

UTTRAKHAND TECHNICAL UNIVERSITY

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Syllabus

MBA Semester-III&IV

Session 2007-2008

Uttarakhand Technical University

SYLLABUS

MBA -III & IV SEMESTER

Semester-III

Select one group as major specialisation & one subject for minor specialisation out of group(s) so specified for major specialisation.

MBA 301	Strategic Management	100 marks
MBA 302	International Business	100 marks
MBA 303)	100 marks
MBA 304) Four papers – Three from one major group	100 marks
MBA 305) and one from another Minor group	100 marks
MBA 306)	100 marks
MBA 307) Summer Training Report and Seminar based on) Summer Training Report (50 marks each)	100 marks
MBA 308) Seminar and Vice – voce (50 marks each)	100 marks

A- Marketing Management Group

MBA 303 – M –1 Consumer Behaviour
MBA 303 – M –2 Marketing Research
MBA 303 – M –3 Marketing of Service

B- Human Resource Management Group

MBA 304 – H - 1 Industrial Relation
MBA 304 – H – 2 Counseling Skills for Managers
MBA 304 – H – 3 Social Security and Labour Welfare

C- Financial Management Group

MBA 305 – F - 1 Security Analysis and Portfolio management
MBA 305 – F – 2 Financial Institution and Markets
MBA 305 – F – 3 Working Capital Management

D- Information Technology Group

MBA 306 – IT - 1 Data Base Management System
MBA 306 – IT– 2 Computer Architecture and Operating System
MBA 306 – IT– 3 Visual Basic

E- International Business Group

MBA 307 – IB - 1 International Marketing Management
MBA 307 – IB– 2 International Trade Procedure & Documentation
MBA 307 – IB– 3 International Marketing Logistics

F- Co-operative management Group

(To be decided by Institute of Cooperative Management)

Semester-IV

Select one group as major specialisation & one subject as minor specialisation out of group(s) so specified for major specialisation.

MBA 401	Corporate legal Environment	100 marks
MBA 402	Project Management & Entrepreneurship	100 marks
MBA 403	Project Report /Dissertation	100 marks
MBA 404	Viva on Dissertation	100 marks
MBA 405)	100 marks
MBA 406) Three papers – Two from one major group	100 marks
MBA 407) and one from another Minor Group	100 marks
MBA 408) Vice voce	100 marks

A- Marketing Management Group)

MBA 404 – M –1-	Marketing Communication & Advertising	100 marks
MBA 404 – M –2-	Sales & Distribution Management	100 marks

B- Human Resource Management Group

MBA 405 – H – 2 –	Human Resource Planning And Development	100 marks
MBA 405 – H – 3 –	Organizational Change & Intervention Strategies	100 marks

C- Financial Management Group

MBA 406 – F – 1 –	Cost Accounting	100 marks
MBA 406 – F – 2 –	International Financial Management	100 marks

D- Information technology Group

MBA 407 – IT – 1 –	Internet Application	100 marks
MBA 407 – IT – 2 –	System Analysis and Design	100 marks

E – International Business Group

MBA 408 – IB – 1 –	Multinational Financial Management	100 marks
MBA 408 – IB – 2 –	Import/ Export Management	100 marks

F- Co-operative management Group

(To be decided by Institute of Cooperative Management)

UTTARAKHAND TECHNICAL UNIVERSITY, DEHRADUN

SYLLABUS - THIRD SEMESTER

There are both compulsory and elective papers in this Semester. Papers 301 and 302 are compulsory for all students and for elective papers the students shall have to choose Four papers: - Three from one of the Major specialization group and one from another Minor specialization group mentioned below.

Compulsory Papers

301 - Strategic Management

Objective

The objective is to develop an understanding of the concept of corporate strategy formulation, implementation and its evaluation.

Course Contents

- i. Introduction to Business Policy and Strategic Management, Nature, Meaning and Scope, Importance of Business Policy and Strategic Management.
- ii. Corporate Planning, Concept of planning, Planning Process, Types of Planning, Strategic Planning, Strategic Decision Making, Mission, Objective and Goals.
- iii. Corporate Strategy, Formulation of Strategy, Factors responsible for Shaping the Strategy, Different Types of Strategy, Environmental Analysis, Internal and External Environment of a Firm, Need for Environmental Analysis, Techniques for Environmental Analysis, Environmental Threat and Opportunity Profile (ETOP).
- iv. Corporate Appraisal and Its Significance, Assessment of Internal Capabilities, Company Situation Analysis, Strategy and Competitive Advantages, Matching Strategies, Functional Strategy and Operational Strategy.
- v. Implementing Strategy, Organization Structure, Culture, Commitment and Leadership, Business Unit Strategy, Portfolio Analysis, BCG and other Portfolio Models.
- vi. Strategic Alternatives, Stability, Expansion, Retrenchment, International Strategy variation, Diversification and Mergers, Strategic Alliances. Strategic Choice Process, Control and Evaluation Process.
- vii. Strategy in the Global Environment, Implementing Strategic Change- Politics, Power and Conflict.
- viii. Case Analysis and Class Room Discussion on Different cases by adopting Group Discussion and Presentation Method.

Suggested Readings

1. Thompson and Strickland - Strategic Management Concept and Stress
2. Ansoff, H Igor - Corporate Strategy
3. Charles W L Hill and G R Jones- Strategic Management Theory
4. Azhar Kazmi - Business Policy
5. Thomos L Wheelen and J D Hunger- Strategic Management
6. Hamel G and Prahalad C K - Competing for the Future

Compulsory Papers

302 – International Business

Objective

The objective is to Impart knowledge and skill of analysis of operational processes of business between two or more nations.

Course Contents

- i. International Business- an Overview, Types of International Business- The External Environment, The Economic & Political Environment, The Human culture Environment, Influence on Trade and Invest Patterns.
- ii. Recent World Trade and Foreign Investment trends, Balance of Payments Accounts and Macroeconomic Management Theories and Institutions, approaches to international business.
- iii. Trade & Investment Determination of Trading Partners Independence, Interdependence and Dependence.
- iv. World Financial Environment, Cross-National Cooperation and Agreements, Tariff and Non-Tariff Barriers, WTO, Regional Blocks, International Marketing Decisions- Mode of Entry, Marketing Mix Decision for International Business.
- v. Foreign Exchange Market, Offshore Financial Centers, International Banks, Non Banking Financial Service Firms, Stock Markets. Foreign exchange regulation.
- vi. Global Competitiveness, Export Management, Licensing Joint Venture Technology and Global Competition, Quality Control and Pre-Shipment Inspection, Role of Clearing and Forwarding Agents, Shipment of Export Cargo, Excise and Customer Clearance, Shipping System and Freight Structure.
- vii. Quality control and pre shipment inspection, role of clearing and forwarding agents, shipment of export cargo, excise and custom clearance, shipping system and freight structure.
- viii. Export and Import Documents, Export Incentives, Export Promotion Schemes with special reference to India. And Challenges in International Business. Export Trading Companies- Topology of ETC's, The Service Life Cycle, Structure, Process. Export Finance Facilities, Procedures for Export Finance, Foreign Exchange regulations and Formalities, Bank Documents, Letter of Credit, Role and Schemes of EUGC and Commercial Banks, Foreign Exchange Regulations.

Suggested Readings

Chales W.L Hill - International Business
John, F - International Business Strategy and Administration
Lal Snajay - Multinationals, Technology and Exports
Robinson D Richard - International Business Management
Bhalla V.K.& Sivramu- International Business Environment and Business
Govindrajan- Mastering Global Business
K Ashwathapa - International Business Environment
Devil and sundram – International Business

Major Specialization Groups - A, B, C, D, E, F (Three papers from one of the Major Specialization Group and one paper from another Minor Specialization Group mentioned below)

Marketing Management Group

303-M-1 Consumer Behavior

Course Contents

- i. Introduction-Nature and Scope of Consumer Behavior, Importance of Study of Consumer Behavior, types of Buying Behavior, Consumer Behavior Research.
- ii. Macro-Social Factors- Social and Cultural Environment of Consumer-Economic, Demographic, Cultural, Sub-Cultural and Cross Cultural Influences, Social Class and Social Stratification, Segmentation and its Validity.
- iii. Micro-Social Factors- Social Groups and Norms, Reference Groups, Organizations and Family Influences, Family Buying Behavior.
- iv. Psychological Factors- Personality, Self Concept, Attitude, Change in Attitude and its Measurement.
- v. Information Processing- Perception, Learning, Communication Information Processing, Diffusion of Innovation, Cognitive Process of Decision Making and Choice.
- vi. Consumer Satisfaction- mechanism of Consumer Satisfaction and Dissatisfaction, Repeated Buying, brand and Shifting Loyalty, Opinion Leadership, Complaint Behavior.
- vii. The Process of Consumer Decision Making, Factors Affecting Consumer Behavior, Models of Consumer Behavior- Introduction and their need, Howard and Sheth Model, Engel, Kollat and Blackwell Model, Kerby model, Nicosia Model.
- viii. Institutional Buying Behavior.
- ix. Changing retail landscape and its effect on consumer behaviour.

Suggested Readings

1. Zaltam and Wallendorf- Consumer Behaviour
2. Engel, Blackwell Edition - Consumer Behaviour
3. Mellout, Douglas W.Tr- Consumer Behaviour
4. London and Della Bitta- Consumer Behaviour
5. Schiffman and Kanuk - Consumer Behaviour
6. Blackwell , miniard , enjul – Consumer Behaviour

303-M-2-Marketing Research

Course Contents

- i. Market Research- Introduction, Definition, Importance, Scope and Limitations of Market Research, Objectives, Types of Research, Planning and Designing Research.
- ii. Secondary and Primary Data Collection- Introduction to Secondary Data Source and their Types, Methods of Data Collection, Data Preparation- Validation, Editing, Coding, Tabulation and Cross Tabulation of Data, Data Analysis and Interpretation, Hypothesis Testing, Univariate and Bivariate Data Analysis. Multivariate Data Analysis.
- iii. Sampling and Questionnaire Design and Construction- Introduction to Sampling, Sampling Process, Sampling Designs, Sample Size, Application of Sampling, Steps involved in Questionnaire Construction, Questionnaire Designs, Attitude Measurement, Types of Scales for Attitude Measurement.
- iv. Application of Marketing Research, Product Research, Utility of Market Research to Brand Positioning and Market Segmentation Analysis, Distribution Research, Advertising and sales Promotion Research, Sales Control Research, Financial Research and Strategic Planning.
- v. Presentation and Follow- Through- Role of the Report, Type of Reports, Contents of the reports, Personal Presentation of the Report, Follow-through.
- vi. Organization of Marketing Research Department, marketing Research Agencies, Types and Functions of Marketing Research Agencies, Ethical Issues of Marketing Research.

Suggested Readings

1. Agrawal- Marketing Research
2. Boyd West Fall - Marketing Research- Text and Cases
3. D A Aader and G S Dey- Marketing Research
4. Weiers - Marketing Research
5. Malhotra - Marketing Research
6. Churchill - Marketing Research- Methodological foundation – Thomson Pub.
7. Tull and Hawkins - Marketing Research

303-M-3-Marketing of Services

Course Contents

- i. The Nature of Services Marketing- Introduction, Definition and Characteristics of Services, Classification of Services, Evolution of Services marketing, Importance of Services Marketing in Indian Economy.
- ii. The Services Marketing Mix- Importance of 7 Ps in Services Marketing.
- iii. The Service Marketing- The People Component, Services and the Importance of the People Component, Using People to Differentiate Services, Internal Marketing, Employee Motivation and Implication for Service Delivery.
- iv. Physical Evidence and Services Process- Essential and Peripheral Physical Evidence, Nature of the Service Process, Customer Participation in Service Process, managing Evidence and Process.
- v. Consumer Behaviour for Services.
- vi. Services Market Segmentation, Competitive Differentiation of Services, Positioning of Services.
- vii. Services Pricing Decisions- Approaches to Pricing Services- Cost Based, Competition Based, Demand Based, Factors Affecting Pricing.
- viii. Distribution of Services Decisions- Distribution Channels, Channel Design Decision, Factors Affecting Channel Decisions.
- ix. Service Promotion Decisions- Importance of Promotion in Services, Advertising, Personal Selling, Publicity and Sales Promotion.
- x. Managing Services Quality- Dimensions of Service Quality, Tools for Achieving Service Quality, Consumer Perception of Service Quality.

Suggested Readings

1. Philip Kotler and Paul N Bloom- Marketing Professional Services
2. Lovelock - Service Marketing
3. Adrian Payne - The Essence of Service Marketing
4. Rathmell - Marketing in Service Sector
- 5.

B- Human Resource Management Group

303-H-1 Industrial Relation

Course Contents

- (i) Meaning scope and importance of Industrial relation. Major participants in Industrial relations; Characteristics of Industrial relation system in India.
- (ii) Trade Union Management in India- Growth Problem, Recent Trends, and Future of trade Unionism in India.
- (iii) Trade Union in India- Concept , Objectives, Structure and Function. Trade Union Act 1926. Major Problems and Issues- Employers Organization in India.
- (iv) Worker Participation in Management- Meaning and Objective of WPM and Factor influencing in WPM. Workers Participation in Management in India – An overview.
- (v) Industrial Disputes- Nature and Causes, Machinery provided for investigation, prevention and settlement of Industrial Disputes. Industrial Disputes Act 1947. Review and Appraisal.
- (vi) Collective Bargaining- Concept Features, Types and Process, Pre requisites for success of collective bargaining. Status of Collective Bargaining in India.
- (vii) Grievance Handling and Employees Discipline – Approaches, Procedures National Commission on Labour and Its Recommendation on Various Aspects of Industrial Relation In India.

Suggested Readings:

1. Singh B.P Chhabra, T.N., Tanneja P.L. - Personal Management and Industrial Relation
2. Abrham H. Maslow - Motivation and Personality
3. Agnihotri V - Industrial Relation in India.
4. Prasad Lallan- Personal Management and Industrial Relation
5. Dvar Rustam S - Personal Management and Industrial Relation

303-H-2-Counseling Skills for Managers

Objective

The objective of the course is to develop basic skills among students to interpedently handle a wide range of Employees Counseling and Performance Counseling.

Course Contents

- i. Emergence and growth of Counseling Services. Counseling Process and Application of Counseling to Organization and Personal Situation with focus on Performance Counseling. Approaches to Counseling.
- ii. Counselors- Client Relationship. Understanding Client's Behavior. Developing and termination a Counseling Relationship and Follow Up. Assessing Client's Problem. Special Problems in Counseling.
- iii. Counselor's Attitudes. Skills of Counseling. Counseling Strategies. Counseling Strategies. Counseling Therapies- Insight Oriented Therapy. Behavior Therapy and Group Theory.
- iv. Communication and Persuasion. Communication Strategies and Reference Group and their Role in Understanding Client's Problem.
- v. Motivation and Inventive Requirement of Productivity. Role of Counseling in Understanding of Low Productivity of Indian Workers. Need of Counseling Cell in the Organization. Application of Counseling to Organizational Situations with a focus on Performance Counseling.

Suggested Readings

1. Corner L S, Guide Hackney H- The Professional Counselor's Process to Helping
2. McLennan, Nigel - Counseling for Managers
3. Moursund J - The Process of Counseling and Theory
4. Flippo, Edwin B - Principles of Personnel Management
5. Janase - Interpersonal Skills in Business
6. Munra C A - Counseling- A Skills Approach
7. Lussiar - Human Relations in Organization
8. Corner L S et.el- The Professional Counselor Guide to Helping
9. Patterson – The counselling Process

303-H-3-Social Security and Labour Welfare

Course Contents

- i. Social Security- Concept and Philosophy, Abolition of Bonded and Child Labour, Government Policy for Social Security and Social Insurance, ILO, Its Role, Functioning and Contributions.
- ii. Workmen's Compensation Act, 1923.
- iii. Employee's State Insurance Act, 1948
- iv. Payment of Gratuity Act, 1972
- v. Minimum Wages Act
- vi. Payment of Bonus Act
- vii. Payment of Wages Act

Suggested Readings

1. Mullick - Labour Laws
2. Mimoria, C B and Memoris, S- Industrial Labour, Social Security and Industrial Peace in India
3. Sinha, G P - Industrial Relation and Labour Legislation in India
4. Zahiruddin - Labour Welfare Laws
5. Saharay H K - Industrial and Labour Laws of India
6. Srivastava S C - Industrial Relations and Labour Laws

C- Financial Management Group

305-F-1-Security Analysis and Portfolio Management

Course Contents

- i. Principles of Investment- Investment Objectives and Constraints, Fixed and Variable Return, Securities- Shares, Debentures, Government Securities, Derivatives, Commercial Papers, Different Modes of Investment and Investment Consideration.
- ii. Security Evaluation- Security Evaluation Model, Fundamental Analysis- Economic, Company and Industry Analysis, Technical Analysis and Random Walk Hypothesis, Efficient Market Hypothesis Forms and Tests.
- iii. The Risk- Return Framework, Types of Risk, Risk Evaluation, Hedging and Speculation Calculation of Return, Valuation of Fixed Income Investments and Equity shares.
- iv. Meaning and Importance of Stock Exchanges- Important Provisions Relating to Functioning of Stock Exchanges under Securities Regulation and Control Act. Latest Development in Securities Market, Control and SEBI Guidelines.
- v. Concept of Portfolio- Need, Types of Diversification, Elements of Portfolio Management, Determining the Expected Risk and Return on Portfolio, Sharpe Model- Significance of B in Portfolio, Capital Asset Pricing Model, Arbitrage Pricing Theory, Portfolio Investment Strategy, Risk Management Strategy, Determining Optimal Portfolio, Performance Evaluation, Portfolio Revision Techniques, Bond, Equity Portfolio Insurance.
- vi. International Diversification, Risk in International Investment, International Investment Strategy, Return Forecasts, Portfolio Management Services, SEBI Guidelines for Portfolio Managers.

Suggested Readings

1. Apte, PG - International Financial Management
2. Haugen Robert H- Modern Investment Theory
3. Fisher, DM, Jordon, RJ - Security Analysis and Portfolio Management
4. Sharpe William - Investments
5. Bhalla, V K - Investment Management
6. Frank reilly & K C Brown – Investment analysis and portfolio management.
7. Dr. S M Tariq Zaffer – Strategic Finance

305-F-2-Financial Institutions and Markets

Course Contents

- i. Financial System- Introduction, Components, Structure, Features of Indian Financial System, Deficiencies and Recent Developments.
- ii. Major Indian Financial Institutions- IDBI, IFCI, ICICI, IRCI, SGC's and SIDC's-Management, Working, Operations and Performance and Recent Developments.
- iii. Investment Bankers- UTI, LIC, GIC and Mutual Funds and Their Role, Investment Policy, Performance and Recent Developments.
- iv. Non-Banking Financial Companies- Objectives, Functioning, Regulations, and Recent Developments.
- v. Role of Commercial banks in Industrial Finance. Co-operative Banks and Regional Rural Banks.
- vi. Financial Markets-Concepts, Nature, Features, Functions, Structure Types, Role of Financial Markets in Economic Development
- vii. New Issue Markets- Nature, Features, Functions, Methods of New Issues, Underwriting, Arrangements and recent Developments, SEBI Guidelines.
- viii. Secondary Markets- Nature, Features Functions, Role of Stock Markets, Stock Exchanges, OTCEI, NSE, Recent Development and SEBI Guidelines.

Suggested Readings

1. Khan M Y - Indian Financial Theory and Practice
2. Goldsmith, R W - Financial Institutions
3. Srivastava, R M - Management of Indian Financial Institutions
4. Harbert, Dougall E and Jack Gaumnitz- Capital Markets and Institutions
5. Avadhani V A -Marketing of Financial Services
6. Desai Vasant -The Indian Financial System and Development

305-F-3- Working Capital Management

Course Contents

- i. Working Capital- Nature, Components, Types, Function, Determinants and Significance, Including Product Life Cycle and Operating Cycle Method.
- ii. Working Capital Policies.
- iii. Management of Cash, Motives for Holding Cash, Significance, Cash Planning and Budgeting, Management of Cash Collection, Disbursement of Cash, Cash Management Models.
- iv. Management of Marketable Securities, Purpose of Holding Securities, Determinants.
- v. Receivable Management- Nature, Significance, Credit Standards, Evaluating the Credit Worthiness of a Customer.
- vi. Management of Inventory- Purpose for Holding Inventory, Components, Cost-Benefits Analysis, Inventory Management Techniques.
- vii. Management of Current Liabilities- Sundry Creditors, Bills Payable, Contingencies.
- viii. Financing of Working Capital- Short- Term Sources, Long-Term Sources, Inflation and Working Capital, Mechanics Of Working Capital Financing in India, Bank Lending, Control of Working Capital.

Suggested Readings

1. Smith, K V - Management of Working Capital
2. Agarwal , J D - Working Capital Management
3. Mehta, D R and Englewood Cliffs N J - Working Capital Management
4. Scherr - Modern Working Capital Management-Text
5. Dr. S M Tariq Zaffer – Strategic Finance

D- Information Technology Group

306-IT-1- Data Base Management System

Unit -1

An overview of Database Management System, Database System Vs File System, Database system concepts and architecture, data models schema and instances, data independence and data base language and interfaces, Data definitions language, DML, Overall Database Structure.

Unit -2

ER model concepts, notation for ER diagram, mapping constraints, keys, Concepts of Super Key, candidate key, primary key, Generalization, aggregation, reduction of an ER diagrams to tables, extended ER model, relationships of higher degree.

Unit -3

Components of DBMS Data Models in Databases, Relational Data Base Management System Relational Algebra, Data Models based on Implementation, Traditional Set Operators, Union, Special Relational Operators, election, Relational Database model, Integrity constraints: entity integrity, referential integrity, Keys constraints, Domain constraints, relational algebra, relational calculus, tuple and domain calculus.

Unit -4

Introduction to SQL: Characteristics of SQL, Advantages of SQL, SQL data types and literals, Types of SQL commands, SQL operators and their procedure, Tables, views and indexes, Queries and sub queries, Aggregate functions, Insert, update and delete operations, Joins, Unions, Intersection, Minus, Cursors in SQL.

Unit -5

Data Base Design & Normalization: Functional dependencies, normal forms, first, second, third normal forms. Role of Database Administrator, Transactions, Database Recovery.

SUGGESTED READINGS :

- 1) Bipin D Desai – An introduction to Database System
- 2) C J Date - Introduction to Database System
- 3) Korth and Sillberschatz – Database System Concepts
- 4) Pratt – Concept of Database Management

306-IT-2-Computer Architecture and Operating System

Unit -1

Overview of Computer Architecture, Introduction to Parallel computing; Parallelism in Uniprocessor Systems, Parallel computer structures, Architectural Classification schemes, parallel processing applications.

Unit -2

RISC and CISC Architecture, Need of Operating System, Types of Operating System.

Unit -3

Process concept, Process scheduling, Cooperating processes

Unit -4

Memory Management-Logical and Physical Address Space, Swapping, Contiguous Allocation and Non-Continuous Allocation.

Unit -5

File Management - File systems, secondary Storage Structure, File concept, access methods, directory implementation, Efficiency and performance, recovery

SUGGESTED READINGS :

- 1) Galvin – Operating System Concepts
- 2) MilenKovic – Operating System
- 3) Parthosarthy – Advanced computer Architecture
- 4) Hwang & Briggs – Computer Architecture and Parallel Processing

305-IT-3-Visual Basic/ Data Communication Network

Unit -1

Introduction to VB, Environment of VB, properties, Managing data, working with controls : textboxes, buttons, labels etc., variables, controlling program flow.

Unit -2

Control Constructs : if-else, while, select cases etc. Inbuilt functions, User defined functions, arrays, Files, procedures.

Unit -3

Advanced System Defined Controls : Timer, Frame, Status Bar, Picture, Image List, Progress Bar etc.

Unit -4

Design UI Applications : Showing and Hiding forms, Basic form events, Menu creation, Handling MDI parent/child forms, navigation through forms, connectivity with Database.

Unit -5

Project Development.

SUGGESTED READINGS :

- 1) Teach yourself Visual Basic -6 in 21 days
- 2) Brain Seler and Jeff Spolts – Using Visual Basic 6
- 3) Mostasavi – Visual Basic 2005 by Practice

E- International Business Group

307-IB-1-International Marketing Management

Course Contents

- i. The Marketing Concept and Its Extension to International Marketing, International Marketing Tasks, Nature of International Marketing.
- ii. Selection of Foreign Markets, The Concept of International Marketing Mix, Implementation of Marketing Strategies and Seven Ps, Organization and Control for International Marketing.
- iii. Analysis of International Marketing Environment and Identifying Foreign Markets- Political Considerations and Governmental Influences, Cultural and Social Dynamics, Economic Development and Geographical Conditions, Dynamics of Competitive Environment, Legal, Regulatory and Financial Influences.
- iv. International Market Segmentation, Market Entry and Operation Strategies- Export, Joint Ventures, Direct Investment, Strategic Alliances, Multinational Operations.
- v. International Product Policies, Strategic Considerations in Making Product Decisions, Alternative Strategies in Multi-National Product Planning, Methodology in Making Product Decision for International Markets.
- vi. International Pricing Decisions, Price Escalation, International Transfer Pricing, Factors Influencing the Pricing decisions for International Markets, Export pricing and Differential pricing.
- vii. International Distribution System and Logistics, International Marketing Channel Decisions, Importance and Scope of Channel decisions, Nature of International Distribution Channels, Factors Influencing Channel Decisions.

Suggested Readings

1. Leighton - International Marketing
2. Scravanavel P - International Marketing
3. Kotler, Armstrong - Principles of Marketing
4. Keegan - Managing Global Marketing
5. Franklin R Root - International Marketing
6. Foss and Caleore - International Marketing

307-IB-2-International Trade Procedures Documentation

Course Contents

- i. Export Documentation, Information, Export Contract, Foreign exchange Regulations, Quality Control and Pre-Shipment Inspection.
- ii. Export Trade Control, Cargo Insurance, Commercial Practice, Central Excise Clearance, Customs Clearance of Export Cargo, Export by Post Parcel and By Air.
- iii. Roll of Clearing and Forwarding Agents, Shipment of Export Cargo, Export Credit, Export Credit Guarantee and Policies, Exchange Rates and Forwarding Exchange Cover, Finance of Export on Deferred Payment Term, Duty Draw back.
- iv. Import Licensing Policy, Actual User Licensing, Replenishment Licensing, Cash Assistance, Advance and Impart Licensing, Import/Export Pass Book, Capital Goods Licensing.
- v. Trading Houses, Central Sales Tax Exemption on Exports, Canalization, GSP Certificate of Origin, Customs Clearance of Import Cargo, Documents prescribed by Importing Countries, Standard Export Documents.

Suggested Readings

1. A C Mittal - Export Management in India
2. M I Mahajan - Export Procedures and Documentation
3. Anita Kumari - Export Incentives
4. Hanbook Published on Imoort Export Procedures By Min. Of Commerce

307-IB-3-International Marketing Logistics

Course Contents

- i. Marketing Logistics System, Concept, Objectives and Scope, System elements, Importance and relevance to Export Marketing Management, General Structure for Shipping Industry, Liner Operations and Tramp Operations, World Sea Borne Trade and World Shipping.
- ii. The Conference System, Freight Structure and Practice, Co-ordination, Role of Intermediaries, Forwarding and Clearing Agents, Freight Brokers Stevedores, Shipping Agents.
- iii. All India Shipper Council, Shippers Association and FIB and Carious Standing Committees Set Up for Resolving Shippers Problems.
- iv. UN Convention on Code of Conduct for Liner Shipping Conferences, Chartering Principles and Practices, Containerization Concept, Operation of the System, Container Freightling, Inland Container Depot.
- v. Ports and Overseas Marketing Logistics, Role of Ports, Warehousing, International Air Transport and PDN Approach to Export Distribution.
- vi. Carriage of Goods- Legal Aspects, Evaluation and Use of Various Transportation System, Port System and Sub-System, Analysis of Typical Bottlenecks in The Logistic System.

Suggested Readings

1. T A S Balagopal - Export management
2. Kapoor ND - Commercial Law

309(i)-Summer Training Report - 50 marks

After Completion of the compulsory training in designated organization each student shall prepare a training report on the pattern finalized in consultation with the Teacher in-charge of the training. A copy of the report shall be submitted to the Teacher concerned, which shall be evaluated by the teacher concerned.

309(ii)-Seminar based on Summer Training Report - 50 marks

Each Student shall present a seminar, which shall be based on the training and the training report. The objective is to understand the benefits and gains to the student due to compulsory training and enable the student to express his understanding about the functioning of out side world especially as to what extent the concept of management taught him were relevant and are helpful in the real world in the real situation.

310-Viva-Voce - 100 marks

At the end of the semester each student will have to face an interview wherein his of her knowledge and skill acquired during the course shall b e examined. The Internal Expert and the External Expert shall conduct the viva-voce jointly. Feedback from the External Expert about the students shall be obtained from the point of vies of preparing students for placement Interviews.

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Fourth Semester

There are compulsory and elective papers in this semester, papers 401,402,403 are compulsory and under elective papers the students shall have to choose three papers from already selected group – two from the selected major specialization group and one from selected minor specialization group.

Compulsory Papers

401- Corporate Legal Environment.

Objective: The objective is to provide knowledge about important business laws relevant to Business and Corporate World.

Course Contents

- i) Meaning and Importance of Business Laws. Laws and business managers. Government and business relationships in India.
- ii) Indian contract Act, 1872- Definitions. Characteristics, Essentials of Valid Contract- Detailed Exposure to the Provisions. Discharge of Performance of contract. Consequences of Breach of Contract.
- iii) Types of Contract –Indemnity , Guarantee, contingent, Bailment, Pledge, Agency.
- iv) Negotiable Instrument Act-Meaning and Types of Different Negotiable Instrument and the Provision Applicable to them.
- v) Sales of Goods Act.
- vi) Indian Arbitration Act.
- vii) Indian Partnership Act.
- viii) Indian Companies Act, 1956-Definitions, characteristics ,Types and Formation of a Company. Shares Debentures, Borrowing Powers, Provision Relating to Company Liquidation.
- ix) Company Management-Directors, Managing Director, Their Appointment, Qualification, duties Rights, Liabilities, Position, Remuneration, and Removal. Company Meetings and Proceedings. Prevention of Oppression and Mismanagement.

Suggested Readings

- 1) Kuchal M C -Mercantile Law
- 2) Kapoor N D -Mercantile Law
- 3) Singh Avatar -Company Law
- 4) Jain J D -Indian contract Act.

402- Project Management and Entrepreneurship

Objective

The objective is to provide adequate knowledge to the students for setting up of projects and their successful implementation.

Course Contents

- i) Project Management – Nature, Scope, Process Elements, Significance and Emergence of Projects. Project Planning, Developing Project Models through Simulation.
- ii) Ii) Location of Project Site, Working Conditions Development Plans of the Government and the Local Bodies, Elements and Factors Affecting Locational Decisions. Analysis of Infrastructure, Labour, Raw Material, Transport and Other Factors.
- iii) Selection of the Product or Service, Market Research, Product Appraisal, Product Design, Factors Affecting the Selection Decision, Packaging and Other considerations, Choice of Technology, Choice of Process, Feasibility, Effects on Environment, Pollution control, government and Local Bodies Regulation. Economic Analysis of the Projects, Regional and Social Implications.
- iv) Project financing , Sources of finance , Raising Capital from Market, Financial Institutions, Raising Foreign Exchange, Government Regulation. Cost of Capital, Cost Benefit Analysis , Cash flow Analysis. Project Scheduling , Monitoring and contract Management, Project Appraisal, Contract Project Review.
- v) Entrepreneurship – Definition , Classification , Nature and Importance of Entrepreneurship and Entrepreneurs. Concept of Entrepreneurship, Entrepreneurial Environment , Growth of Entrepreneurs. Entrepreneur VS Professional Managers , Entrepreneurial Development, Development of Women Entrepreneurs.
- vi) Role of Government and financial Institution in Entrepreneurship Development., Sources of finance, Institutionalize finance to Entrepreneurs, role of Technical Consultancy Organisation in Developing Entrepreneurs.
- vii) Governmental Policies Governing Entrepreneurship, Problems of Entrepreneurship.

Suggested Reading

- 1) Bhavesh M Patel - Project Management
- 2) SS Khanka - Entrepreneurship Development
- 3) Prasana Chandra - Project Management
- 4) P C K Rao - Project Management and Control

403-Project Report Dissertation

Objective to give a first hand exposure to the students on management related problems and to enable them to develop problem solving skill with the help of problem solving techniques and by using primary and secondary information.

Each students is expected to carry out a small but original study under the supervision of a designated internal faculty member on a real management problem with respect to the issue related to trade , business , commerce, industry and finance, corporate governance and the incidental or allied areas connected thereto.

On completion of the study the student shall submit a project report in the form of dissertation to their supervisor who shall certify the dissertation and one copy of dissertation in tern shall be forwarded to the university addressed to the registrar for evaluation purpose. the project report disertation shall be evaluated by the external expert appointed by the university on the same line as the examiner and [paper setter are appointed.

404 (M1)-Marketing Communication and Advertising

Course Contents:

- (i) Communication Process- Nature of Communication Process and its Different Elements , Obstacle in Communication Process, Role of Communication Process in perception, Learning and Attitude Change.
- (ii) Communication process in Marketing- Importance and Application of Communication process relevant to them, Communication process in corporate image building , Advertising and Consumer psychology.
- (iii) Planning for market communication- strategic analysis for market communication, communication objectives, market segmentation, target group and target person, brand positioning.
- (iv) Advertisement and their types, Importance of advertising in modern marketing, different types of advertising , Advertising decision.
- (v) Message and Copy, Message strategy, Message design, Elements of Advertising copy, Developing effective Advertising copy, Creative and Visualization in Advertising, Method of creative Development.
- (vi) Media Planning- Comparative study of different advertising media, media choice, media scheduling and budgetting for advertising, Evaluation of advertising effectiveness, Pre Testing and Post testing Techniques.
- (vii) Regulation of Advertising- Advertising Department and its Organisation, Advertising Agencies and Their Organisations and Functions.

Suggested Readings:

1. Wright , Winter and Zeiglar - Advertising Management
2. Dunn and Barban - Advertising -its Role in Modern Marketing
3. Mahendra Mohan - Advertising Management
4. Aaker Myers and Batra - Advertising Management
5. Kenneth F Runyen - Advertising

404-M-2 Sales and Distribution Management

Course Contents:

- (i) Basic Concept - * Selling Function, Types of Selling and Emerging Dimensions, Direct Selling, Institution selling, TeleMarketing, Sampling , Follow the customer and other concepts.
- (ii) Theories of Selling- Canned Approach AIDA Model, Right Set of circumstance Theory, Buying Formula Theory, Behavioural equation theory,
- (iii) Process of Effective selling, Prospecting, Preapproach Presentation and demonstration, Handling Objections, Closing the sales, Post sales activities, Quality of successful sales person.
- (iv) Sales Management- Importance, scope, and function of sales management, organising for sales, sales planning, market potential analysis, sales forecasting, Fixing sales objectives, Territory Allocation, Sales Quota, Participative Sales Planning and Behavioural Consideration.
- (v) Sales Force Management, - Sales Force Planning , Recruitment and Selection, Training and Development, Placement of sales person, Compensation and incentive to sales person, Motivation and leadership for sales, Evaluation of sales performance.
- (vi) Sales Control- MIS for sales , Report and Document used in sales management, Budgetary Control in sales, Sales variance analysis, Sales Expenses Control.
- (vii) Distribution network- Various distribution channel and their comparative studies, channel design decision, channel management - Selection and Motivation. evaluation control of channel member, channel conflict management.
- (viii) Physical distribution management- Importance and Decision areas, Logistic and Inner Distribution Management

Suggested Reading

1. Russel Beachand Brukirf- Selling
2. Still, Cundiff and Govani - Sales Management
3. K Patel - Sales Management
4. Johnson , Kirtz and Schueing - Sales Management
- Confierd - Salesmanship- Practice and Problems

B- Human Resource Management group

405-H-1 Human Resource Planning and Development

Course Contents

- (i) Human Resource Planning overview- Role of Human Resource Planning in the context of Human Resource Management, Definition, Objective, Framework, Components of Human resource planning, Organisation Philosophy as related to the Human Resource Planning.
- (ii) Manpower forecasting- Necessity, Problems, Management of Cadre Structuring in an organization, Stock and Flow model, Push and Pull Model, Markov Chain Model, Correlation Model, Benefit of forecasting, Downsizing and its implication.
- (iii) Job Analysis, Job Description and Job specification- Concept, need and Importance, Method of Job Analysis Functional Job Analysis, Job elements Methods, Fliesman Job Analysis System, Positional Analysis Job Description and Job Specification.
- (iv) Recruitment and Selection of Human resource- Recruitment Selection Vacancy characteristics and effect on job choice non compensatory and compensatory decision process in job choice, Factor influencing job recruitment effort, effect of personal policies in recruitment sources, different methods of recruitment, selection method and standards, type of selection methods steps in selection process.
- (v) Peer Performance Appraisal- definition and Uses, Objectives, Appraisal System- Features and Limitations, Uses and abuses Performance Appraisal Methods, Self Appraisal Peer Appraisal, frequency of appraisal, Performance, Counselling and Feedback, Potential Appraisal, Monitoring and Review of Appraisal System, Linkage with other systems.
- (vi) Employee Development- work role of employee Manager and Executives, Organisation characteristics Influencing employees development, Approach to employee development, current issues in employee development, managing workforce diversity, success planning.
- (vii) Career Management - concept, necessity, career development Model, Career Planning System and its components, career counselling, career pathing role of employees Manager and Company in career planning, career planning, Career Pathing, Dual Career Paths, Balancing Work and Family, Coping with Job Loss Retirement.

Suggested Readings

1. David A Cenzo and Stephen P Robin - Personal Human Resource Management
2. Liod L Byar and Leslie W Rue - Human Resource Management
3. R.K. Malhotra - Human Resource Management

405-H2 - ORganisational Change and Interventaion Strategies

Course Contents

- (i) Concept of Managing change- the practice of organisational change- Factors influencing organisational change, organisational culture and change, Managing resistance to change, effective implementation of change.
- (ii) Diagnosis and Intervention- Organisational Diagnosis- An Overview, diagnosis methods, intervention in organisation chang, evaluation of organisation change programme.
- (iii) Model of Organisational change- some model of change, causes of failure of changes, organisation changes and process consultation, Manager and the change, Internal and external agent of change.
- (iv) Introduction to organisation development- overview of organisational development , definition , values, assumption and benifits of organisational development.
- (v) Theory and Management of organisational Development - Foundation of organisational development , Managing organisational development process.
- (vi) Organisational Interventions- An overview, Team intervention, Inter group and third party Peace Making intervention, comprehensive intervention, training Experiences.
- (vii) Key consideration and Issues- Ethical standard in organisational development, the future of organisational development.

Suggested Readings:

1. Uma Sekran- Organisational Behaviour
2. French And Bell - Organisation development
3. Stephen Robbin - Organisational Behaviour
4. Abad Ahmed at el- Developijg effective Organisations.
5. Husesy - How to make Organisation change
6. French WH and Bell - Organisational Developmen Theory Practive and Research choicee,

C- Financial Management Group

(406 F-1) Cost Accounting

Course Content:

- i) Introduction – Cost, Costing, cost Accounting, Relationship of Financial accounting and Cost Accounting.
- ii) Classification of Cost, different Concepts relating to cost and cost accounting, Element of cost, material, purchases, store route, labour remuneration and incentives.
- iii) Unit or output Costing- Meaning, objectives and Importance and methods of determination of unit cost, cost sheet, statement of cost & profit and production account. Job or contract Costing- Meaning objectives and Importance, preparation of contract account. Difference between unit costing and job costing.
- iv) Process costing – meaning, objectives and Importance, preparation of Process account, operating costing- meaning, objective and Importance, calculation of operating cost.
- v) Standard Costing-Meaning, objective and Importance, types of standards, limitation of standard costing, variance analysis, material labour and overhead variance. Marginal costing- meaning, objectives and Importance, limitation of marginal costing, contribution, break even analysis, P/V ratio, margin of safety, key factor. Marginal costing and decision making.
- vi) Budgetary control – Meaning meaning and characteristic of budgetary control, advantages and limitation of budgetary control budget.

Suggested readings

- 1) RR Gupta - Advance accounting
- 2) C T Horngren- Cost Accounting
- 3) M N Arora - Cost Accounting
- 4) J C Katyal - cost Accounting
- 5) Chalos - Managing cost in today's Mfg. Env.

406 F-2 International financial Management:

Course content:

- I) Introduction- objective, functions of international financial management, decision variables- currency exchange rates, balance of payments, international restructuring and political risk, international monetary system, the foreign exchange market.
- II) Long term international investment decisions- motives strategies and behavioural consideration for long term investment decision. Justification of direct foreign investment, phases of fluctuating foreign markets, product cycle theory, international diversification.
- III) Issues in foreign investment analysis, choice of framework for analysis, evaluation of international investment proposals- discounted cash flow analysis, the adjusted present value approach, political risk analysis. External investment decision- measuring total return from foreign investment, benefits of foreign equity, bond investment, optimal international asset allocation.
- IV) Short term investment decisions- domestic vs international working capital management, international cash management, cash positioning, cash mobilization, hedging strategy, intra corporate transfer of funds, transfer pricing, management, international receivables management, international inventory management.
- V) International financing decisions, euromoney and euro bond markets.
- VI) Growth of the eurodollar market, instruments in international markets, international equity markets, new financial instruments.
- VII) International risks and the cost of capital –nature of exposure and risk, exchange rates, interest rates, inflation rates and exposure, financial risk and the cost of capital. Political risk and the cost of capital, balance of payments. Financial swaps.

Suggested readings:

- 1) Apte p g - international financial management
- 2) Keith pilbeam - international finance
- 3) Llevi m d - international finance
- 4) Singh p - investment management

D- Information Technology Group

407 -IT-1 Internet Applications

Course content:

Unit -1

Introduction to Internet Programming : Client-Server model, browsers, Protocols, Creating World Wide web pages : HTML, headers, Body, html tags, tables, test graphics, sounds, building forms, text field and value, size, html buttons, radio, checkboxes, selection list etc.

Unit -2

HTML programming using VBScript, variables, arrays, procedures, conditions, Looping. HTML programming with Java Script, variables, procedures, validations, animations, Javascript objects.

Unit -3

Introduction to Java, Characteristics of Java, Java application programming, classes and objects. Packages, Java Libraries, Inheritance, Interface.

Unit -4

Web programming with Java :Applets, Applet parameter passing, class variables, methods, Events and Event model, Basic I/O, Exception Handling, Database connectivity.

Unit -5

Project Development.

SUGGESTED READINGS :

- 1) Java Complete Ref 2.0
- 2) Core Java -1
- 3) Ivan Baros- Advanced concepts in Java
- 4) Holzner.S. – HTML Black Book

Course content:

Unit -1

The System Concept, Characteristics of Systems , Physical and abstract System, Open and closed System, Business Systems Concepts, Categories and elements of Information Systems, Using Systems approach for problem solving and information systems design Determining the scope and structure of a system.

Unit -2

System Life Cycle Development: Interviewing and Questionnaires, observation, Recognition of need- Feasibility Study, Analysis, Design, Implementation. Models of System Development Life Cycle. Role of System Analyst- Academic and Personal Qualifications Structured system Analysis.

Unit -3

System Planning and Initial Investigation :Information Gathering, Tools for Structured Analysis (DFDs, Data Dictionary, Decision Tree and Structured English), Feasibility Study, Cost/Benefit Analysis.

Unit -4

Structured System Design: Process and stages of system design, Logical and physical Design, Major Development Activities, Processing controls and data validation, Studies of design tools, Application Architecture and Modeling, Database Design, Output Design and Prototyping, Input Design and Prototyping, User Interface Design.

Unit -5

Case studies for SDLC implementation. (Min 2 case studies)

SUGGESTED READINGS :

- 1) Satringer – System Analysis and Design
- 2) Shelly : system Analysis and Design
- 3) Jalota, Pankaj – An integrated approach to Software Engg.
- 4) Pressman – Software Engineering

E International Business Group

408 IB-1 Multinational financial Management

Course Content:

- i) Nature and Scope of International financial Management, Finance function in International Business, environment for decision making Developments in International financial Systeem, Monetary ssystem Management of foreign Exchange risk.
- ii) Multinational Corporations- Its Rationale , Goal and Constraint, Project Financing, including International borrowing, international fund remittences,
- iii) Multinational capital budgetting- Foreign Investment Decision, International Diversification, Political risk management, cost of capital and capital structure, working capital management and foreign trade, tax planning.
- iv) International dimension of accounting and financial reporting practices, International accounting standards and practices and its position in India, Translation of foreign currency into account, accounting for the international / multinational corporation.
- v) International financing decision, EURO money and EURO bond market.

Suggested Readings

1. Eiterman D.K. and Stone Hill AI- Multinational Business Finance
2. Hanning Pigott and Scott - International Financial Management
3. Gerhard G, Mueller - International Accounting

408-IB-2- Import –Export Management

Course Contents

- (i) Import Management in a developing economy, Objectives of Import Policy, Types of Import Licences, Foreign Exchange Budgetting, Global Procurement, Conceptual Framework, Methods of Import Procurement, and Import Procurement planning at corporate level, identifying sources of supply, supplier identification, selection and evaluation.
- (ii) Import Financing Purchase price analysis-, canalisation of import, and import under counter trade, market research for import procurement monitoring and followup of contracts.
- (iii) Buying of technology , import procedure in India, custom clearance of imported cargo, custom valuation of imported cargo, import documentation, material management for projects , procurement under World Bank Project.
- (iv) Export Management- Concept and Scope , Form of Organisation, Export Marketing Environment, Export Planning, Organising for Export, Organisation chart, Building a team, Executive Action, and Management Control.
- (v) Barriers and Bottleneck in export with sopecific reference to India

Suggested Readings:

1. TAS Balagopal- Export Managemetn
2. B.S. Rathore - Export Marketinjg
3. P. Kumar and AK Gosh- Export Management
4. Ronald R. - Intrernational Purchasing

410- Vica-voce

100-marks

At the end of the Semester each student will have to face an Interview wherein his or her knowledge and skill acquired during the course shall be examined. The viva voce shall be conducted jointly by the Internal Expert and the External Expert. The Viva-voce shall be on the pattern of professional Interviews so as to gear up the students for facing the placement Interviews. The feedback of the External Expert shall be utilized for short listing of the candidates to be sponsored to different Organizations for Placement Interviews. In this Semester, therefore, the External Expert shall be such persons having Industry of Corporate World Background.