - Game Theory - Simulation.

Suggested Readings:

1. Chakraborty and Ghosh. Linear Programming. Moulik Library.
2. Gould, F.J. Introduction to Management Science. Englewood Cliffs, PHI. New Jersey.
3. Kothari, C. R. Quantitative Techniques. Wishma Prakashan.
4. Loomba. Linear Programming. Tata McGraw Hill.
5. Mathur, K. and Solow, D. Management Science. Englewood Cliffs, PHI. New Jersey.
6. Narag, A. S. Linear Programming and Decision Making. Sultan Chand, New Delhi.
7. Paik. Quantitative Techniques for Managerial Decisions. Tata McGraw Hill.
8. Sharma, J.K. Operations Research: Theory and Applications. McMillan India Ltd., New Delhi.
9. Taha. H. A. Operations Research- An Introduction. McMillan, New York.
10. Vohra, N. D. Quantitative Techniques in Management, Tata McGraw Hill.

MBD- 302: INTERNATIONAL BUSINESS (IB)

International Business: An overview – Basis of International Trade - The Heckscher- Ohlin Theory Of International Trade – Terms of Trade – Instruments of Commercial Policy – Free Trade Versus Protection – Balance of Payments and Foreign Exchange – Foreign Exchange Market and Exchange Rate - Foreign Market Entry Strategies- Licensing and Franchising - Joint Venture - World Trade Organization - International Economic Corporation and agreement - Globalization of business.

Suggested Readings:

1. Chacholiades, M. *International Trade: Theory and Policy*. McGraw Hill Book Company.
2. Cherunilam, F. *International Business Environment*. Himalaya Publishing House.
3. Daniels J.etal. *Internation Business – Environments and Operations*. Pearson Education.
4. Sodersten, B. *International Trade: Theory and Policy*. Macmillan.
5. Mithani, D.M. *International Economics*. Himalaya Publishing House.

MBD- 303: RESEARCH METHODOLOGY (RM)

An Overview of Research Methodology – Formulation of the Research Problem - Research Design – Sampling Design -Methods of Data Collection – Observational Design: Measurement and Scaling techniques — Statistical Design: Processing and Analysis of Data – Qualitative Research Approaches – Qualitative Data Collection – Report Writing and Preparation of Bibliography.

Suggested Readings:

1. Bim, Robin J. *The Effect Use Market Research: A Guide for Management to Grow the Business*, Third Edition. Kogan Page, London, U.K.
2. Craig; C. Samuel and Douglas, Susan P. *International Marketing Research*; John Wiley and Sons Ltd., New York.
3. Daymon, Christine and Holloway, Immy. *Qualitative Research Methods in Public Relation and Marketing Communications*. Routledge, U.K.
4. Gummesson, Evert. *Qualitative Methods in Management Research*, Second Edition. Sage Publications Inc., New Delhi.
5. Kothari, C.R. *Research Methodology*. Mishra Prakashan.

SPECIALISATION: MARKETING MANAGEMENT

MMD- 304: CONSUMER BEHAVIOUR (CB)

Consumer Behaviour and Marketing Strategies - Consumer motivation: information processing and consumer perception, consumer attitudes and attitude change - Influence of personality and self concept on buying behaviour - psychographics and life style - reference group influence - Diffusion of innovation and opinion leadership - family decision making - industrial buying behaviour - models of consumer behaviour.

Suggested Readings:

1. Assael. H. *Consumer Behaviour & Marketing Action*.
2. Engle, J.F. *Consumer Behaviour*.
3. Howard John A. *Consumer Behaviour in Marketing*.
4. Schiffman, I.G. etc. *Consumer Behaviour*.

MMD- 305: SALES AND DISTRIBUTION MANAGEMENT (SDM)

Introduction to Personal Selling and Sales Management - Personal Selling: Roles, Process, Steps and Evaluation - Dimensions of Sales Management – Tasks of Sales Managers – Sales Territory Development and Time Management - Sales and Cost Analysis - An Overview of Marketing Channels - Management of Distribution Channels: Logistics Management, Supply Chain Management - Organizational patterns in Marketing Channels - Marketing Channel Policies and Legal Issues - Information Systems and Channel Management.

Suggested Readings:

1. Anderson, R. *Professional Sales Management*. Englewood Cliffs, New Jersey, Prentice Hall.
2. Buskirk, R.H. and Stanton, W.J. *Management of Sales Force*. Homewood Illinois, Richard D. Irwin.
3. Dalrymple, D.J. *Sales Management: Concept and Cases*. New York, John Wiley.
4. Still, R.R. *Sales Management*. Englewood Cliff, New Jersey, Prentice Hall Inc.
5. Gupta, S.L. *Sales and Distribution Management*, Excel Books.
6. Johnson, M.E., et al. *Sales Management: Concepts, Practices and Cases*. McGraw Hill International.
7. Mallik, P.K., *Sales Management*, Oxford: New Delhi.

MMD- 306: SERVICES AND BRAND MARKETING (SBM)

Services Marketing: An Overview of– Consumer Decision Process in Services Marketing – Ethical Issues in Services Marketing - Services Marketing Mix: Basic 4P's of Services – Other 3P's of Services Marketing – Managing the Firm's 'Physical Evidence' and 'People' Issues in Services Marketing – Managing Services Employees and Customers – 'Process': Understanding the Service Delivery Process - Measuring Service Quality – Service Failures and Recovery Strategies – Measuring Customer Satisfaction and Customer Retention.

Brand Marketing: Concept of Brand and Branding - Evolution of Brand - Brand Hierarchy - Branding in different sectors - Brand Power - Brand-Product Relationships - Brand-Customer Relationships - Brand Loyalty - Brand Extension - Brand Creation - Managing Brands - Brand Portfolio - Brand Equity – Measurement - Value Addition from Branding - Financial aspects of Branding - Brand Identity - Brand Image and Brand Personality - Brand Over time – Brand Revitalization - Brand Elimination - Brand Positioning and Repositioning Concepts.

Suggested Readings:

1. Balachandran, S. *Customer-Driven Services Management*. Response Books.
2. Douglas, K. Hoffman and John, E.G. *Essentials of Services Marketing: Concepts, Strategies and Cases*. South-Western Publications.
3. Lovelock, Christopher H. *Services Marketing*. Englewood Cliffs, New Jersey, Prentice Hall Inc.
4. McDonald, M. and Payne, A. *Marketing Planning for Services*. Butterworth, Heinemann.
5. Newton, M. P. and Payne, A. *The Essence of Services Marketing*. PHI.
6. Shankar, R. *Services Marketing: The Indian Perspective- Text and Readings*. Excel Books.
7. Verma, H. V. *Marketing of Services*. Global Business Press, New Delhi.
8. Murphy John, A. *Brand Strategy*, Cambridge. The Director Books.
9. Steward, P. *Building Brands Directly*. London, McMillan.
10. Sengupta, Subroto. *Brand Positioning*.
11. Moorthe. *Brand Management: The Indian Context*. Vikas Publishing.
12. Kumar, Ramesh, S. *Managing Indian Brands, Marketing Concepts and Strategies*, Vikas Publishing.

SPECIALISATION: FINANCIAL MANAGEMENT

FMD- 304: FINANCIAL INSTITUTIONS & MARKETS (FIM)

Introduction to Financial System- Overview of Financial Institutions, Markets and its Intermediaries in India – Money Market in India – Capital Market in India – Reserve Bank of India – Commercial Banks including Financial Institutions and Non-banking Financial Institutions – Insurance Sector – Financial Services: Securitization & Factoring – Hire Purchase and Leasing – Venture Capital funds – Credit Rating – Merchant Banking – Mutual Funds – Euro issues: GDR, ADR and FCCB.

Suggested Readings:

1. Bhole, L.M., *Financial markets and Institutions*, Tata McGraw Hill.
2. Khan, M.Y., *Indian Financial Systems*, Tata McGraw Hill.
3. Khan, M.Y., *Financial Services*, Tata McGraw Hill.
4. Machiraju, H.R., *Indian Financial System*, Vikash Publishing.

FMD- 305: INVESTMENT AND WORKING CAPITAL MANAGEMENT (IWCM)

IM: Concept of Investment Management and Investment - Market Index- Fundamental Analysis - Technical Analysis - Efficient Market Hypothesis - Risk and Return – Bond Management - Portfolio Analysis: Markowitz diversification, Sharp's optimization - Capital Market Theory: Capital Asset Pricing Model, Arbitrage Pricing Theory - Performance Evaluation of Portfolios & Mutual Funds – Financial Derivatives: Forwards, Futures, Options and Swaps.

WCM: An Overview of Working Capital Management – Working Capital Policy – Estimation of Working Capital – Financing of Working Capital Requirement – Non-Fund Based Working Capital Financing – Working Capital Control and Banking Policy – Credit Risk, Disbursement and Follow-up of Working Capital Finance by Banks – Management of Inventories – Deterministic Inventory Control Models – Probabilistic Inventory Control Models – Management of Cash – Management of Accounts Receivable - Management of Accounts Payables – Export Financing, Financing of Information Technology and Software Industries – Channel System, Logistics and Channel Financing.

Suggested Readings:

1. Fischer and Jordon. *Security Analysis and Portfolio Management*. Pearson Education.
2. Kahn, M.N. *Technical Analysis*. Pearson Education.
3. Chandra, P. *Investment Analysis Portfolio Management*. Tata McGraw Hill.
4. Bhalla, V. K. *Investment Management*. S Chand
5. Hull, J. C. *Options, Futures and Other Derivatives Securities*. Pearson.

6. Kishore, R.M. *Financial Management*. Taxmann's.
7. Khan and Jain. *Financial Management*. Tata McGraw-Hill.
8. Sharma, J.K. *Operations Research*. Macmillan.
9. Bhattacharyya, H. *Working Capital Management*. PHI.
10. Bhalla, V.K. *Working Capital Management*. Anmol Publication Pvt. Ltd.

FMD- 306: TAX MANAGEMENT (TM)

Basic concepts of taxation - Profit & Gains of Business & Profession - Set off & Carry forward of losses - Capital gains - Deductions under Chapter IV. – Clubbing of Income - Assessment procedure, Advance Payment of Tax - Tax deducted and collected at source - E filing of return – Overview of Tax Planning - Tax Planning in Personnel Remuneration and Research & Development - Tax Planning in Financial Management Decisions - Tax Planning in Specific Business Decisions - Central Excise Act, 1944 - Customs Act, 1962 - Services Tax – Goods and Services Tax.

Suggested Readings:

1. Singhania, V.K. *Direct Tax Law & Practice*. Taxmann's.
2. Ahuja & Gupta. *Direct Tax*. Bharat Publication.
3. Datey, VS. *Indirect tax Law & Practice*. Taxmann's.
(Only latest editions are recommended)

SPECIALISATION: HUMAN RESOURCE MANAGEMENT

HRMD – 304: EMPLOYEE RESOURCING & PERFORMANCE MANAGEMENT (ERPM)

Human Resource Planning (HRP): Origin, Evolution, Contemporary approach, Process, Perspective and Constraints—Job Analysis, Job Description, Job Specification—Human Resource Planning: Tools, Methods and Techniques—Work Study and Work Measurement, Labour Turnover, HR Audit, Succession Planning and Replacement Charts—Action Planning: Matching Requirement and Availability—Recruitment and Selection: Process, Constraints and current practices - Test, Interview, Placement, Induction and Exit Interview-Integrated Human Resource Development Systems-Performance Management: Perspective and Process-Performance Appraisal Techniques-360 Degree Feedback- Competency Models, Competency-based applications and Competency Mapping.

Suggested Readings:

1. J. Bramham, *Human Resource Planning*.
2. J.W. Walker, *Human Resource Planning*, McGraw Hill, New York
3. T. V. Rao, *Readings in Human Resource Development*, Oxford and IBH
4. Ronald R. Sims, *Human Resource Development: Today and Tomorrow*, Information Age Publishing
5. Seema Sanghi, *The Handbook Of Competency Mapping: Understanding, Designing And Implementing Competency Models In Organizations*, Response Books.

HRMD – 305: TRAINING AND DEVELOPMENT (T&D)

Training: An Overview – Training Process – Forces influencing the workplace and training –Learning Theories & Training – The Trainer - Current Training & Development Practices – Business Strategy and Training – Strategies for Effective HR Training & Development – Future trends. Training Needs Analysis (TNA) – Framework for conducting TNA, Outcomes of TNA, Approaches to TNA, Needs Assessment Techniques. Training Design: Organisational/ Environmental Constraints – Training

Design Process – Key Factors in Designing-Transfer of Training. Training Evaluation: Rationale for Evaluation–Training outcomes–Training Evaluation Design Issues–Types of Evaluation Techniques & Instruments–Costing Training Programmes–Measuring ROI of training programmes. Training Methods: Matching training methods with outcomes — Impact of Technology on Training–Choosing a training method—Training of special groups like sales and retail staff. Management Development – Training vs. Development–Importance of Management Development – Management Development Implications– Approaches for Management Development

Suggested Readings:

1. Agochiya: *Every Trainer's Handbook*, Sage Publications.
2. R. L. Graig: *Training and Development Handbook*, Mc Graw Hill international
3. Lynton and Pareek, *Training for Organisational Transformation*, Sage Publications.
4. I. Dayal: *Management Training in Organisation*, Prentice Hall of India
5. D. L. Kirpatrick: *Evaluating Training Programmes*, Berret-Koehler, San Francisco.
6. Bhirmani and Seth: *Evaluating Management Training and Development*, Vision.
7. Raymond Noe, *Employee Training*, McGraw Hill.

HRMD- 306: COMPENSATION AND REWARD MANAGEMENT (CR&M)

Concept, Theories and Issues of Wages & Salary — Reward Management: Concept, Aims, Components of Reward system– Rewarding and Reviewing Contribution and Performance: Issues and Concerns - Employee Benefits & Services–Managing Reward Processes: Domain, Current Practices and Future trends– Strategic Reward: Concept, Aims–Developing reward strategy and Implementing reward strategy – Emerging Issues in Compensation and Reward Management.

Suggested Readings:

1. Armstrong & Brown. *Strategic Reward*. Kogan Page.
2. Armstrong, M and Murlis H. *Reward Management*. Kogan Page.
3. Armstrong & Stephens. *Employee Reward Management and Practice*. Kogan Page.
4. Cascio. *Costing Human Resource*. Thomson Learning, India.
5. Henderson, R.O. *Compensation Management in a Knowledge-Based World*. Pearson Education.
6. Henderson, R.O. *Compensation Management*. Englewood Cliffs, Prentice Hall.
7. Martocchio, Joseph J. *Strategic Compensation - A Human Resource Management Approach*, Pearson Education.

SPECIALISATION: SYSTEMS & OPERATIONS MANAGEMENT

SOMD- 304: OPERATIONS PLANNING AND CONTROL (OPC)

Operating System - Operational Planning and Control Function – Material Requirement Planning (MRP) – Forecasting – Aggregate Planning – Job Shop Planning - Scheduling and Loading – Workforce Balancing: Job & Machine Assignment, Machine Interference – Just-in-Time Production – Line Balancing – Controlling Techniques – Procedures and Documentations in PPC – Application of Computer.

Suggested Readings:

1. Burbidge, John L. *Principles of Production Control*. Donald and Evans, London.
2. Greene, James H. *Production and Inventory Control Handbook*. McGraw Hill, New York.
3. Mandic, R.G., Rendu, B. and Russel's. *Service Operation Management*. Allyn and Bacon, Boston.
4. Mc Leavey, Danis, W. and Narasimhan, S.L. *Production and Inventory Control*. Allyn and Bacon, Boston.
5. Ray Wild. *Operations Management*. Thomson Asia Pte. Ltd., Singapore.
6. Scamander, R.W. *Production/Operations Management, Concepts and Substances*. Macmillan.
7. Vollmann, T.E. etc. *Manufacturing Planning and Control*. Homewood, Illinois, Richard D Irwin.

SOMD- 305: DATA BASE MANAGEMENT SYSTEM (DBMS)

Data Processing Concepts – Data Structures – File Processing and Access Methods – Taxonomy of Data Management Systems – Various Data Base Management Models – Distributed Data Processing Systems – Data Normalization and Logical Design – Managerial Issues Related to Data Base Management – Database Architecture and Data Modelling – E-R Model and E-R Diagram – Normalization Techniques – Database Security – Data Integrity – Transaction Management and Concurrency Control – Back Up and Recovery – Database Technologies – Database Applications – Introduction to RDBMS.

Suggested Readings:

1. Coad, Peter and Edward, Yourdon. *Object-Oriented Analysis*. Englewood Cliff, New Jersey, Yourdon Press.
2. Kroenke, David M. *Database Processing: Fundamentals, Design, Implementation*. McMillan, New York.
3. Coleman, Pat and Peter Dyson. *Internets*. BPB Publications, Delhi.
4. Keen, Peter and Mark McDonald. *The e-Process Edge*. Tata McGraw Hill, Delhi.
5. Leon, A. and Leon, M. *Database Management Systems*. Leon Vikas.
6. Salemi, Joe. *Client/Server Data Bases*. Emeryville, California, Ziff-Davis Press.

SOMD- 306: LOGISTICS & SUPPLY CHAIN MANAGEMENT (LSCM)

Introduction to logistics and its Interface with Production and Marketing - Measures of Logistics - Physical Distribution and Logistics - Logistics System Analysis and Design - Warehousing and Distributing Centres – Location - Transportation Systems: Facilities and Services; Dispatch and Routing Decisions and Models - Inventory Management Decisions - Logistics Audit and Control - Packaging and Materials Handling - International Logistics Management – Logistics: Future Directions.

Suggested Readings:

1. Ballau, Renald H. *Business Logistics Management*. Englewood Cliffs, New York, Prentice Hall Inc.
2. Beal K. *A Management Guide to Logistics Engineering*. Institute of Production Engineering, USA.
3. Benjamin, S. B. *Logistics Engineering and Management*. Englewood Cliffs, New York, Prentice Hall Inc.
4. Bowersox, D. J. and Closs, D. J. *Logistics Management: A System Integration of Physical Distribution*. Macmillan, New York.
5. Christopher, M. *Logistics and Supply Chain Management: Strategies for Reducing Costs and Improving Services*. Pitsman, London.
6. James, C. J. and Wood, Donald F. *Contemporary Logistics*. Macmillan, New York.

SPECIALISATION: INSURANCE AND RISK MANAGEMENT (IRMD)

IRMD-304: INSURANCE & RISK MANAGEMENT (IRM)

Introduction to Insurance – Purpose and Need for Insurance - Meaning of Risks and Characteristics of Various Risks – Nature and Types of Various Insurable Risks – Risk Treatment Methods – The Essence and Essentials of Insurance: Understanding of Basic and Fundamental Characteristics of Life Insurance, Principles of General Insurance - Types of Insurance Policies: Types of Various Insurance Business, Types of Ordinary Life Insurance, Types of General Insurance Business, Various Insurance Coverage – Insurance Industry: Contemporary Issues-Fundamentals of Risk Management: Concept & Theory, Risk Management Process & Technique, Risk Management in International Corporations.

Suggested Readings:

1. Harrington, S. Risk Management and Insurance.
2. Rejda, G.E. Principles of Risk Management and Insurance.
3. Williams, C.A., Smith, M.L. and Young, P.C. Risk Management and Insurance.

IRMD-305: LIFE AND GENERAL INSURANCE (LGI)

Fundamentals of Life Insurance – Premature Death – Value of Life – Methods of providing Life Insurance Protection – Types of Life Insurance and Annuities - Life Insurance Contractual Provisions - Life Insurance Planning.

Introduction to General Insurance: Meaning and Types of General Insurance, Benefits of General Insurance to Society, Cost of Insurance, Risk Management and Insurance, Principle of Indemnity – Personal Insurance Products: Products of General Insurance, Underwriting and Ratemaking, Risk Assessment and Evaluation – Product Development – Loss Prevention – Claims Management – Basics of Reinsurance – Marketing of General Insurance Products – Computerisation in the General Insurance Industry – IT Applications in General Insurance – Legal Framework & Documentation – Commercial Insurance Products I: Fire Insurance, Product Liability Policy, Globetrotter Overseas Corporate Travel Insurance, Marine Insurance, Engineering, Guarantee, Motor Insurance, Miscellaneous – Commercial Insurance II: Aviation Insurance, Rural Insurance, Workmen Compensation Insurance – Product Differentiation – Insurance Legislation.

Suggested Readings:

1. Agarwal, G.S. and Agarwal, R. Life Insurance Agents's, Vol. I.
2. Harrington, S. Risk management and Insurance.
3. Jones, R. Risk Based Management.
4. Rejda, G.E. Principles of Risk management and Insurance.
5. Williams, C.A., Smith, M.L. and young, P.C. Risk Management and Insurance.
6. Harrington, S. Risk Management and Insurance.
7. ICFAI Publishers. Risk Management: An Introduction.
8. Jones, R. Risk Based Management.
9. National Insurance Academy. General Insurance: Principles and Practice. Cengage Learning.
10. Rejda, G.E. Principles of Risk Management and Insurance.
11. Williams, C.A., Smith, M.L. and Young, P.C. Risk Management and Insurance.

IRMD-306: UNDERWRITING & CLAIMS MANAGEMENT (UCM)

Underwriting Management: Definition and Scope of Insurance Underwriting, Principle of Insurance, Perils and Clauses of Insurance Policies, Classes of Insurance Business and Product Design, Underwriting in Life Insurance – Underwriting in General Insurance – Underwriting and Ratemaking: Theory of Rating, Classification of Risks, The Law of Probability – Risk Assessment, Management and Operational Control – Claims Management: Introduction, Significance of Claims Settlement, Claims Under various Classes of Insurance; Disputes, Arbitration and Litigation – Trends in Claims.

Suggested Readings:

1. Cowdell, J. Insurance.
2. Harrington, S. Risk Management and Insurance.
3. Jones, R. Risk Based Management.
4. Rejda, G.E. Principles of Risk Management and Insurance.
5. Williams, C.A., Smith, M.L. and Young, P.C. Risk Management and Insurance.

MBA (4TH SEMESTER) **(Distance Mode)**

MBD- 401: STRATEGIC MANAGEMENT (SM)

Understanding Strategy in the Context of the Organization and its Environment—Organisation's Strategic Intent, Mission, Long-term objectives, Values, Culture, Ethics and related issues Underpinning and Strategy and Strategic Management—Analysing Cases in Strategic Management—Environmental Factors—Industry and Competitive Analysis—Internal Analysis—Concept of Core Competencies— Value-Chain Analysis—The Resource-based and Dynamic Capability Views—Grand Strategies—Competitive Strategies—Emerging Strategies and Business Models for competing in Globalising Markets— Strategy Analysis and Choice—Portfolio Analysis and Other Tools in Strategy Analysis and Choice— Broader Issues in Strategy Implementation—Strategic Evaluation, Control and Continuous Improvement: Process, Tools and concerns.

Suggested Readings:

1. Rowe, A.J., Mason, R.O., Dickel, K.E., Mann, R.B. and Mockler, R.J. *Strategic Management: A Methodological Approach*. Addison-Wesley.
2. Budhiraja, S.B. and Athreya, M.B. *Cases in Strategic Management*. Tata McGraw Hill.
3. David, Fred R. *Strategic Management*. Prentice Hall Inc., New Jersey.
4. Glueck and Jauch. *Business Policy and Strategic Management*. McGraw-Hill, International.
5. Ansoff. *Implanting Strategic Management*. Prentice Hall Inc., New Jersey.
6. Haberberg and Rieple. *Strategic Management: Theory and Application*. Oxford.
7. Roy, Dilip, *Discourses on Strategic Management*, Asian Books.

MBD- 402: KNOWLEDGE MANAGEMENT (KM) & BUSINESS EXCELLENCE (BE)

Knowledge Management (KM) and Business Excellence (BE): Introduction – Post-industrial Society and Knowledge Society – The Objectivist and Practice-based Perspectives on Knowledge –Transfer of Knowledge –ICT and Knowledge Management (KM) – Organisational Culture and KM – Learning and KM – Innovation Dynamics and Knowledge Processes – Knowledge -Intensive Firms and Knowledge Workers –Business Excellence in Various Functional Areas – Benchmarking Business Performance – Performance Measurement and Metrics in Business Management – Methodologies and Tools for Business Excellence: Six Sigma, QFD, Taguchi Methods, Balanced Scorecard – Information Technology and Business Excellence – Leadership for Excellence in Business – Training and Relationship Development for Business Excellence – Creative Thinking and Innovative Process Redesign – Total Organisational Excellence.

Suggested Readings:

1. Allee, V. *The Knowledge Evolution: Expanding Organizational Intelligence*. Oxford University Press.
2. Baumard, P. *Tacit Knowledge in Organizations*. London, Sage.
3. Hislop, D. *knowledge management in organizations*. Oxford University Press.

4. Carter, C. *Investigating Knowledge Management*. London, CIPD.
5. Porter, L.J. and Tanner, S.J. *Assessing Business Excellence*. Elsevier
6. Robinson, P. *Business Excellence*, Delos.
7. Bhattacharya, S.K. *Achieving Managerial Excellence: Insights from Indian Organisations*. Macmillan Publishers India Ltd.
8. Jha, P.N. *Changing Perspectives of Business Excellence*. Macmillan Publishers India Ltd.

MBD- 403: ENTREPRENEURSHIP DEVELOPMENT (ED)

Entrepreneurial Traits – Entrepreneurial Types: Definitions, Characteristics – Qualities and Functions of Entrepreneurs – Role and Importance of Entrepreneurs in Economic Growth – Competing Theories of Entrepreneurship – Entrepreneurial Development Programme (EDP) in India – Govt. Policy towards SSIs – Entrepreneurial Behaviours and Motivation – N-Achievement and Management Success – Innovation and Entrepreneur – Sources and Processing of Business Ideas – Sources and Criteria of Financing – Fixed and Working Capital Assessment – Assistance: Technical, Marketing, Remedial – Sickness of Units – Preparation of Feasibility Reports – Legal Formalities and Documentation.

Suggested Readings:

1. Cliffton, D.S. and Fytie, D.E. *Project Feasibility Analysis*. John Wiley, New York.
2. Desai, A.N. *Entrepreneur & Environnent*. Ashish, New Delhi.
3. Drucker, P. *Innovation and Entrepreneurship*. Heinemann, London.
4. Jain, R. *Planning a Small Scale Industry: A Guide to Entrepreneurs*. S. S. Books, Delhi.
5. Kumar, S A. *Entrepreneurship in Small Industry*. Discovery, New Delhi.
6. Pareek, Udai and Venkateswara, Rao. T. *Developing Entrepreneurship – A Handbook on Learning Systems*, Delhi.

Specialisation: MARKETING MANAGEMENT

MMD- 404: RETAIL MANAGEMENT (RTM)

Introduction, Objective, Definition and Scope of Global and Indian Retail Scenario - Future Prospects - Retail Environment - Retail Formats - Retail Strategies - Retail Store Planning Locations - Retail Merchandising - Retail Franchising in India - Retail Research - Retail Management Information Systems - Online Retailing - Managing Retail People and Customer Service - Retail Marketing Promotion.

Suggested Reading:

1. Levy, Michael and Barton A. Weitz. *Retailing Management*. Irwin, London.
2. Malcom Sullivan and Dennis Adcock; *Retail Marketing*. Thomson, U.K.
3. Varley, R. *Retail Product Management: Buying and Merchandising*. Routledge.
4. Vedamani, Gibson G. *Retail Management: Functional Principles and Practices*. Jaico Books, New Delhi.
5. Diamond, J. and Gerald, P. *Retailing*. Prentice Hall, NJ.
6. Morgenstein, M. and Harriat, S. *Modern Retailing*. Prentice Hall, NJ.

MMD- 405: RURAL AND VOLUNTARY SECTOR MARKETING (RVSM)

Rural Sector Marketing: Concept of Rural Marketing: Its Opportunities and Challenges in India - Marketing Research in Rural Settings in India - Developing a Competitive Strategy for Indian Rural Markets - Studying Rural Marketing Mixes - Voluntary Sector Marketing: Concept, Role in India, Definition etc. - Role of Marketing in Voluntary and Social Sectors - Who are Customers - Developing Strategic Plans - Marketing Planning Control and Evaluation, Marketing Research and Information - Managing the Marketing Mix Variables for Social and Voluntary Sector - People and Marketing within Organizational Structure.

Suggested Readings:

1. Kumar, V. S. *Rural Marketing: Targeting the non-urban consumers*. Response Books, New Delhi.
2. Dutt, Ruder and Sundaram, K.P.M. *Indian Economy*. S. Chand, New Delhi.
3. Kotler, Philip. *Marketing for Non-profit organization*. PHI.

MMD- 406: INTEGRATED MARKETING COMMUNICATIONS (IMC)

Introduction – Inter-relationship between IMC and Consumer and Industrial Buying Behaviour – Advertising and Sales Promotion – IMC and Retail Marketing – IMC and Public Relations – IMC and Direct Marketing – IMC and Telemarketing – IMC and Internet Marketing – IMC for Small Business and Entrepreneurial Ventures – Evaluation of IMC Programmes.

Suggested Readings:

1. Clow, K. E. and Donald, B. *Integrated Advertising, Promotions and Marketing Communications*. PHI.
2. Aaker, A. David and Myers, G. John. *Advertising Management*. Pearson Education.
3. Kazmi, H. H. S. and Batra, K. S. *Advertising and Sales Promotion*. Excel Books.
4. Kotler, Philip, Keller, Kevin Lane, Abraham, K. and Jha, M. *Marketing Management: A South Asian Perspective*. PHI.

Specialisation: FINANCIAL MANAGEMENT

FMD- 404: FINANCIAL STATEMENT ANALYSIS (FSA)

Financial Statement - Financial Statement Analysis – Comparative Financial Statement Analysis – Common Size Financial Statement Analysis – Trend Ratio Analysis – Ratio Analysis – Fund Flow Statement – Cash Flow Statement – Innovative Techniques of Financial Statement Analysis – Time-Series Analysis and Cross-Sectional Analysis of Financial Statement Information – Prediction of Corporate Failure – Capital Markets and Corporate Information – Equity and Financial Statement Information – Corporate Restructuring and Financial Information – Empirical Research: Implication for Financial Statement Analysis.

Suggested Readings:

1. Foster. *Financial Statement Analysis*. Pearson Education.
2. Khan and Jain. *Financial Management*. Tata McGraw-Hill.

3. Wild, J.J., et al. *Financial Statement Analysis*. Tata McGraw-Hill.
4. Bhattacharyya, A.K. *Introduction to Financial Statement Analysis*. Elsevier.

FMD- 405: BUSINESS VALUATION (BV)

Business Valuation: Concepts and Issues - Valuation Models – Firm Valuation – Valuation of Assets and Liabilities - Valuing Financial Service Firms and Firms with Negative Earnings – Valuing Start-up Firms – Valuing Private Firms – Valuing Real Estate - Business Valuation vis-à-vis Mergers and Acquisitions - Contemporary Issues in Business Valuation.

Suggested Readings:

1. Damodaran, A. *Valuation*. John Wiley & Sons
2. Damodaran, A. *Investment Valuation*. John Wiley & Sons.
3. Palepu, K.G., Bernard, V.L. and Healy, P.M. *Business Analysis and Valuation, Using Financial Statements, Texts and Cases*. Shroff.
4. Palepu, K.G., Peek, E. and Bernard, V.L. *Business Valuation and Analysis, IFRS Edition*. Cengage Learning.

FMD- 406: INTERNATIONAL ACCOUNTING & FINANCE (IAF)

Context of International Accounting: Difference in size and culture - Measurement & Reporting issues - International GAAP - Major Accounting and Reporting Systems - Harmonization & Convergence of Accounting Standards - The International Accounting Standard Board - IFRS vs. US GAAP- An overview of International Finance- Capital account convertibility - Euro- Currency market - Global Finance and Cost of Capital - Cost of Capital for Overseas Investment –Overseas Investment Decisions – The Foreign Exchange Market - Foreign Exchange and Interest Rates - Foreign Exchange Exposure – Foreign Currency Transactions and Translation - Factors Determining Forex Rate – International Transfer Pricing.

Suggested Readings:

1. Nobes & Parker. *Comparative International Accounting*. Pearson.
2. Choi & Meek. *International Accounting*, 7th Ed. Pearson.
3. Apte, PG. *International Financial Management*, 5th ed. TMH.
4. IIB. *Introduction to Foreign Trade & Foreign Exchange*. Macmillan.
5. Srinivasan. *Foreign exchange Simplified*. TMH Professional.
6. Shapiro, A.C. *Multinational Financial Management*. PHI.
7. Epstein, B.J. and Jermakowicz, E.K. IFRS. Wiley.
8. Mitra, G. and Roy, A. D.N., *Accounting Standard Setting Process: The Role of Interveners*, Lambert Academic Publishers.

Specialisation: HUMAN RESOURCE MANAGEMENT

HRMD- 404: INDUSTRIAL RELATIONS AND LABOUR LAWS (IRLL)

IR: Concept, Characteristics, Objectives, Significance, Factors and Functions of Industrial Relations- Indian Industrial Relations System in Pre-Independence and Post Independence period-- Industrial Disputes in India: Meaning, Forms and Impact-- Concept, Origin, Objectives & Growth of Worker's Participation in Management -- Concept, Aspects, Objectives and Types of Discipline— Approaches

to deal with Disciplinary Management -- Concept and Causes of Grievances, Grievance Redressal Machinery – Regulation of Industrial Relations in India - Concept and Principles of Natural Justice, Misconduct, Show-Cause, Charge-sheet, Suspension, Subsistence allowance, Enquiry authority, Enquiry Procedure and Enquiry Officer's Report– Legal provisions relating to discharge or dismissal – Central IR machineries, IR Bills and IR Practices-Relevant Case Studies.

LL: Human Resource Management and Labour Regulatory framework - Law Relating to Working Conditions in Manufacturing Concern: The Factories Act, 1948 — Laws Relating to Working Conditions in Special Types Of Concerns: Generic and Comparative Discussion only - Laws Relating to Wages: The Minimum Wages Act, 1948 — The Payment of Wages Act, 1936 — Equal Remuneration Act, 1976, Payment of Bonus Act, 1965 — Laws Relating to Labour Relations and Collective Bargaining: The Industrial Disputes Act, 1947—The Industrial Employment (Standing Orders) Act, 1946 — The Trade Unions Act, 1926 — Laws Relating to Social Security: The Workmen's Compensation Act, 1923 — The Employees State Insurance Act, 1948 - Employees Provident Fund and Miscellaneous Provision Act, 1952 — The Maternity Benefit Act, 1961 — Payment of Gratuity Act, 1972.

Suggested Readings:

1. *Armstrong, G.A. Industrial Relations: An Introduction. George G. Harrap & Co. Ltd., London.*
2. *Ghosh, A.K. Industrial Relations: Text and Cases. Manas Publications.*
3. *Mamoria, C.B., Mamoria, S. and Gankar, S.V. Dynamics of Industrial Relations.*
4. *Monappa, A. Industrial Relations. Tata McGraw Hill.*
5. *VenkataRatnam, C. S., Industrial Relations, Oxford.*
6. *Sen, Ratna. Industrial Relations in India: Shifting Paradigm. Macmillan.*
7. Kapoor, N.D. Handbook of Industrial Law. Sultan Chand & Sons.
8. Kumar, H.L. *Practical Guidance to Labour Management.* Universal.
9. Malik, P.L. *Hand Book and Industrial Establishment Law.*
10. Srivastava, S.C. *Industrial Relation and Labour Laws.* Vani Education.
11. Srivastava, S.C. *Industrial and Labour Laws.* Vikas Publishing Houses.
12. Relevant Bare Acts.

HRMD- 405: STRATEGIC HUMAN RESOURCE MANAGEMENT (SHRM)

Strategic Human Resource Management: Concept and Models—Alignment between Business Strategies and HR strategies—HR Strategies: Resourcing strategy, Learning and development strategy, Strategies for managing performance, Reward strategy, Employee relations strategy and Strategies for improving organisational effectiveness— Strategic HRM vis-à-vis Organizational Change and Effectiveness —Implications of Human Resource Management in Merger, Acquisition etc. — Evaluating and Measuring the Impact of Strategic HRM—Strategic International HRM—Contemporary Issues in Strategic HRM—Case Studies.

Suggested Readings:

1. Armstrong, M. Strategic Human Resource Management – A Guide to Action. Kogan Page.

2. Boxal, P. and Purcell, J. *Strategy and Human Resource Management*. Palgrave, Macmillan.
3. Dreher, G. F. and Dougherty, T. W. *Human Resource Strategy*. Tata McGrawHill.
4. Greer, C. *Strategic Human Resource Management, A general managerial approach*. Pearson Education.
5. Holbeche, L. *Aligning Human Resource and Business Strategy*. Butterworth Heinemann.
6. Maybey, C. and Salaman, G. *Strategically Managing Human Resource*. Infinity Books.

HRMD- 406: HUMAN CAPITAL MANAGEMENT (HCM)

Concept and Domain of Human capital- Rationale and Practice of Human Capital Management (HCM)- Measuring HR-Human Capital Measurement Models- Human Capital Reporting- Link between HCM & business strategy—Return On Investment of Human Capital- Human Resource Accounting-Concept, Development & State of the Art-- HR Audit.

Suggested Readings:

1. Baron, A. & Armstrong, M. *Human Capital Management- Achieving Added Value Through People*. Kogan Page.
2. Fitz-enz, J. *The ROI of Human Capital - Measuring The Economic Value of Employee Performance*. Amacom.
3. Flamholtz, E.G. *Human Resource Accounting - advances in concepts, Methods, and Applications*. Kluwer Academic Publishers.
4. Kolay, M.K. *Human Resource Accounting*, ICWAI.

Specialisation: SYSTEMS & OPERATIONS MANAGEMENT

SOMD- 404: PURCHASING AND MATERIALS MANAGEMENT (PMM)

Role of Purchasing and Materials Management – Determination and Description of Material Quantity – MRP and JIT – Determination and Description of Material Quality – Cost-Reduction Techniques – Value and Value engineering – Make or Buy Decisions – Purchasing research – Price Determination and Negotiation – Vendor Rating, Selection and Development – Legal Aspects of Purchasing – Tendering – Different Appraisal Methods – Material Logistics – Inventory Control of Spare Parts – Materials Information System.

Suggested Readings:

1. Ansan, A. and Moderress, B. *JIT Purchasing*. Free Press, New York.
2. Baily, P. etc. *Purchasing Principles and Management*. Pitman, London.
3. Burt, David N. *Proactive Procurement*. Englewood Cliffs, New Jersey, Prentice Hall Inc.
4. Dobler, D.W. etc. *Purchasing and Materials Management*. McGraw Hill, New York.
5. Dutta, A.K. *Integrated Materials Management*. PHI, New Delhi.
6. Farrington, B. and Waters, D.W. *Managing Purchasing*. Chapman, London.
7. Gopalakrishnan, P. and Sunderashan, M. *Handbook of Materials Management*. PHI, New Delhi.

SOMD- 405: BUSINESS PROCESS REENGINEERING (BPR)

Conceptual Foundation of Business Process Re-engineering - Role of Information Technology in BPR - Process Improvement and Process Redesign - BPR Experiences in Indian Industry - Process Identification and Mapping - Role/Activity Diagrams - Process Visioning and Benchmarking - Business Process Improvement - Business Process Redesign - Man Management for BPR implementation - Re-organizing People and Managing Change.

Suggested Readings:

1. Carr, D.K. and Johansson, H.J. *Best Practices in Re-engineering*. McGraw Hill, New York.
2. Champy, James. *Re-Engineering Management: The Mandate for New Leadership*. Harper Collins, London.
3. Coulson-Thomas, C. *Business Process Re-engineering: Myth & Reality*. Kogan Page, London.
4. Davenport, T.H. *Process Innovation: Re-engineering Work Through Information Technology*. Harvard Business School Press, Boston.
5. Hammer, Michael. *Re-engineering the Corporation: A Manifesto for Business Revolution*. Nicholas Brealey, London.
6. Jayaraman, M.S. etc. *Business Process Re-engineering*. Tata Mc-Graw Hill, New Delhi.

SOMD- 406: SYSTEMS ANALYSIS & DESIGN (SAD)

Overview of Systems Analysis and Design - Introduction to Different Methodologies and Structured System Analysis - Problem Identification - Requirement Analysis: Tools and Techniques - Feasibility Analysis - SDLC approach - Business Systems Concept - Systems Development Life Cycle - Tools for Analysis and Design of Business Systems - System Requirement Specification and Analysis - Data Flow Diagrams - Data Dictionaries - Process Organisation and Intersections - Decision Analysis - Decision Trees and Tables - Expansion, Explosion and Normalization - Detailed Design – Modulation - File Design - Data Base Design - System Control and Quality Assurance - Documentation Tools and Testing - System Controls and Audit Trails - System Administration and Training – Benchmarking - Data Processing Setup - Project Management Techniques for Managing Software Projects.

Suggested Readings:

1. Awad. Elias M. *Systems Analysis and Design*. PHI, New Delhi.
2. Coad, Peter and Edward, Yourdon. *Object-Oriented Analysis*. Englewood Cliff, New Jersey, Yourdon Press.
3. Hawryszkiewycz, I T. *Introduction to Systems Analysis and Design*. PHI, New Delhi.
4. Marco, T.D. *Structured Analysis & System Specification*. Yourdon Press.
5. Rajaraman, V. *Analysis and Design of information Systems*. PHI, New Delhi.
6. Van Over, David. *Foundations of Business Systems*. Dryden Press, Fort Worth.
7. Whitten, J L. etc. *System Analysis and Design Methods*. Galgotia, New Delhi.

SPECIALISATION: INSURANCE AND RISK MANAGEMENT (IRMD)

IRMD-404: LEGAL ASPECTS OF INSURANCE & IRDA (LAI)

Introduction; Insurance Act Guidelines: The Insurance Act, 1938 - Fundamental Legal Principles: Principle of Indemnity - Actual Cash value Rule - Exceptions to the Principle of Indemnity - Principle of Insurable Interest - Principle of Subrogation – Requirements of Insurance Contracts; Legal Characteristics of Insurance Contracts – Regulation of Insurance Business in India; Analysis of Insurance Contracts: Parts of Insurance Contracts – Exclusions – Definition of the insured – Endorsements and Riders – deductibles – Coinsurance; Introduction; Insurance Regulatory and Development Authority (IRDA) Act, 1999; Insurance (Amendment) Act, 2002 - Transfer of Assets, Liabilities etc. of Interim Insurance Regulatory Authority - Duties, Powers and Functions of Authority - Finance, Accounts and Audit - Power of Central Government to Issue Directions - Delegation of Powers - Power to Make Rules - Power to Make Regulations.

Suggested Readings:

1. Cowdell, J. *Insurance*.
2. National Insurance Academy. *Legal and Regulatory Aspects of Insurance*. Cengage Learning.
3. Rejda, G.E. *Principles of Risk Management and Insurance*.
4. University Law Publishing. *The Insurance regulatory Development Authority Act, 1999*.
5. Williams, C.A., Smith, M.L. and Young, P.C. *Risk Management and Insurance*.

IRMD-405 BUSINESS VALUATION (BV)

Management Accounting - Marginal Costing and CVP Analysis - Ratio Analysis – Fund Flow Statement and Cash Flow Statement - Contract Costing - Process Costing - Operating Costing - Differential Costing - Relevant Costing - Budgetary Control - Standard Costing – Responsibility Accounting - Recent Development in Cost and Management Accounting: Activity Based Costing, Life Cycle Costing, Target Costing, Kaizen Costing- Business Valuation: Concepts and Issues- Valuation Models – Valuation and Assets and Liabilities

Suggested Readings:

1. Bhattacharya, A. K. *Cost Accounting*. PHI.
2. Drury, C. *Management and Cost Accounting*. Chapman Hall.
3. Horngreen, C. T., Sundem, G. L. and Stratton, W. O. *Introduction to Management Accounting*. PHI.
4. Saxena and Vashist. *Advanced Cost and Management Accounting*. Sultan Chand and Sons.
5. Damodaran, A. *Valuation*. John Wiley & Sons.

IRMD-406: CONTEMPORARY ISSUES IN INSURANCE AND RISK MANAGEMENT (CIIRM)

Emerging Issues in Health Insurance, Postal Life Insurance, Credit Insurance, Marine Insurance etc: Innovations in Financial Services-New Range of Products and Services-e-products of Insurance - The insurer as a financial institution- Corporate Liability to Customers, Third Parties, and Shareholders-Issues in Liability Risk and It's Management-Disaster Management: Implications in IRM-Claims Management-Micro insurance: Issues and Challenges-Primary concerns for the post-liberalized

insurance industry: Evolving markets and Strategies –Current issues in Investment and Tax Management- Other contemporary issues.

Suggested Readings:

1. P. S. Palande, R. S. Shah, M. L. Lunawat, Insurance in India: Changing Policies and Emerging Opportunities, Response Books.
2. H Sadhak, Life Insurance In India: Opportunities, Challenges and Strategic Perspective, Sage Publications.
3. Insurance Products (Including Pension Products), Taxmann.
4. René Doff (Edt) Risk Management for Insurers: Risk Control, Economic Capital and Solvency.
5. Scott Harrington, Risk Management and Insurance, McGraw-Hill.

MBD- 407: PROJECT STUDY & GRAND VIVA (PS & GV)