

# **SYLLABUS**

## **Masters of Business Administration**

### **ASSESSMENT BASED ON THE FOLLOWING CRITERIA**

<b>Sr.No</b>	<b>Assessment Criteria</b>	<b>Percentage To total 100 marks</b>
1	Assignments	08
2	Attendance	05
3	Mid-Term Examination: 1 <sup>st</sup>	08
4	Mid-Term Examination: 2nd	08
5	Class Test	05
6	Quizzes and Presentation	03
7	Attitude and Discussion	03
8	Sub-total (Total Marks of Assessment)	40
9	End- Term Theory Examination	60
10	Total Marks Allotted	100

**Note:** End -Semester theory examination will be of sixty marks, while remaining forty marks pertains to internal assessment based on the above-mentioned criteria. In theory paper, Candidates need to attempt five questions in all. Q.No.1 is compulsory with short- type answers containing twenty marks covering the whole syllabus. Further, two questions will be set from each unit where one question is compulsory (under each unit). In all, examination time will be of three hours.

# **FIRST YEAR**

## **SEMESTER-I**

Course No.	Subject	Periods				Division of Marks				
		L	T	P	Credits	Theory		Practical		Total
						External	Internal	External	Internal	
AUMBA-101	Accounting for Managerial Decisions	3	1	-	4	60	40	-	-	100
AUMBA-102	Marketing Management	3	1	-	4	60	40	-	-	100
AUMBA-103	Management Practices and Organizational Behaviour	3	1	-	4	60	40	-	-	100
AUMBA-104	Business Environment	3	1	-	4	60	40	-	-	100
AUMBA-105	Human Resource Management	3	1	-	4	60	40	-	-	100
AUMBA-106	Computer Application in Business	1	-	2	3	60	40	25	25	150
AUMBA-107	Human Values and Professional Ethics	2	-		2	60	40	-	-	100
<b>Total Credits</b>		<b>18</b>	<b>5</b>	<b>2</b>	<b>25</b>					<b>750</b>

***Legend: L-lecture, T-Tutorial, P-Practical***

## **SEMESTER-II**

<b>Course Code</b>	<b>Course Title</b>	<b>Periods</b>			<b>Credit</b>	<b>Division of Marks</b>		
		<b>L</b>	<b>T</b>	<b>P</b>		<b>Theory</b>	<b>Internal</b>	<b>Total</b>
AUMBA-201	Business Statistics and Computing Skill	3	1	-	4	60	40	100
AUMBA-202	Financial Management	3	1	-	4	60	40	100
AUMBA-203	Business Research Methods	3	1	-	4	60	40	100
AUMBA-204	Managerial Economics	3	1	-	4	60	40	100
AUMBA-205	Production and Operation Management	3	1	-	4	60	40	100
AUMBA-206	Fundamental of Entrepreneurship	2	-	-	2	60	40	100
AUMBA-207	Communication and Marketing Skill	2	-	-	2	60	40	100
<b>Total Credits</b>		<b>19</b>	<b>5</b>	<b>-</b>	<b>24</b>			<b>700</b>

**Legend:** *L-lecture, T-tutorial, P-Practical*

## **SECOND YEAR**

### **SEMESTER-III**

Course Code	Course Title	Periods			Credit	Division of Marks		
		L	T	P		Theory	Internal	Total
AUMBA-301	Strategic Management	3	1	-	4	60	40	100
AUMBA-302	Business Law	3	1	-	4	60	40	100
AUMBA-303	Operation Research	3	1	-	4	60	40	100
	Specialization Group– (major)	3	1	-	4	60	40	100
	Specialization Group–(major)	3	1	-	4	60	40	100
	Specialization Group – (minor)	3	1	-	4	60	40	100
AUMBA-304	Summer Training Report		3		3		100	100
	(i) Seminar presentation 40							
	(ii) Project report 40							
	(iii) Viva-Voice 20							

### **SEMESTER-IV**

Course Code	Course Title	Periods			Credit	Division of Marks		
		L	T	P		Theory	Internal	Total
AUMBA-401	International Finance and Tax Planning	3	1	-	4	60	40	100
AUMBA-402	Management Information System	3	1	-	4	60	40	100
AUMBA-403	Supply Chain Management	3	1	-	4	60	40	100
	Specialization Group– (major)	3	1	-	4	60	40	100
	Specialization Group–(major)	3	1	-	4	60	40	100
	Specialization Group – (minor)	3	1	-	4	60	40	100
AUMBA-404	Research Project		3	2	5		100	100
	i. Seminar presentation 40							
	ii. Project report 40							
	iii. Viva-Voice 20							

Each student will have to choose research project based on his major specialization in consultation with his allotted project guide.

## **SPECIALIZATIONS**

### **FINANCE**

#### **3<sup>rd</sup> Semester**

- (i) Advanced Financial Management (AUMBAFM-01) (Major)
- (ii) Security Analysis and Investment Management (AUMBAFM-02) (Major)
- (iii) Management of Banking Operations (AUMBAFM-03) (Minor)

#### **4th Semester**

- (i) Principles of Insurance and Banking (AUMBAFM-04) (Major)
- (ii) Strategic Financial Management (AUMBAFM-05) (Major)
- (iii) Management of Financial Services (AUMBAFM-06) (Minor)

### **MARKETING**

#### **2<sup>nd</sup> Semester**

- (i) Advertising and Sales Management (AUMBAMK-01) (Major)
- (ii) Consumer Behaviour (AUMBAMK-02) (Major)
- (iii) Rural Marketing (AUMBAMK-03) (Minor)

#### **3rd Semester**

- (i) Marketing of Service (AUMBAMK-04) (Major)
- (ii) Retail Management (AUMBAMK-05) (Major)
- (iii) Sales & Distribution Management (AUMBAMK-06) (Minor)

### **HUMAN RESOURCE MANAGEMENT ( HRM)**

#### **2nd Semester**

- (i) Management of Industrial Relations (AUMBAHR-01) (Major)
- (ii) labor Legislation (AUMBAHR-02) (Major)
- (iii) Industrial/Organizational Psychology (AUMBAHR-03) (Minor)

#### **3rd Semester**

- (i) Human Resource Planning and Development (AUMBAHR-04) (Major)
- (ii) Team Building & Leadership (AUMBAHR-05) (Major)
- (iii) Personal Growth and Training & Development (AUMBAHR-06) (Minor)

### **Agribusiness Management**

#### **2<sup>nd</sup> Semester**

- (i) Agribusiness Finance(AUMBAAGM-01) Major
- (ii) Agribusiness Marketing(AUMBAAGM-02) Major
- (iii) IT in Agribusiness (AUMBAAGM-03) Minor

### **3<sup>rd</sup> Semester**

- (1) Farm Business Management(AUMBAAGM-04) Major
- (2) Project Management and Entrepreneurship Development (AUMBAAGM-05) Major
- (3) Agri supply chain management (AUMBAAGM-06) Minor

### **Pharma Management**

### **2<sup>nd</sup> Semester**

- (1) Parma Sector & Management (AUMBAPHM-01) Major
- (2) Pharmaceutical Marketing Management (AUMBAPHM-02) Major
- (3) OB & HRM (AUMBAPHM-03) Minor

### **3<sup>rd</sup> Semester**

- (1) Management Information System and managerial computing (AUMBAPHM-04) Major
- (2) Pharmaceutical Advertising and Sales Promotion Management (AUMBAPHM-05) Major
- (3) Financial Management (AUMBA-06) Minor

### **INFORMATION TECHNOLOGY (IT)**

### **2<sup>nd</sup> Semester**

- (i) Relational Database Management System (AUMBAIT-01) (Major)
- (ii) E-commerce and IT enabled Services (AUMBAIT-02) (Major)
- (iii) System Analysis & Design & Software Engineering(AUMBAIT-03 ) (Minor)

### **3<sup>rd</sup> Semester**

- (i) Data Communication & Networks (AUMBAIT-04) (Major)
- (ii) Enterprise Resource Planning (ERP) (AUMBAIT-05) (Major)
- (iii) Internet & Web Designing (AUMBAIT-06) (Minor)

## **INTERNATIONAL BUSINESS (IB)**

### **2nd Semester**

- (i) International Marketing (AUMBAIB-01) (Major)
- (ii) International Business Environment and Foreign Exchange Economics (AUMBAIB-02) (Major)
- (iii) Export Management And Documentation (AUMBAIB-03) (minor)

### **3rd Semester**

- (i) International Logistic Management (AUMBAIB-04) (Major)
- (ii) International Financial Management (AUMBAIB-05) (Major)
- (iii) International business ethics and social responsibility (AUMBAIB-06) (Minor)

The Master of Business Administration (MBA) is a two-year full-time programme. The course structure of the programme is given here under.

**Note:** At the end of second semester, all students will have to undergo summer training of 6 - 8 weeks with an industrial, business or service organization by taking up a project study. The condition of successfully completing the programmers' shall not be deemed to have been satisfied unless a student's undergoes summer training under the supervision of the department in the organizations as approved by the Department/Faculty from tune to time. Each student will be required to submit a project report to the Department for the work undertaken during this period within one month of the commencement of the third semester for the purpose of evaluation in the third semester.

## **ACCOUNTING FOR MANAGERIAL DECISIONS (AUMBA-101)**

### **UNIT-I**

**Accounting and its functions:** Concepts and Conventions in accounting .Accounting Cycle. Double Entry System. Rules regarding Journal Entries; Recording of Journal Entries; Ledger Posting; Subsidiary Books, Cash Book, Trial Balance;

**Preparation of Final Accounts:** Manufacturing Account, Trading Account; Profit& Loss Account; Balance Sheet.

### **UNIT-II**

**Management Accounting:** Nature; Scope; Objectives; Functions of Management Accounting; Relationship between Financial and Management Accounting; Tools and Techniques of Management Accounting; Limitations; Meaning of Financial Statement; Importance and Limitations of Financial Statement; Meaning and Objectives of Financial Statement Analysis; Limitation of Financial Analysis.

**Ratio Analysis:** Meaning, Interpretation, Significance, Limitations of Ratio Analysis; Classification of Ratio.

### **UNIT-III**

**Fund Flow Analysis:** Meaning and Concept of Funds; Meaning of Fund Flow; Meaning of Fund Flow Statement; Significance; Limitations; Procedure of Preparing Fund Flow Statement.

**Cash Flow Analysis:** Meaning; Classification of Cash Flow; Comparison between Fund Flow Statement and Cash Flow Statement; Preparation of Cash Flow Statement (as per AS-3)

### **UNIT-IV**

**Price Level Accounting:** Meaning; Methods or Techniques of Price Level Accounting; Advantages; Disadvantages.

**Social Accounting:** Concept of Social Cost Benefit Analysis; Meaning of Social Accounting; Need; Social Accounting Approaches.

**Human Resource Accounting:** Meaning; Need; Methods of Human Resource Accounting; Objections Against Human Resource Accounting; HRA in India.

#### **Suggested Readings:**

1. Horngren, Datar, Foster, Rajan, Iitner (2011). Cost Accounting- A Managerial Emphasis, 13th Edition, Pearson Education.
2. M.Y.Khan and P.K.Jain (2010) Management Accounting, Edition 5. Tata McGraw Hill.
3. Maheshwari, S.N (2009). Accounting for Management, 2nd Edition., Sultan Chand & Sons.
4. Glautier, M.W.E. And Underdown B. (2010). Accounting Theory and Practice, Financial Times / Pearson.
5. Horngren, Sunden and Ostratton(2010): Introduction to Management Accounting, Prentice Hall.



## **MARKETING MANAGEMENT (AUMBA-102)**

### **UNIT-I**

**Nature and scope of Marketing:** Corporate orientations towards the market place. The marketing environment and Environment scanning .

Marketing Information System and Marketing Research, Understanding consumer and Industrial markets.

### **UNIT-II**

**Market Segmentation:** Targeting and Positioning.

**Product decisions** – product mix, product life cycle, new product development, Branding and packaging decisions. Pricing methods and strategies.

### **UNIT-III**

**Promotion decisions** – promotion mix, advertising, sales promotion, publicity and personal selling. Vertical marketing – Implementation and systems.

**Distribution Decisions:** Patterns of channels and types of intermediaries, channel design decisions, Channel conflict, types and functions of wholesalers and retailers, Emerging trends in retailing.

### **UNIT-IV**

**Direct Marketing:** Meaning, Benefits and growth of direct marketing, Forms of direct marketing, Multi level marketing, Meaning, need and importance of multilevel marketing, Advantages, Criticism of multilevel marketing, Ethical issues in direct & multilevel marketing.

**Organizing and Implementing:** Marketing in the organization, Evaluation and control of marketing efforts New issues in marketing – Globalization, Consumerism, Green marketing, Legal issues.

#### **Suggested Readings:-**

1. Kotler,P., Keller, K.L. Koshy, A. and Jha, M., (2011). Marketing Management: A South Asian Perspective, 13th Edition, Pearson Education, New Delhi.
2. Etzel, M., Walker, B., Stanton, W. and Pandit, A (2009) Marketing Management, TataMcGrawHill, New Delhi
1. Enis, B.M. Marketing Classics : A Selection of Influential Articles. New York,McGraw Hill, 1991.
3. Kotler, Philip. Marketing Management : Analysis, Planning, Implementation andControl. New Delhi, Prentice Hall of India, 1994.
4. Ramaswamy, V S and Namakumari, S. Marketing Management :Planning,Control. New Delhi, Prentice Hall of India, 1994.
5. Ramaswamy, V.S. and Namakumari, S. Marketing Management :Planning,Control. New Delhi, MacMillan, 1990.

# **MANAGEMENT PRACTICES AND ORGANISATIONAL BEHAVIOUR (AUMBA-103)**

## **UNIT-I**

**Introduction of OB:** Concept, Nature, Characteristics, Conceptual Foundations and Importance, Models of Organizational Behaviour.

**Perception and Attribution:** Concept, Nature, Process, Importance. Management and Behavioural Applications of Perception.

**Personality:** Concept, Nature, Types and Theories of Personality Shaping, Personality Attitude and Job Satisfaction.

## **UNIT-II**

**Learning:** Concept and Theories of Learning.

**Conflict:** Concept, Sources, Types, Process

**Group Dynamics:** Definition, Stages of Group Development, Group Cohesiveness, Formal and Informal Groups, Group Processes and Decision Making, Dysfunctional Groups

**Motivation:** Theories of Motivation, Leadership : Styles of leadership

## **UNIT-III**

**Management:** Concept, Nature, Importance; Management : Art and Science, Management Vs. Administration, Management Skills, Levels of Management. Taylor and Scientific Management, Fayol's Administrative Management, Hawthorne Experiments and Human Relations,

Introduction to Functions of Management:

**Planning:** Nature, Scope, Objectives and Significance, Types of Planning, Process of Planning. Organizing: Concept, Organisation Theories, Forms of Organisational Structure, Departmentation, Span of Control, Delegation of Authority, Authority & Responsibility, Organizational Design.

## **UNIT-IV**

**Staffing:** Concept, System Approach, Manpower Planning, Job Design, Recruitment & Selection, Training & Development, Performance Appraisal Directing: Concept, Direction and Supervision, Job Enrichment & Morale Building

**Controlling:** Concept, Process, Types of Control.

### **Suggested Reading:**

1. Robbins, S.P., Judge, T.A., Sanghi, S (2010). Organizational Behaviour, Pearson Education.
2. Stoner, R. James A.F., Edward Freeman Daniel R Gilbert Jr., Management 6TH Ed, .Prentice-Hall of India
3. Stoner, Freeman & Gilbert Jr - Management (Prentice Hall of India, 6thEdition)
4. Koontz Harold &Wehrich Heinz – Essentials of management (Tata McGraw Hill, 5th Edition 2009)
5. Robbins S.P. and Decenzo David A. - Fundamentals of Management: Essential Concepts andApplications (Pearson Education, 6th Ed).
6. Wehrich Heinz and Koontz Harold - Management: A Global and Entrepreneurial Perspective (McGraw Hill, 12thEdition 2008)

## **BUSINESS ENVIRONMENT (AUMBA-104)**

### **UNIT-I**

**Environmental Scanning:** Different Aspects of Business Environment.

**Salient features of Economic Systems:** Capitalist system/Market economy; Socialist system and Mixed Economy, Basic Features of Indian Economy, Government Business Relationship. Micro and Macro Environment.

### **UNIT-II**

**Economic Policy:** Monetary and Fiscal Policies in India, India's Trade Policy.

**Economic Reforms:** Liberalization; Privatization; Globalization and its Implications for India. EXIM Policy; FEMA(Foreign Exchange Management Act).

### **UNIT-III**

**Social Responsibility of Business:** Concept, rationale, dimensions models of social responsibility and barriers of social responsibility, Ethics and social responsibility of management.

The Environment Protection Act, 1986.

### **UNIT-IV**

**International Economic Environment:** Emergence of Globalization, Control of Foreign Direct Investment, Benefits and Problems from MNCs, WTO-its role and functions, implications for India; Devaluation of Rupee.

#### **Suggested Readings:**

1. Saleem, Shaikh (2010). Business Environment, 2nd edition, Pearson Education.
2. S.K.Misra&Puri: Indian Economy (Its Development Experience), Himalaya Publishing House Pvt.Ltd.
3. R,uddarDatt& K.P.M. Sundaram(2010) : Indian Economy, S.Chand& Co.
4. Mungekar,Nachana&ManoharRao(2011) : Indian Economy in the New Millenium, Himalaya PublishingHouse Pvt. Ltd.
5. G.Rama Krishna & A.G. Moss V.Suguna(2009): Economic Reforms in India- Retrospect and Prospect,Himalaya Publishing House Pvt. Ltd.
6. M.R. Das: WTO Opportunities and Challenges for Indian Banking, Himalaya Publishing House Pvt. Ltd.
7. Misra&Puri: Economic Environment of Business, Himalaya Publishing House Pvt. Ltd

# **HUMAN RESOURCE MANAGEMENT (AUMBA-105)**

## **UNIT-I**

**Introduction to Human Resource Management:** Growing Importance and functions of Human Resource management Important Environmental Influences on HRM.

**Personnel Management:** Meaning, Approaches to Personnel Management, Challenges to Personnel Management, Responsibilities of a Personnel Managers, Demographic, Societal and Workforce Trends. Personnel Management and Professionalization.

## **UNIT-II**

**Human Resource Planning:** Importance of Human Resource Planning, Contemporary Challenges in Human Resource Planning, Factors affecting HRP, HRP Process, Approaches to HRP, Evaluating Effectiveness of HRP, Methods of HRP.

Recruitment, Selection and Placement, Interview and Promotion Socializing the new employees.

**Training:** Meaning, Importance, Methods of Training, Evaluating Training Effectiveness Methods for developing managers, Managerial Development.

## **UNIT-III**

**Performance Appraisal and Compensation Management:** Performance Appraisal: Meaning, Purpose, Essentials of effective Performance Appraisal system, Various Components of Performance Appraisal, Methods and techniques of Performance Appraisal.

**Managing Compensation:** Employee Remuneration: Concept, Objectives, Factors Influencing Employee Remuneration, Remuneration methods, Challenges of remuneration; Job Evaluation: Meaning, Process and Methods of Job Evaluation; Incentives: Concept, Importance and Types. Fringe Benefits – Meaning, Types and administration of Benefits.

## **UNIT-IV**

**Maintenance, Disciplining the Employees:** Maintenance and disciplining the employees. Discipline meaning and importance. Employees' grievance handling mechanism and procedure. Disciplinary action dismissal and retrenchment, Various workplace safety and health issues and management of these issues.

**Introduction to IHRM:** Concept of IHRM, Issues in IHRM, Barriers to effective global HRM; Cultural & behavioral differences and its relevance and importance in IHRM; IHRM trends, issues and challenges .

### **Suggested Readings:-**

1. Snell et al (2010). Human Resource Management, CengageLearning(India Edition).
2. Dessler et al (2008). Human Resource Management, Pearson Education.
3. Armstrong, M. (2009). Armstrong's Handbook of Human Resource Practice, Kogan Page
4. Lepak, D. &Gowan M. (2009). Human Resource Management, Pearson Education.
5. Edwin B. Flippo :- Principles of Personnel Management
6. Robert L. Mathis and John H. Personnel Human Resource Management (4th ed.)
7. David A. De Cenzo and Stephen P. Robbins Personnel Human Resource Management

## **COMPUTER APPLICATIONS IN BUSINESS (AUMBA-106)**

### **UNIT-I**

**Introduction to Computers:** Classification, Components of Computer System, Introduction to High level and low level languages.

**Computer Hardware:** CPU, Basic Logic Gates, Computer Memory and Mass Storage Devices, Computer Hierarchy, Input Technologies, Output Technologies.

**Software:** Application Software and System Software, Applications Basic concepts of operating systems, Artificial Intelligence Flow charts and data flow diagrams.

### **UNIT-II**

**Networking concepts:** Internet and intranet, sending and reading e-mails. Practical on Internet using emails, Use of search engines Fundamentals of website design End User Computing using MS-Office 2000:

**Word processing:** MS-Word, word basics, formatting text and documents, working with header and footer, footnotes, endnotes, tables and sorting, graphics, mail merge and macros.

### **UNIT-III**

**Spreadsheets and their uses in business:** Excel basics, Rearranging, Worksheets, Excel formatting techniques, using formulas and functions, chart features and working with graphics in Excel. Power Point: Basics, working with texts and graphics in Power Point, Creating and delivering presentations

**Functional and Enterprise Systems:** Data, Information and Knowledge Concepts, Decision Making Process, Physical Components of Information Systems, Overview of Security Issues in Information Technology, Emerging Trends in Information Technology.

### **UNIT-IV**

**Computer Networks and Internet:** Goals and Objectives of Computer Networks, Topologies, applications, ISO-OSI Protocol, TCP/IP: Protocol; Local Area Network, Metropolitan Area Network, Wide Area Network, E-Mail, search engines and protocols; FTP, HTTP, Telnet, Lynx.

The Internet, Intranet and Extranets: Operation of the Internet, Services provided by Internet, World Wide Web. Creating Web Pages using HTML, Intranets and Extranets.

#### **Suggested Readings:**

1. ITL Education Solutions (2009). Introduction to Information Technology, Pearson Education.
2. Turban, Rainer and Potter (2009). Introduction to information technology, 2nd Edition, John Wiley and Sons.
3. Joseph A. Brady and Ellen F Monk (2007). Problem Solving Cases in Microsoft and Excel, Fourth Annual Edition, Thomson Learning.
4. Saini A. K. and Pradeep Kumar (2007). Computer Applications in Management, Anmol Publications.
5. Deepak Bharihoke, (2009). Fundamentals of Information Technology, 3rd Edition, Excel Books.
6. V. Raja Raman, (2009). Fundamentals of Computers, PHI, New Delhi
7. Leon & Leon : Introduction to Computers, Vikas Publishing house, New Delhi

## **HUMAN VALUES AND PROFESSIONAL & ETHICS (AUMBA-107)**

### **UNIT-I**

**Concept of Values;** Types of Values; Human Values in Management; Relevance of Values in Modern Management; Values for Managers. Leadership and Human Values; Inter-personal Relations and Human Values; Stress Management and Human Values; Team Building and Values.

**Business Ethics:** The Changing Environment and Stakeholder Management, Relevance of Ethics and Values in Business, Spiritual Values. Modern Business Ethics and Dilemmas.

### **UNIT-II**

**Value Education:** understanding value education, self-exploration as the process of value education, continuous happiness and prosperity-the basic human aspirations, right understanding, relationship and physical facilities ,happiness and prosperity –current scenario.

### **UNIT-III**

**Harmony in the human being:** understanding human being as the co - existence of self (I)and the body, Discriminating between the needs of self (I) and the body , Understanding harmony in the self ,harmony of the self (II) with the body. Program to ensure Sanyam and Swasthya.

### **UNIT-IV**

**Harmony in the family and society:** harmony in the family –the basic unit of human interaction, values in human to human relationship, trust –the fundamental values in the relationship, respect–as the right evaluation, understanding harmony in the society vision for the universal human order

**Harmony in the nature (Existence):** Understanding harmony in the nature, interconnectedness, self-regulation.

#### **Suggested Books:**

1. Weiss, Joseph W (2009). Business Ethics: Concepts & Cases, Cengage Learning.
2. Colin Fisher and Alan Lovell (2009). Business ethics and values: Individual, Corporate and International Perspectives, Prentice Hall.
3. Gaur R. R, R Sangal, G P Bagaria (2011). Human values and professional ethics (excel books)
4. Fernando A.C., (2009). Business Ethics: An Indian Perspective, Prentice Publications
5. Nagarajan R.S. (2008). Professional ethics and Human values New Age International

# **SEMESTER-II**

## **BUSINESS STATISTICS AND COMPUTING SKILLS (AUMBA-201)**

### **UNIT-I**

**Classification of data and construction of Frequency Distribution:** Graphic Presentation of Data, Meaning & Types.

**Introduction of Descriptive Statistics:** Measures of Central Tendency; Measures of Dispersion Range, Quartile Deviation, Mean Deviation, and Standard Deviation, Skewness & Kurtosis. Index Numbers: Definition and Methods of Construction of Index Numbers; Problems in Construction, Importance of Index Numbers in Managerial Decision Making.

### **UNIT-II**

**Theory of Probability:** Basic concepts, Additive and Multiplicative Rule, Idea of Conditional Probability, Concept of Random Variable and its mathematical expectation.

**Theoretical Distributions:** Binomial, Poisson and Normal Distribution.

### **UNIT-III**

**Statistical Inference:** Concept of Sampling Distribution, Parameter & Statistics, Standard Error. Testing of Hypothesis: Large Sample Tests, Small Sample Test (t Test-single sample mean and difference of means tests; F test-Variance Ratio test; Z test-single proportion, difference of proportions single sample mean and Difference of Means; (chi square) test-Independence of Attributes, Goodness of Fit and Test of Homogeneity.

### **UNIT-IV**

**Correlation Analysis:** Rank Method and Karl Pearson's Coefficient of Correlation and Properties of Correlation.

**Regression Analysis:** Simple Linear Regression Model, Specification of the Model, Assumptions, Least Square Estimates of Parameters and their properties, Coefficient of Determination and Interpretation of Coefficients.

**Time Series Analysis:** Components, Measurement of Trend by Least Squares Method, Straight Line and Importance of Time Series.

#### **Suggested Readings:**

1. Richard Levin and DS Rubin (2011) Statistics for Management, 7th edition, Pearson Education.
2. Gupta, S.P. & Gupta M.P. (2012) Business Statistics, 16th edition, Sultan Chand and Sons.
3. Sharma, J.K. (2009). Operations Research: Theory and Applications, 4th ed. Macmillan.
4. J. K. Sharma: Business Statistics, Pearson Publication, New Delhi.
5. Amir D Aczel & Sounderpandian (2010): Complete Business Statistics, Tata McGraw Hill Publishing Company Ltd.
6. Levin & Kapoor (2009) : Statistics For Management, Prentice Hall
7. U.K. Srivastava, Shenoy & Sharma (2009): Quantitative Techniques for Management, New Age International, New Delhi.
8. P.N. Arora & S. Arora (2011): Statistics for Management, S. Chand & Co., New Delhi.



## **FINANCIAL MANAGEMENT (AUMBA-202)**

### **UNIT-I**

**Introduction to Financial Management:** Meaning, Scope, Finance Function, Financial Goals, Limitations.

**Sources of Finance:** Types- Advantages and Limitations of Equity Shares, Preference Shares, Debentures, Term-Loans, Right Issue, Venture Capital, Private Equity GDR, ADR.

**Cost of Capital:** Meaning; Calculation of Cost of Debt Capital; Equity Capital; Preference Capital; Retained Earnings; Weighted Average Cost of Capital.

### **UNIT-II**

**Capital Structure:** Meaning, Determinants, Assumptions, Net Income and Operating Income Approach, Traditional Position, M-M Position, EBIT and EPS Analysis.

**Leverage Analysis:** Meaning, Types, Estimation of Financial, Operating and Combined Leverage, Relation of Financial Leverage with Risk and Return.

**Management of Working Capital:** Meaning of WC; Need of WC Management; Determinants of WC, Operating Cycle.

### **UNIT-III**

**Cash Management:** Meaning; Facets of Cash Management; Motives for Holding Cash; Optimal Cash Balance; Short-Term and Long-Term Cash Forecasting.

**Receivable Management:** Meaning; Credit Policy Variable; Credit Evaluation; Credit Decisions; Control of Account Receivable.

**Inventory Management:** Meaning; Need to hold Inventory; Objective of Inventory Management; Inventory Investment Analysis; Inventory Control System.

### **UNIT-IV**

**Capital Budgeting:** Meaning; Basic Principles of Costs and Benefits; Investment Criteria; Pay back Method; Accounting Rate of Return Method; Net Present Value Method; Benefit -Cost Ratio; Internal Rate of Return; Capital Rationing; Introduction to Basic Techniques of Risk Analysis in Capital Budgeting.

**Dividend Decisions:** Meaning and Types of Dividend; Issues in Dividend Policy; Traditional Model; Walter Model; Gordon Model; Miller and Modigliani Model.

#### **Suggested Readings:**

1. Khan, M. Y. and Jain P. K. (2011). Financial Management, Text, Problems & Cases, 5th Edition, Tata McGraw Hill Company, New Delhi.
2. Maheshwari, S.N.(2009). Financial Management – Principles & Practice, 13th Edition, Sultan Chand & Sons.
3. Prasanna, Chandra (2011) Financial Management: Theory and Practice, 7th Edition, Tata McGraw Hill.
4. Bhalla. V. K.(2009). Financial Management and Policy: Text and Cases, 9th Edition, Anmol Publications Pvt. Ltd.
5. I.M. Pandey (2010): Financial Management, Vikas Publishing House
6. James C. Van(2009): Financial Management, Pearson Education Horne Policy Asia
7. Brealy and Myres: Principles of Corporate Finance, Tata McGraw Hill

## **BUSINESS RESEARCH METHODS (AUMBA-203)**

### **UNIT-I**

**Introduction to Research:** Definition, Scope, significance Limitations, and Types. Definition and Applications of Business Research; Types of Research , Objectives of Research

**Research Process:** Steps in the Research Process; Reviewing of Literature; Formulating A Research Problem,.

### **UNIT-II**

**Research Designs:** Exploratory, Descriptive and Experimental Research Design.

**Data Collection:** Secondary Data, Primary Data and Methods of Collection. Scaling Techniques, Attitude Measurement Techniques; Motivational Research Techniques.

### **UNIT-III**

**Sample Design:** Sampling, Concepts, Principles; Types of Sampling – Probability, Non Probability, Mixed Sampling Designs, Sample Size Determination.

**Statistical technique:** Selecting an Appropriate Statistical technique; Field Work and Tabulation, coding, Editing. Interpretation of Data and Report Writing.

### **UNIT-IV**

**Hypothesis:** Functions, Characteristics, Types of Hypotheses, Testing of Hypothesis, Constructing the Hypothesis .

**Techniques for Data Analysis** –ANOVA, Discriminant Analysis, Factor Analysis, Conjoint Analysis, Multidimensional Scaling and Clustering Methods.

#### **Suggested Readings:-**

- 1) Ranjit Kumar (2009) Research Methodology, 2nd edition, Pearson Education.
- 2) Naresh Malhotra and S Dash (2009) Marketing Research, 5th edition, Pearson Prentice Hall.
- 3) Robert Stine and D Foster (2010) Statistics for Business, 1st edition, Pearson Education.
- 4) Richard Levin and DS Rubin (2009) Statistics for Management, 7th edition, Pearson Education.
- 5) C.R.Kothari (2014) ,Research Methodology
- 6) S.L.Gupta ,Marketing Research, Excel Books.
- 7) Luck,David J and Ronald S.Rubir (2009). Marketing Research ,Prentice Hall India Ltd.

## **MANAGERIAL ECONOMICS (AUMBA-204)**

### **UNIT-I**

**Introduction to Managerial Economics:** Nature, Scope and Importance of Managerial Economics. Relationship of Managerial Economics with Decision Making. Distinction between Micro and Macroeconomics.

### **UNIT-II**

**Demand Concepts and Analysis:** Individual Demand, Market Demand, Kinds of Demand, Determinants of Demand, Demand Functions, Functions, Demand Schedule and Law of Demand.

**Elasticity of Demand:** Concept, Types, Measurement and importance.

**Demand Forecasting:** Sources of Data-Expert Opinions, Surveys and Market Experiments; Time Series Analysis-Trend Projection; Barometric Forecasting-Leading Indicators, Composite and diffusion Indices.

### **UNIT-III**

**Production Function:** Concept and types, Returns to Factor and Returns to Scale, Law of Variable Proportions.

**Cost concepts and Analysis:** Concept of Cost, Short run and Long-run Cost Curves, Relationships among various costs, Break-even Analysis.

**Revenue Curves:** Concept and Types.

**Pricing in various markets:** Perfect Competition, Monopoly, Monopolistic, Competition Oligopoly.

### **UNIT-IV**

**National Income:** Conceptual Framework, Measures of National Income, Methods of Measurement, Limitations of National Income.

**Inflation:** Meaning, Types, Theories, Causes, Effects and Control.

Balance of Payments Monetary and Fiscal Policies, Investment Multiplier, Credit Multiplier.

#### **Suggested Readings:**

1. Truett Lila J., Truett, Dale B. and Truett J. Lila (2009). Managerial Economics: Analysis, Problems, Cases, 8th Edition, John Wiley & Sons.
2. Atmanand (2009). Managerial Economics, 2nd Edition, Excel Books.
3. Christopher R Thomas & S Charles Maurice (2008). Managerial Economics, 9th edition, McGraw Hill Co.
4. Petersen, H. C., Cris, L W and Jain, S.K. (2008). Managerial Economics, 1st edition, Pearson Education.
5. William Samuelson and Stephen G. Mark, Managerial Economics, John Wiley & Sons.
6. Managerial Economics Analysis: Problem Cases, 8th Edition, Truett&Truett, Wiley
7. R.L. Varshney & K. L. Maheshwari (2009). Managerial Economics, S. Chand & Sons, New Delhi

# **PRODUCTION AND OPERATIONS MANAGEMENT (AUMBA-205)**

## **UNIT-I**

**Operations Management:** Concepts, Functions.

**Product Design & Development:** Product Design and its Characteristics, Product Development Process (Technical), Product Development Techniques.

**Process Selection:** Project, Job, Batch, Mass & Process types of Production Systems, Product-Process Mix.

## **UNIT-II**

**Facility Location:** importance, Factors in Location Analysis, Location Analysis Techniques.

**Facility Layout:** Objectives, Advantages, Basic Types of Layouts.

**Capacity Planning:** Concepts, Factors Affecting Capacity, Planning, Capacity Planning Decisions.

**Production Planning & Control (PPC):** Concepts, Objectives, Functions

**Work Study:** Productivity, Method Study, Work Measurement.

## **UNIT-III**

**Materials Management:** Concepts, Objectives.

**Introduction to modern Productivity techniques:** Just in time, Kanban System, Total quality Management & six sigma.

**Functions Purchasing Management:** Objectives, Functions, Methods, Procedure.

## **UNIT-IV**

**Stores Management:** Types of Stores; Functions

**Inventory Management:** Concepts, Classification, Objectives, Factors Affecting Inventory Control Policy, Inventory Costs, Basic EOQ Model, Re-order Level, ABC Analysis.

**Maintenance Management:** Concepts; Objectives; Functions; Types of Maintenance.

### **Suggested Readings:**

1. Mahadevan B. (2010). Production Operations Management: Theory and Practice, 2nd Edition, Pearson Education.
2. Chase, R.B, et. Al (2010). Operations Management for Competitive Advantage, Tata McGraw Hill, New Delhi
3. Stevenson W. J (2009). Operations Management, 9th Edition, Tata McGraw Hill, New Delhi
4. Nair (2009) . Production & Operation Management, Tata McGraw Hill
5. Adam & Ebert (2009). Production & Operation Management, Prentice Hall India
6. Krajewski & Ritzman: Operations Management, Pearson Education Asia
7. SN Chary: Production & Operations Management, Tata McGraw Hill

## **FUNDAMENTAL OF ENTREPRENEURSHIP (AUMBA-206)**

### **UNIT-I**

**Entrepreneurship:** Definition of Entrepreneur, Internal and External Factors, Functions of an Entrepreneur, Entrepreneurial motivation and Barriers, Classification of Entrepreneurship, Theory of Entrepreneurship, Concept of Entrepreneurship, stages in entrepreneurial process.

**Entrepreneurial Growth:** Economic, Non-Economic Factors; EDP Programmes; Entrepreneurial Training; Traits/Qualities of an Entrepreneur; Manager Vs. Entrepreneur.

### **UNIT-II**

**Creativity and Entrepreneurial Plan:** Idea Generation, Screening and Project Identification, Creative Performance, Feasibility Analysis: Economic, Marketing, Financial and Technical.

**Project Planning:** Evaluation, Monitoring and Control segmentation. Creative Problem Solving

### **UNIT-III**

**International Entrepreneurship Opportunities:** The nature of international entrepreneurship, Importance of international business to the firm, International versus domestics' entrepreneurship, Stages of economic development.

**Institutional support for new ventures:** Supporting Organizations; Incentives and facilities; Financial Institutions and Small scale Industries, Govt. Policies for SSIs.

### **UNIT-IV**

**Family and Non Family Entrepreneur:** Role of Professionals, Professionalism vs family entrepreneurs, Role of Woman entrepreneur.

**Venture Capital:** Venture capital, Nature and Overview, Venture capital process, locating venture capitalists.

#### **Suggested Readings:**

1. Kuratko, D.F. & Hodgetts, R.M. (2011). Entrepreneurship: Theory, Process and Practice. Thomson Press
2. Charantimath, P. (2009). Entrepreneurship Development: Small Business Enterprises. Pearson.
3. Bridge Setal (2009). Understanding Enterprise: Entrepreneurship and Small Business (Palgrave,
4. Holt (2009). Entrepreneurship : New Venture Creation, Prentice-Hall
5. Hunger J D and Wheelen T L (2009). Strategic Management ,Addison-Wesley
6. Dollinger M J (2009). Entrepreneurship ,Prentice-Hall

## **COMMUNICATION AND MARKETING SKILLS (AUMBA-207)**

### **UNIT-I**

**Introduction of Communication:** Role of communication, defining and classifying communication, purpose of communication, process of communication, importance of communication in management, communication structure in organization, barriers & gateway in communication, 7 C's of communication.

**Employment Communication:** Writing CVs, Group discussions, interview, types of interview, candidates preparation, Interviewers preparation; Impact of Technological Advancement on Business Communication; Communication networks, Intranet, Internet, e mails, SMS, teleconferencing, videoconferencing.

### **UNIT-II**

**Oral Communication:** What is oral Communication, principles of successful oral communication, two sides of effective oral communication, effective listening, non-verbal communication, Body language, Paralanguage.

**Written Communication:** Purpose of writing, clarity in writing, principles of effective writing, writing technique, electronic writing process.

### **UNIT-III**

**Business letters:** Introduction to business letters, Types of business letter, Layout of business letter, writing memos, what is a report purpose, kinds and objectives of reports, writing reports.

**Case method of Learning:** Understanding the case method of learning, different types of cases, overcoming the difficulties of the case Method, reading a case properly (previewing, skimming, reading, scanning), case analysis approaches .

### **UNIT-IV**

**Presentation Skills:** What is a presentation: elements of presentation, designing a presentation, Advanced visual support for business presentation, types of visual aid.

**Group Communication:** Meetings, Notice, Planning meetings, objectives, participants, timing, venue of meetings, leading meetings, Minutes of Meeting, Media management, the press release, press conference, media interviews, Seminars, workshop, conferences, Business etiquettes.

#### **Suggested Readings:**

1. Lesikar et al (2011). Business Communication: Making Connections in a Digital World. Tata McGraw Hill Publishing Company Ltd. New Delhi.
2. Boove, C.L., Thill, J.V. & Chaturvedi, M. (2011). Business Communication Today, Pearson.
3. M. K. Sehgal & V. Khetrapal (2010) - Business Communication (Excel Books).
4. Rajendra Pal (2009) - Business Communication (Sultan Chand & Sons Publication).
5. P.D. Chaturvedi (2009). Business Communication (Pearson Education, 2nd Edition)
6. Lesikar RV & Pettit Jr. JD. Basic Business Communication : Theory & Application (Tata McGraw Hill, 10th Edition).
7. Tayler Shinley (2011) . Communication for Business (Pearson Education, 4th Edition).

# **SEMESTER-III**

# **STRATEGIC MANAGEMENT (AUMBA-301)**

## **UNIT-I**

**Understanding strategy and Strategic Management:** Strategic management process. Strategic decision making, Levels of strategy.

**Defining strategic intent:** Vision, Mission Goals and Objectives. Characteristics of a good mission statement.

**External environment analysis:** Strategically relevant components of external environment. Industry analysis – Porter's five forces model, Strategic group mapping, industry, key success factors .External Factor Evaluation matrix. **Environmental scanning techniques:** ETOP and SWOT analysis etc.

## **UNIT-II**

**Internal environment analysis:** Resource based view of an organization, Value chain analysis, Competitive advantage and Core competency. Internal Factor Evaluation Matrix.

**Business level Strategies:** Porter's framework of competitive strategies: Cost leadership, Differentiation and Focused strategies.

**Corporate level strategies:** Growth strategies – horizontal and vertical integration; strategic out sourcing, related and un-related diversification, international entry options, harvesting and retrenchment strategies.

## **UNIT-III**

**Portfolio Strategies:** BCG Model, GE Business Planning Matrix, Shell's Directional Policy Matrix, Product Life Cycle matrix.

**Growth of the Firm:** Internal Development, Mergers & Acquisitions, and Strategic Alliances. Restructuring Strategies regarding growth of firm. Corporate Restructuring: Types, Synergy, Location and Timing tactics.

## **UNIT-IV**

**Strategy Implementation:** Strategy-structure fit, developing and modifying organizational structure. Leadership and organization culture Strategy.

**Evaluation and Control:** Nature of strategy evaluation, Strategy evaluation frame work, the balanced Score Card, Benchmarking.

### **Suggested Readings:**

1. Lasserre, Philippe (2009). Global Strategic Management, Palgrave MacMillan.
2. John D Daniels, Lee H Radebaugh Daniel P Sullivan ,PrashantSalwan (2010). International Business Environments and Operations, Pearson Education
3. Tamer Cavusgil, Gary Knight (2011). International Business: Strategy, Management and the New Realities, 1st Edition, Pearson Education.
4. Kark Rajneesh (2008). Competing with the Best: Strategic Management of Indian Companies in a Globalizing Arena Penguin Books.
5. AzharKazmi (2009). Business Policy and Strategic Management. Tata McGraw Hill, New Delhi
6. Jauch&Glueck(2009) : Business Policy and Strategic Management.



## **BUSINESS LAWS (AUMBA-302)**

### **UNIT-I**

**Contract Act, 1872:** Definition of a Contract and its essentials, Formation of a valid Contract - Offer and Acceptance, Consideration, Capacity to Contract, Free consent, Damages for breach of a contract, Quasi contracts, Contract of Indemnity and Guarantee, Bailment and Pledge, Agency.

### **UNIT-II**

**Partnership Act, 1932:** Definition of Partnership and its essentials.

**Rights and Duties of Partners :** Types of Partners, Minor as a partner, Doctrine of Implied Authority, Registration of Firms, Dissolution of firms.

**Sales of Good Act, 1930:** Meaning and its essentials, Cavet emptor.

### **UNIT-III**

**Negotiable Instrument Act, 1881:** Definition and characteristics, Kinds of negotiable instruments, Promissory Note, Bill of Exchange and Cheques, Crossing of Cheques, Bouncing of Cheques. Companies Act, 1956: Nature and Definition of a Company, Registration and Incorporation, Memorandum of Association, Articles of Association, Prospectus. Winding up of Company.

### **UNIT-IV**

**Consumer Protection Act, 1956:** Aims and Objects of the Act, Redressal Machinery under the act, Procedure for complaints under the act, Remedies, Appeals, Enforcement of orders and Penalties. The Information Technology Act, 2000.

#### **Suggested Readings –**

1. Gulshan J.J. - (2009) .Business Law Including Company Law (New Age International Publisher, 13thEdition)
2. Maheshwari, S.N. and Maheshwari, S.K. (2011). A Manual of Business Laws, 3rd ed. Himalaya Publishing House.
3. Tulsian, P C(2009) , “Business Laws,” Tata McGraw Hill, New Delhi
4. Kuchhal M.C. - Business Law (Vikas Publication, 4th Edition)
5. Avtar Singh - Principles of Mercantile Law (Eastern Book Company, 7th Edition).
6. All acts pertaining to Business Law provided by Indian Governance.

## **OPERATIONS RESEARCH (AUMBA-303)**

### **UNIT-I**

**Operations Research:** Introduction to OR: Definition, Characteristics, Scope and Necessity of OR, OR Models: Principles and Types.

**Decision making:** Decision making environment, Decision making under certainty, Decision making under uncertainty, Decision making under risk, Decision Tree Analysis.

### **UNIT-II**

**Linear Programming :** Problem Formulation, Graphical Method, Simplex Method, Duality Project Management: PERT, CPM, Phases of a Project, Network Arrow Diagrams; Slack; Critical Path, Float, Crashing the Network.

### **UNIT-III**

**Transportation Models:** Transshipment Problem, Assignment Models, Competitive Strategies.

**Theory of Games:** Duopoly Two Person Zero Sum Game, Pure and Mixed Strategies, Criteria of choosing strategies and simple numerical problems based on these.

### **UNIT-IV**

**Inventory Management:** Definition of Inventory, Costs associated with Inventory Elementary, Models of Inventory. **Waiting Lines:** Applications of waiting lines, queue disciplines, derivations of Average length, number of units in the queue, Average waiting time for single service station.

**Replacement Theory:** Replacement Models and Problems.

#### **Suggested Readings:**

1. Sharma. J. K.(2009). Operations Research: Theory and Applications, 3rd Edition, Macmillan India Ltd.
2. Choudhury, S, (2010). Project Management, 1st Edition, Tata McGraw Hill Publishing Company.
3. J.K. Sharma(2011): Quantitative Techniques for Managerial Decisions, 1st Macmillan.
4. N.D. Vohra(2009): Quantitative Techniques in Management, 2nd Tata McGraw Hill.
5. V.K. Kapoor: Operations Research, 7th Sultan Chand .
6. Tulsian and Pandey: Quantitative Techniques, 1st Pearson Edn.
7. Hiller and Lieberman: Introduction to Operations Research, 7th Tata McGraw Hill.

## **ADVANCED FINANCIAL MANAGEMENT (AUMBAFM-01)**

### **UNIT-I**

**Application of Linear Programming:** Goal Programming; Regression analysis and Simulation.

**Technique in Financial Decisions Making Areas:** Corporate Debt Capacity Management Decisions; Business Failure and Reorganization— Application of Multiple Discriminant analysis;

### **UNIT-II**

**Decision Tree Analysis.**Capital Expenditure Decision Under Conditions of Risk and Uncertainly.

### **UNIT-III**

**Cost-Volume-Profit Analysis under conditions of Uncertainly;** Sequencing of Decisions; Replacement Decisions; Mergers and Acquisitions; Takeover code;

### **UNIT-IV**

**Dividend Valuation Model;** Determination of the Exchange ratio; Legal and Procedural aspects of Merger Decision; Estimation and Projection of Working Capital Decisions,

#### **Suggested Readings:**

1. Bierman, Harold. Lease Vs.: Buy Decision. Englewood Cliffs, New Jersey, Prentice Hall Ins.
2. Fogler, H and Ganpathy : Financial Econometrics Englewood Cliffs, New Jersey, Prentice Hall Inc.,1982.
3. Ievy, H. and Sarnat H. Capital Investment and Financial Decision, Englewood Cliffs New Jersey, Prentice Hall Inc., 1982.
4. Van Home, James C. : Financial Management and Policy, Englewood Cliffs, New Jersey. Prentice Hall of India, 1990
5. Sapirio, Edverd, Financial Decision Analysis.

## **SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT (AUMBAFM-02)**

### **UNIT-I**

**Introduction to Investment Management:** Concept and objectives of investment, Difference between Investment and Speculation, Investment and Gambling, Meaning of Investment Management, Investment Management Process, Investment Alternatives, Features of Investment Avenues.

**Risk and Return:** Concept of Risk, Components of Investment Risk, Measurement of Risk through Standard Deviation, Regression Equation, Covariance, Concept of Return, Relationship between Risk and Return.

**Introduction to Indian Stock Market :BSE,NSE**

### **UNIT-II**

**Fundamental Analysis:** Macro-Economic Analysis, Forecasting, Industry Analysis, Sensitivity of Business Cycle, Industry Life Cycle Analysis.

**Company Analysis:** Meaning of Company Analysis, Strategy Analysis, Accounting Analysis, Financial Analysis, and Estimation of Intrinsic Value.

**Technical Analysis:** Meaning, Difference between Technical and Fundamental Analysis, Assumptions, Tools, Dow Theory, Testing Technical Trading Rules, Evaluation of Technical Analysis.

### **UNIT-III**

**Portfolio Theory:** Merits of Diversification: Diversification and Portfolio Risk, Portfolio Return and Risk, Calculation of Portfolio Risk, Efficient Frontier for two securities, Efficient Frontier for securities, Optimal Portfolio.

**Portfolio Analysis:** Concept of Traditional and Modern Portfolio Analysis, Markowitz Theory, Single Index Model, Beta Generation in Efficient Frontier, Interactive Risk through Covariance, Sharpe's Model.

### **UNIT-IV**

**Portfolio Selection:** Concept of Portfolio Selection, Efficient Frontier and Portfolio Selection, Role of Beta and its concept, Capital Market Theory, CAPM, SML Arbitrage Pricing Theory.

**Portfolio Revision:** Meaning, Need, Techniques of Portfolio Revision, Formula Plans, Rules Regarding Formula Plans, Constant Rupee Value Plan, Constant Ratio Plan, Variable Ratio Plan, Modifications, Rupee Averaging Technique.

#### **Suggested Readings:**

1. Chandra. Prasanna.(2011). Investment Analysis and Portfolio Management, 3rd Edition, Tata McGraw Hill, New Delhi.
2. Fischer. and Jordon (2009). Security Analysis and Investment Management, 6th Edition, Pearson Education.
3. Rustagi. R. P. (2009). Investment Analysis and Portfolio Management, 2nd Edition, Sultan Chand & Sons.
4. Bhalla, V.K. (2012). Investment Management: Security Analysis and Portfolio Management, 17th Edition, S.Chand& Sons.
5. Frank K. Reilly, Keith E Brown. (2009). Investment Analysis and Portfolio Management, 8th Edition, Cengage Learning.

## **MANAGEMENT OF BANKING OPERATIONS (AUMBAFM-03)**

### **UNIT-I**

**Evolution of modern commercial banking in India:** Basic concepts; Banking structure- banking consolidation; Banking sector reforms in India. Banking Regulation Act, 1949: Role of banking in Economic Development, Role of RBI.

**Sources of bank funds:** Deposit products- Types of Bank Deposits, The Fee based services, Letter of credit, Bank Guarantees, Subsidiary Services, Off Balance Sheet activities, Bank assurance.

### **UNIT-II**

**Non Performing Assets:** Prudential norms for asset classification and provisioning Management of capital funds: Functions, Capital Adequacy ratio - The New Basel Accord-Implication for Banks. New Forms of Banking: Wholesale and Retail Banking, Universal and Narrow banking, Corporate Banking, Off shore Banking and Multi National banking.

### **UNIT-III**

**Anti money laundering:** Concept, Its need and KYC norms.

**Risk Management in Banks:** Basic concepts, Need/purpose, process, different types of risk sin banks- operational, Liquidity, Credit risk, capital risk, Interest rate risk and systematic risk. Asset- Liability Management.

### **UNIT-IV**

**Service Quality Metrics:** Core factors, Role and process of capability of Managing services, Importance of six sigma in banks, Customer Relationship Management.

**Electronic Banking:** Concepts, Internet/Phone/Mobile Banking- Benefits, concerns, E-payment and settlement system: Plastic cards, EFT, NEFT, RTGS, MICR, Cheque Truncation and ATM. Social Banking, Priority sector lending, Genesis of Microfinance.

#### **Suggested Readings:**

1. M Y Khan, (2011). Financial Services, 6th Edition, Tata McGraw Hill.
2. Hull. John C. (2012). Banking and Financial Institutions”, 2nd Edition, Prentice Hall.
3. Fabozzi, Frank J. “Foundations of Financial Markets and Institutions”, (Latest Edition). Prentice Hall.
4. Varshney and Mittal. (2009). Indian Financial System, 10th Edition, Sultan Chand & Sons.
5. Mehta, R.R.S. : Fundamental of Banking; Himalaya Publishing House Co., New Delhi.
6. Nigam, B.M.L. : Banking Law and Practive, Konark Publishers, Delhi.
7. Periodicals: 1. Reserve Bank of India, RBI Bulletin. 2. Indian Institute of Finance, Finance India.

# **ADVERTISING AND SALES MANAGEMENT (AUMBAMK-01)**

## **UNIT-I**

**Introduction to Advertising:** Nature and scope and functions of Advertising, Classification of Advertising, Advertising as an element of Marketing Mix, Advertising as a Tool of Communication, Setting Advertising Objectives .

**Behavioral Dynamics:** The DAGMAR Approach, Hierarchy of Effects Model, New Adopter Model, AIDA Model; Developing Segmentation and Positioning Strategies for Advertising – Segmenting on the Basis of Usage Patterns and Commitment Level, Segmenting Business Markets, Formulating Positioning Strategy, Benefit Positioning, User Positioning and Competitive Positioning .

**Advertising and Product Life Cycle:** Ethical Aspects of Advertising – Misleading Advertising, Deceptive Advertising and Shock Advertising; Economic Effects and Legal Aspects of Advertising.

## **UNIT-II**

**Managing an Advertising Program Message Structure :** Appeals, Copy, Layout

**Advertising Media** – Media Planning, Media Selection and Scheduling Measuring Advertising Effectiveness – Pre-testing and Post-testing copy

**Advertising Budget** – Top Down Methods: Affordable Method, Percentage of Sales Method, Competitive Parity Method; Build-up Approach: Objective and Task Method; Advertising Agencies – Types, Role and Functions; Social and Cultural Consequences of Advertising – Advertising and Stereotyping.

## **UNIT-III**

**Sales Management-** Nature and Scope of Sales Management, Personal Selling Objectives Sales Force Organization – Nature and Types.

**Sales Force Recruitment** – Process and Sources; • Sales Force Selection Process

## **UNIT-IV**

**Managing Sales Training Programs** – Need and Objectives.

**Motivating Sales Personnel** – Significance, Financial and Non-Financial Reward System, Sales Meetings and Sales Contests; Designing Sales Territories and Sales Quotas International Global Advertising

### **Suggested Readings:**

1. Belch, George E. and Belch, Michael A.(2011). “Advertising and Promotion”, Tata McGraw Hill, 7th Edition
2. Guinn, Allen, Chris T., Semenik, Richard J.(2009) “Advertising & Integrated Brand Promotion”, Thomson – South Western, 4th Edition.
3. Still, R. R. &Cundiff, E. W., Govoni, N. A. P. (2009). Sales Management. 5th Edition Pearson Education, New Delhi
4. Rosenbloom, Bert (2007) Marketing Channels: A Management View, 7th Edition ,Cengage Learning, New Delhi.
5. Jobber , David and Lancaster, Geoffery (2009), Selling and Sales Management, 7th Edition, Pearson Education, New Delhi
6. Tanner Jr., J.F., Honeycutt Jr., E.D. and Erffmeyer, R.C. (2011), Sales Management:, Pearson Education, New Delhi.

## **CONSUMER BEHAVIOUR (AUMBAMK-02)**

### **UNIT-I**

**Introduction to Consumer Behavior:** Consumer Behavior: Scope, importance and interdisciplinary nature  
**Consumer Research Process:** Qualitative and Quantitative research.

**Evolution of Consumer Behavior:** Introduction to Consumer Decision Making Models: Howard-Sheth, Engel Kollat-Blackwell and Nicosia Models of consumer decision-making.

### **UNIT-II**

**Individual Determinants of Consumer Behavior:** Consumer Perception: Concept and Elements of Perception, Consumer Imagery, Perceived Risk Consumer Learning: Behavioural and Cognitive Learning Theories Consumer Attitude: Functions of Attitude and Sources of Attitude Development, Attitude formation Theories (Tricomponent, Multi attribute and Cognitive Dissonance), Attitude Change Strategies, Designing persuasive communications

### **UNIT-III**

**External Influences on Consumer Behaviour Culture:** Values and Norms, Characteristics and Effect on Consumer Behaviour, Types of sub culture, Cross cultural consumer behaviour Group Dynamics and Reference Groups: Consumer relevant groups, Types of Family: Functions of family, Family decision making, Family Life Cycle Social Class: Categories, Measurement and Applications of Social Class.

### **UNIT-IV**

**Consumer Decision Making Process:** Personal Influence and Opinion Leadership: Process of Opinion Leadership, Profile of Opinion Leader, Opinion leadership and Firm's Promotional Strategy.

**Diffusion of innovations:** Diffusion Process, Adoption Process, Researching Consumer Behavior; Online Consumer Behavior, Profile of Consumer Innovator.

#### **Suggested Readings:**

- 1) Schiffman L.G. and Kanuk L.L. (2011), Consumer Behaviour, 9th Edition, Pearson Education, New Delhi.
- 2) Hawkins, D. I. & Best R. J. and Coney, K.A. and Mookerjee, A, (2009) Consumer Behaviour-Building Marketing Strategy. Tata McGraw Hill, New Delhi.
- 3) Solomon, Michael R. (2012), Consumer Behaviour: Buying, Having and Being, PHI Learning Pvt. Ltd., New Delhi
- 4) Assel Henry, (2009), Consumer Behaviour, Cengage Learning, New Delhi.
- 5) Majumdar, R. (2010), Consumer Behaviour: Insights from the Indian Market, PHI Learning Pvt. Ltd., New Delhi
- 6) Loudon, David L. and Della Bitta, J. (2008) Consumer Behaviour, 4th Edition, Tata McGraw Hill, New Delhi.

## **RURAL MARKETING (AUMBAMK-03)**

### **UNIT-I**

**Rural Markets in India:** Nature, Scope, characteristics and the potential of rural markets in India, Rural Marketing and its Concepts.

**Rural Markets in India:** Characteristics of Rural Consumers; Rural Market Environment and Infrastructure; Challenges of Rural Marketing; Rural V/s Urban Markets.

### **UNIT-II**

**Rural consumer behavior ;**Rural marketing mix , Rural marketing and product life cycle ,Rural marketing of FMCG's , Consumer durables and financial services.

**Rural Marketing Strategies:** Rural Market Segmentation; Product Strategies; Pricing Strategies; Promotion Strategies; Distributor Strategies; Role of IT in Rural Marketing (e-Chaupals etc.)

### **UNIT-III**

**Organization and functions of Agricultural marketing in India.** Classification of agricultural products with particular reference to seasonality and perish ability.

**Rural Marketing structure and performance:** Processing facilities for different agricultural products. Marketing of Agricultural inputs and Agricultural products .

### **UNIT-IV**

**Foundation of Social Marketing:** Definition, Scope and Importance; Social Marketing Challenges; Conceptual Framework of Social Marketing; Social Markets Segmentation.

**Role of Warehousing:** Role of central and state governments. Institutions and organizations in agricultural marketing. Nature, scope and role of co-operative marketing in India.

### **Suggested Reading:**

1. Kotler P and Andreasen (2008) Strategic Marketing for Non-Profit Organisations, Prentice Hall of India, PHI, New Delhi
2. Kashyap, Pradeep, Amp, Raut, Siddhartha(2005) Rural Marketing, Wiley, New Delhi
3. Krishnamacharyulu, C.S.G and Rama Krishnan Lalitha, (2006), "Rural Marketing – Text and Cases", Pearson Education, New Delhi. Reference Books
4. Balram, Dogra and Ghuman, Kharminder. (2008) Rural Marketing, Tata McGraw Hill, New Delhi,
5. Kotler, P. Lee, N. R., Lee, N. (2008) Social Marketing: Influencing Behaviors for Good, Sage Publications.
6. Kotler, P. Roberto, N. Lee, N. (2002) "Social Marketing: Strategies for Changing Public Behavior", 2nd Edition, Sage Publications .



# **MANAGEMENT OF INDUSTRIAL RELATIONS (AUMBAHR – 01)**

## **UNIT-I**

**Industrial Relations:** Concept, Theories and Evolution. The Dynamic Context of Industrial Relations: Globalization and the National Economy, Responses to Competitive Pressures.

**Changes in Employment Practices:** System approach to IR-Actors, Context, Web of Rules & Ideology, Trade UNIONSIM, impact of trade unions on wages The Trade unions Act, 1926 {with amendments}

## **UNIT-II**

**Labour Problems:** Concept of Labour Problems in India, Discipline & Misconduct, Grievance Handling

**Industrial Bodies:** Tripartite and bipartite bodies, Anatomy of Industrial disputes. Conciliation, arbitration and adjudication.

## **UNIT-III**

**Collective Bargaining:** Concept, meaning and objectives, Approaches, technique & Strategies to collective Bargaining, Process of Collective Bargaining in detail.

**Impact of Collective Bargaining:** Impact of CB in detail and workers participation in management on IR.

## **UNIT-IV**

**Industrial relations :** UK & USA, Japan & Russia International Labor Organization (ILO): Objectives, Structure and Procedure for Admission as a Member. Managing Without Unions The industrial Disputes Act, 1947{with amendments}

### **Suggested Reading:**

- 1) Sinha, P.R.N. et al (2011). Industrial Relations, Trade Unions, and Labour Legislation. Pearson Education.
- 2) Ackers, P. & Wilkinson, A. (2009). Understanding Work & Employment: Industrial Relations in Transition. Oxford: Oxford University Press.
- 3) Padhi, P.K. (2012). Labor and Industrial Laws. Prentice Hall of India.
- 4) Singh, B.D. (2009). Industrial Relations: Emerging Paradigms. Excel Books
- 5) Blain Pane, International Encyclopedia of Industrial Relations.
- 6) Sinha- Industrial Relation, Trade union and Labour Legislation. (Pearson Education).
- 7) C.N. Patil Collective Bargaining University Press .
- 8) S.C. Srivastava Industrial Relation & Labour Laws.
- 9) Report of National Commission on Labour, 1969 .

## **LABOUR LEGISLATIONS (AUMBAHR -02)**

### **UNIT-I**

**Evolution of Industrial workers:** Meaning ,Its various phases, Need for Labour Legislation in India

**The concept of Labour welfare:** definition, Scope and Objectives, welfare work and social work .Main recommendations of second National Labour Commission, The Trade Union Act. 1926.

### **UNIT-II**

Payment of Wages Act, 1936.The Minimum Wages Act, 1948, Contract Labour Act 1970.

### **UNIT-III**

The Maternity Benefits Act,1961. The Payment of Bonus Act, 1965, The Employees Provident Fund and Miscellaneous Provisions act 1952.

### **UNIT-IV**

The Workmen Compensation Act, 1923, Adjustment processes and Voluntary Retirement schemes, The ESI Act 1948, The Factories Act, 1948.

#### **Suggested Reading:-**

- 1) Sinha, P.R.N. et al (2011). Industrial Relations, Trade Unions, and Labour Legislation. Pearson Education.
- 2) Blyton, P. & Turnbull, P. (2009). The Dynamics of Employee Relations. Palgrave Macmillan.
- 3) Ackers, P. & Wilkinson, A. (2009). Understanding Work & Employment: Industrial Relations in Transition.Oxford: Oxford University Press.
- 4) Padhi, P.K. (2010). Labor and Industrial Laws.Prentice Hall of India.
- 5) Singh, B.D. (2009). Industrial Relations: Emerging Paradigms. Excel Books.
- 6) Sen, R. (2009). Industrial Relations: Text and Cases. Macmillan India.

## **INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGY (AUMBAHR -03)**

### **UNIT-I**

**Introduction to Industrial Psychology:** Meaning, Concept, Nature, Scope & Importance, Problems of industrial psychology.

**Psychological testing:** Utility, Reliability, and Validity. Individual Differences & their evaluation; Occupational Information and its importance in Industrial Psychology.

**Personnel Tests-** Purposes & Uses of Tests for Placement, Promotion etc. Validity of Tests, types of Tests and their efficiency, Tests on the basis of intelligence personality and interests, limitation of psychological tests.

### **UNIT-II**

**Human Engineering:** Introduction, Time Study, Motion study, work study, Hawthorne Study.

**Fatigue :** Nature, environmental condition, effecting Fatigue, fatigue reduction, monotony, boredom .

**Accident Prevention :** Introduction, causes of accidents, Industrial safety programmes.

### **UNIT-III**

**Organizational Stress:** Causes and effects, coping with stress.

**Motivation at work:** Fundamentals, Financial & Non-Financial aspects.

**Attitudes:** Introduction, components, Methods of measuring attitudes.

**Psychological and Social Issues:** Job Simplification, Boredom & Monotony, Fatigue, and Telecommuting.

### **UNIT-IV**

**Job Satisfaction:** factors influencing job satisfaction. How to increase job satisfaction .

**Personnel Counselling:** Objectives, types of Counselling , steps & Techniques of counseling.

**Group dynamics:** Formal & informal groups, group think and group shift.

### **Suggested Reading:**

- 1) Agunis, H. (2011), Industrial Psychology , Second Edition. Pearson Education, New Delhi
- 2) Kohli, A.S. & Deb, T. (2010). Organizational Psychology. Oxford University Press, New Delhi.
- 3) Willard Harrell T. (2009). Industrial Psychology: (Oxford IBH Publishing Co.)
- 4) Edger Schein (2009). Organizational Psychology PHI, New Delhi
- 5) Industrial Psychology; E.J. McCormic and Ilgen, PHI, New Delhi
- 6) Industrial Psychology :M.L.Blum, J.C.Nayur (CBS Publishers)

## **Agribusiness Finance (AUMBAAGM-01)**

### Objective

To impart trainings to the students regarding various aspects of financial management for agribusiness.

### UNIT I

Importance, need and scope of financial management; classification and credit need in changing agriculture scenario; finance functions, investment financing; balance sheet, income statement, cash flow statement for agribusiness.

### UNIT II

Financial planning and control – assessment of financial requirement of agribusiness unit; leverage – concept of leverage, financial and operating leverage, factor affecting capital structure, features of an optimal capital structure.

### UNIT III

Working capital management – concept and components of working capital, need for Working capital in agribusiness, management of cash and accounts receivables, and inventory for agribusiness.

### UNIT IV

Capital budgeting - steps and concept of capital budgeting, appraisal criteria –payback period, average rate of return, net present value, benefit cost ratio and internal rate of return.

Agri-business financing system in India - functioning of cooperative credit institutions, commercial banks, regional rural banks, NABARD, Agro-Industries Corporation, etc in agribusiness financing.

### Suggested Readings

- ☐ Chandra P. 2000. Financial Management. Tata McGraw Hill.
- ☐ Khan MY & Jain PK. 2004. Management Accounting. Tata McGraw Hill.
- ☐ Nelson AG & Murrey WG. 1988. Agricultural Finance. Kalyani Publ.
- ☐ Pandey IM. 1997. Financial Management. Vikas Publ. House.

## **Agribusiness Marketing (AUMBAAGM-02)**

### **Objective**

The objective of this course is to give the students an understanding of concept, various policies, strategies and decisions relating to marketing that can be developed by agribusiness firms.

### **UNIT I**

Meaning and scope, agricultural marketing and economic development; Agricultural market structure – meaning, components and dynamics of market structure; marketing strategy – meaning & significance, formulation of marketing strategy; agribusiness marketing environment, design of marketing mix, market segmentation and targeting, determinants of consumer's behavior.

### **UNIT II**

Product management - product management process and decisions, new product development – significance and classification of new product, stages and estimation of demand of new product; product life cycle.

### **UNIT III**

Pricing policies and practice for agribusiness - determinants of price, objectives of pricing policies and pricing methods.

### **UNIT IV**

Promotional management - advertising planning and execution; sales promotion; grading and standardization.

Distribution management - storage and warehousing and transportation management for agricultural products; marketing agencies/intermediaries – roles and functions; distribution channels involved in agribusiness.

### **Suggested Readings**

- Acharya SS & Agarwal NL. 2004. Agricultural Marketing in India. 4th Ed. Oxford & IBH.
- Kohls RL & Uhj JN. 2005. Marketing of Agricultural Products. 9th Ed. Prentice Hall.
- Kotler P. 2002. Marketing Management – Analysis, Planning, Implementation and Control. Pearson Edu.
- Krishnamacharyulu C & Ramakrishan L. 2002. Rural Marketing. Pearson
- Ramaswamy VS & Nanakumari S. 2002. Marketing Management. 2nd Ed.

# **IT in Agribusiness (AUMBAAGM-03)**

## **Objective**

The course aims to educate the students about the use and interrelationship of various information systems like crop production, market information, food processing, and weather forecasting.

## **UNIT I**

Scope of ICT in Indian agriculture; village knowledge centers. Fundamentals of analysis, design, testing, implementation and maintenance for developing agricultural information systems.

## **UNIT II**

Different Types of information systems. Overview of database management; data collection, data editing, data manipulating, and data storing. Overview of data analysis tools.

## **UNIT III**

Fundamentals of Unified Modeling Language (UML) for constructing models. Identification of actors, use cases, activity diagram, identification of classes and object, relationships, members and their behaviour and scope, inheritance, polymorphism, etc.

## **UNIT IV**

Designing the system architecture, domain specific model to enable rapid implementation of new industry-specific applications over different platforms. Applications in agriculture.

Agricultural information systems: current situation, challenges and opportunities in India.

## **Parma Sector & Management (AUMBAPHM-01)**

### **Objective**

The focus of this course is to provide an overview of Pharma Sector and managerial issues faced by Pharma sector Managers. In this course, practicing managers will be invited to share details about their work and organization.

Unit I. Overview of the way in which Pharma sector is organized.

Unit II. Difference types of organizations and work done by them in the pharma sector.

Unit III. Managerial Challenges faced by the Pharma sector managers.

Unit IV Ethics, consumers right, consumerism and business.

### **References:**

1. The Generic Challenge - Understanding Patents, FDA and Pharmaceutical Life-Cycle Management - Brown Walker Press.
2. Billions in Your Generic Drugs: Profiteering in Generic Prescription Drug Prices - Steven R. Quimby
3. Bottle of Lies: The Inside Story of the Generic Drug Boom Hardcover - Katherine Eban
4. The Truth About the Drug Companies: How They Deceive Us and What to Do About It - Marcia Angell
5. Pharmaceutical Management – Sachin Itkar

## **Pharmaceutical Marketing Management (AUMBAPHM-02)**

### **Objectives**

The focus should be on providing understanding of marketing management in pharmaceutical domain.

UNIT I. Marketing tasks and philosophies: Marketing systems and pharma marketing environment, Consumer Pharmaceutical market and buyer behaviour. Strategic marketing process: market segmentation, market measurement and forecasting.

UNIT II Strategic planning in pharma marketing: Situation analysis, developing marketing objectives; determining positioning and differential advantage, selecting target markets designing marketing mix for target market.

UNIT III Product decisions: Product classification, product life-cycle strategies, Branding, packaging and labeling.

UNIT IV Pricing decisions: Pricing methods and strategies. Distribution decisions: Importance and functions of distribution channels, distribution channel members. Promotional Decisions: Promotion mix elements.

References:

- Marketing Management | marketing cases in the Indian context - Kotler
- Generic: The Un branding of Modern Medicine Reprint Edition – Jeremy Greene
- Textbook of Pharmaceutical Industrial Management - Shah
- Marketing 4.0: Moving from Traditional to Digital - Philip Kotler
- Forecasting for the Pharmaceutical Industry: Models for New Product
- and In-Market Forecasting and How to Use Them Arthur G. Cook - Routledge; 2nd edition
- Pharmaceutical marketing in India: For Today and Tomorrow – Subba Rao Chaganti
- Pharmaceutical Management - Sachin Itkar

## OB & HRM (AUMBAPHM-03)

### Objective

The focus should be on making participants understand Organization Behavior & Human Resource Management and associated challenges in Pharma sector.

UNIT 1: Foundations of organizational behaviour: Understanding behaviour in organizations, OB models Introduction to Individual. Motivation: Needs, contents and processes; Maslow hierarchy of human needs, Herzberg two factor theory of motivation, Vroom expectancy theory. Group processes.

UNIT II Importance of values: Types of values, attitudes and consistency (cognitive dissonance theory). Group dynamics and teams.

UNIT III Leadership: Trait theories, behavioural theories, Ohio state studies, university of Michigan studies, the managerial grid, contingency theories; Hersey and Blanchard situational theory and path goal theory. Transactional analysis.

UNIT IV Organizational culture: What is organizational culture, what does cultures do, creating and sustaining culture, how employees learn culture. Organisational change: Forces of change, resistance to change. Conflict management: Transitions in conflict thought, functional Vs dysfunctional conflict, the conflict process.

## **RELATIONAL DATA BASE MANAGEMENT SYSTEM (AUMBAIT -01)**

### **UNIT-I**

**Overview of DBMS:** Basic DBMS terminology, data independence, data Abstraction, Architecture of DBMS.

**Distributed Databases:** structure of distributed databases, design of distributed databases, Introduction to - data mining, data warehousing.



## **UNIT-II**

**Introduction to Data models:** Entity relationship model, hierarchical model, relational model,  
**Object Oriented databases:** object relational database, comparison of OOD & ORD, comparison of network, hierarchical and relational models.

## **UNIT-III**

**Structure of Relational model:** Basic Structure of Relational Data base, Data base Scheme, Query language, storage organizations for relations.

**Relational algebra:** Fundamental operations, relational calculus, functional dependencies, multivalued dependencies, and normalization.

## **UNIT-IV**

**Relational query language:** SQL, database integrity, security, concurrency basics, recovery basics, client/server architecture.

**Introduction to SQL, DDL, DML:** Working with common database objects, Pitfalls in Relational Database Design, Decomposition.

### **Suggested Reading:**

- 1) Silberschatz, A, Korth H and Sudarshan S (2012), Database System Concepts, Sixth Edition, McGraw-Hill.
- 2) Elmsari R. and Navathe S. (2009). Fundamentals of Database Systems, Fifth Edition, Pearson Education, Delhi.
- 3) Koch, G. & Loney, K. (2009). Oracle 9i The complete reference. Tata McGraw-Hill.
- 4) Bipin C. Desai (2005). Introduction to Database Management System. Galgotia Publication.
- 5) Singh Shio Kumar (2009), Database Systems: Concepts, Design and Applications, First edition, Pearson Education.
- 6) Rob. Peter (2010). Data base system concepts, first edition, Cengage Learning.

## **E-COMMERCE & IT ENABLED SERVICES (AUMBAIT -02)**

### **UNIT-I**

**Internet Basics:** What Special about Internet. Definition of E – Commerce, Comparison with Traditional Commerce, Framework of Electronic Commerce, The Anatomy of E-Com Applications, Plastic/ E –Money Market, Global Information Distribution Networks.

**Web Based Tools for Electronic Commerce:** Intranet, Composition of Intranet, Business Applications on Intranet, Extranets. Electronic Data Interchange, Components of Electronic Data Interchange, Electronic Data Interchange Communication Process.

## **UNIT-II**

**Domain Name System:** Meaning, Need, Importance for e- business

**Mobile commerce :** Wireless Protocol, WAP, Mobile Computing Applications, Blue tooth. EBusiness models, E-Business security.

**Electronic Data Interchange:** EDI Applications in Business

## **UNIT-III**

**IT Act and Enabled Services :** Laws Related to IT Security, Data Communication etc, IT Enabled Services - Call Centre, BPO, Tele-Marketing,

**Electronic Payment System:** Concept of e-Money, Electronic Payment System, Types of Electronic Payment Systems, Smart Cards, Stored Value cards and Electronic Payment Systems, B2B Electronic payments, Infrastructure Issues in EPS, Electronic Fund Transfer.

## **UNIT-IV**

**Web security :** Firewall, Transaction security, Secured Socket layout, Security Threats, Network security. Security Protocols such as HTTP, SSL, Firewalls, Personal Firewalls, IDS, VPNs, Public Key Infrastructure (PKI) for Security.

**e-Business Applications & Strategies:** Business Models & Revenue Models over Internet, Emerging Trends in e-Business, e-Governance, Digital Commerce, Mobile Commerce, Strategies for E-Commerce, Internet based Business Models.

### **Suggested Books:**

- 1) Efraim Turban, David King, Dennis Viehland, Jae Lee, (2012): Electronic Commerce – A Managerial Perspective, 4th Edition, Pearson Education.
- 2) Elias M. Awad (2009). Electronic Commerce- From Vision to Fulfillment, 3rd Edition. PHI Learning.
- 3) Dave Chaffey (2011). E-Business and E-Commerce Management- Strategy, Implementation and Practice, 3rd Edition, Pearson Education.
- 4) Bharat Bhaskar (2009). Electronic Commerce- Framework, Technologies and Applications, 3rd Edition, Tata McGraw Hill
- 5) Efraim Turban, David King, Dennis Viehland, Jae Lee, (2009): Electronic Commerce – A Managerial Perspective, 4th Edition, Pearson Education.
- 6) Elias M. Awad (2009). Electronic Commerce- From Vision to Fulfillment, 3rd Edition. PHI Learning.

## **UNIT-I**

**Systems Concept:** Characteristics of a System; Elements of System; Types of Systems; Decision Support System; System Design.

**System Development Life Cycle:** Meaning, Investigation, Analysis, Design, Implementation, Post Implementation Review and Maintenance.

## **UNIT-II**

**Systems Planning and Investigation:** Basis for Planning in Systems Analysis - Dimensions of Planning, Initial Investigation, Needs Identification.

**Determining the User's Information Requirements:** Feasibility Study, Feasibility Considerations, Steps in Feasibility Analysis - Feasibility Report.

## **UNIT-III**

**Tools of Structured Analysis:** Data Flow Diagram (DFD), Entity Relationship Diagrams, Data Dictionary.

**Process Modeling:** Structured English, Decision Tree & Decision Table, Architectural Design, Object Oriented Analysis (OOA) and Object Oriented Design (OOD).

## **UNIT-IV**

**Software Architecture:** Architectural View Model, Framework, Development, Erosion and Software Architecture Recovery.

**Basics of Information Security:** Types of Attacks, Viruses, Virus Control, Hackers, Overview of Risks associated with Internet, Intrusion Detection, Risk Management, Disaster Recovery Plan, Cryptography and authentication.

### **Suggested Readings:**

- 1) Tanenbaum, A. S. (2009). Computer Networks. Pearson Education
- 2) David A Stamper (2011). System analysis. Addison Wesley.
- 3) Burke Richard J (2011). System Analysis & Design: Concepts and Practice, A Hands-On Approach, First edition, Pearson.
- 4) Kenneth E Kendall and Julie E Kendall – SAD (PHI Publication, 7 Ed.)
- 5) AnkitFadia -Encryption-Protecting your Data (Vikas Publication, 1st Ed.).

## UNIT-I

**Overview of World Business and Framework of International Marketing:** Definition of International Marketing, International Dimensions of Marketing, Domestic v/s International Marketing, Process of Internationalization, Benefits of International Marketing. World Market Environment: Political Environment, Legal Environment- Legal Market, Gray Market, Cultural Environment.

## UNIT-II

**Planning for International Marketing:** Marketing Research ,Marketing Information Sources, Marketing Information System, Market Analysis. Foreign Market Entry Strategies: Exporting, Licensing, Joint Ventures, Strategic Alliances, Acquisitions Franchising, Assembly Operations , Management Contracts, Turnkey Operations, Free Trade Zones

## UNIT-III

**International Product Policy and Planning:** Product Design and Standardization, Developing an International Product Line. Foreign Product Diversification, International Branding Decisions, International Packaging.

**International Pricing Strategy:** Role of Pricing, Price Standardization, Pricing Decisions, Price Distortion, Transfer Pricing, Counter Trade, Terms of Sale, Methods of Financing and Means of Payment International Channels of Distribution – Channel Members, Channel Management, Retailing in International Scenario, International Physical Distribution.

## UNIT-IV

**International Marketing Decisions :** International Promotion Strategies- Promotion Mix, Promotion and Communication, Personal Selling, International Sales Negotiations.

**International Advertising:** Patterns of Global Advertising, Global Advertising Regulations , Advertising Media, Standardized International Advertising, International Organizational Control.

## SUGGESTED READINGS

- 1) Cateora, Philip R. and Graham John L. (2008). International Marketing. 11th Edition, Tata McGraw- Hill, New Delhi .
- 2) Czinkota, Michael R., and Ronkainen, Ilkka A. (2007) ). International Marketing, 8th Edition, Cengage Learning, New Delhi.
- 3) Hollensen, S. (2010), Global Marketing , 4th Edition, Pearson Education.
- 4) Onkvisit, Sak and Shaw Johan J. (2009) International Marketing- Strategy and Theory, Fifth Edition, Taylor and Francis
- 5) Keegan, Warren J. (2009). Global Marketing, 4th Edition, Pearson Education, New Delhi..
- 6) Joshi, R M (2005) , International Marketing, Oxford University Press.

## **UNIT-I**

**An Overview of International Business:** Introduction, Definition of International Business, Changing Environment of International Business, Globalization of Markets.

**Recent Trends in Globalization:** Effects and Benefits of Globalization.

## **UNIT-II**

**International Business Theories:** Introduction Mercantilism, Absolute Advantage Theory Comparative Cost Theory, Heckscher-Ohlin Theory, Product Cycle Theory.

**Instruments of Trade Policy:** Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy.

## **UNIT-III**

**Foreign Exchange Market:** Introduction, Exchange Rate Management, Forex Market.

**Foreign Exchange Determination Systems:** Basic Concepts Relating to Foreign Exchange, Various types of Exchange Rate Regimes, Factors Affecting Exchange Rates, Brief History of Indian Rupees Exchange Rates.

## **UNIT-IV**

**International Institution:** UNCTAD, Its Basic Principles and Major Achievements, IMF, Role of IMF, IBRD, Features of IBRD, WTO, Role and Advantages of WTO. Regional Economic Integration: Introduction, Levels of Economic Integration, Regional Economic Integration in Europe, Regional Economic Integration in U.S.A., ASEAN, SAARC, Integration for Business.

### **SUGGESTED READINGS:**

1. Saleem, Shaikh (2012). International Business Environment, 2nd edition, Pearson Education.
2. Tulsian, P C(2009) , “Business Laws,” Tata McGraw Hill, New Delhi
3. Paul J (2010) Business Environment Text & Cases, Third Edition, Tata McGraw Hill
4. Prakash, B A (2009) ed “The Indian Economy Since 1991; Economic reforms and performance” Pearson Education, New Delhi
5. Pailwar, V K (2010), “Economic Environment of Business,” 2nd Edition, Prentice Hall India Learning, New Delhi
6. Khan, M. Y. and Jain P. K. (2011). International Financial Management, Text, Problems & Cases, 6th Edition, Tata McGraw Hill Company, New Delhi.
7. Maheshwari, S.N.(2009)., Financial Management – Principles & Practice, 13th Edition, Sultan Chand & Sons.
8. Bhalla V.K (2009). - International Business Environment (Anmol).

## **EXPORT MANAGEMENT AND DOCUMENTATION (AUMBAIB – 03)**

### **UNIT-I**

**Introduction to Export Management:** Introduction, Definition of Export, Benefits arising from Export, Export Prospect for Small Firms, Importance of Exports to India, Process of Export Marketing, Sources of Export Information, Important Publications, Important Organizations, Recent Trend in India’s Export. Selection of

Products and Identification of Export Markets: Choosing a Product, Methods of Identifying Export Winners, Suitability of a Product for A company, Selecting Products for Manufacturing and Export, Selection of Export Markets, Criteria for Grouping Countries.

## **UNIT-II**

**Export Marketing Channels:** Concepts of Distribution Channels, International Channels Distribution, Agents in Exporting.

**Export Sales Contract:** Methods of Locating and Selecting an Agent, Signing the agreement, Nature of Exports Sales Contract, Important Incoterms, Settlement of Disputes, Terms of Payment in Export.

## **UNIT-III**

**Export Finance:** Various sources of Export Financing, Preshipment Finance, Postshipment Finance, Special Financial Facilities, Export Import Bank of India, E.C.G.C. Export Pricing: Various modes of export Pricing, Its determinants, Mechanism of Price Fixation, Benefits to India Exports.

## **UNIT-IV**

**Formalities of Registration :** Naming the Enterprise, form of Ownership, Opening a Bank Account, General Registrations, Registrations with RBI, Registration with Licensing Authorities.

**Defining Export Documentation:** Main Commercial Documents, Additional Commercial Documents, and Statutory Documents for Export's Country, Statutory Documents for Imports Country and Documents for Claiming Export Benefits.

## **SUGGESTED READINGS**

- 1) Cherunilam, F -International Trade and Export Management (Himalaya, 2007)
- 2) Kotabe – Global Marketing Management, 5ed (Wiley)
- 3) Varshney R.L, Bhattacharya B-International Marketing Management (Sultan Chand & Sons, 9th Ed.)
- 4)Govt. of India - Hand Book of Export Import Policy 2002-2007 (Ministry of Commerce, India)
- 5)Keegan J Warren – Global Marketing Management (Pearson, 7th Ed.)

# SEMESTER- IV

## INTERNATIONAL FINANCE& TAX PLANNING (AUMBA-401)

### UNIT-I

**Global Financial Environment:** Overview, International Monetary System: Exchange Rate, IMF, EURO Market, Balance of Payments.

**Foreign Investment Decision:** Recent trends of FDI & FII in India, Flow of FDI & FII, Relation with Indian Economy.

**Foreign Exchange Market in India:** Nature, Structure & Limitations.

## **UNIT-II**

**Exchange Rate Determination:** The Exchange Rate of Rupee, Foreign Exchange Risk Exposure: Types of Risk, Hedging.

**Derivative Market in India:** MCX, Structure of Derivates, Options, Difference between Future and Forwards, Swaps, Role of SEBI.

## **UNIT-III**

**Taxation:** Introduction to Taxation Management -Taxation system in India. Basics of Direct and indirect taxes. An overview of Tax Audit- Tax incentives and Export promotion. Concepts relating to Tax Avoidance and Tax Evasion, Issue of Bonus Shares, Right Issue ,Dividends etc.

**GST:** IGST, CGST

## **UNIT-IV**

**Tax Planning:** Effects of taxation on Investments. Role of tax Planning Manager, and factors to be considered for Tax Planning. Need of Financial Planning.

**Tax Management:** Filing of Returns, Penalties and Prosecutions, Advance Tax, TDS, Income Tax Rates/Slabs (Current assessment Year, Theoretically), Various Investment avenues to claim rebate from tax sections like 80c, 80 D etc.

### **Suggested Readings:**

- 1) Apte, P.G (2011). International Financial Management (Tata Mcgraw–Hill).
- 2) Sharan (2010) International Financial Management (Prentice–Hall)
- 3) Shapiro – Multinational Financial Management (Prentice–Hall)
- 4) Bhalla, V.K.(2009) : Financial Management and Policy, 2nd ed., New Delhi, Anmol,
- 5) Ahuja Girish, Gupta Ravi, (2010). Systematic Approach to Income Tax, Service Tax and VAT, Bharat Law House Pvt. Ltd., New Delhi
- 6) Singhanian V.K., Singhanian Monica (2006) “Student’s Guide to Income Tax”, Taxman Publications, Delhi.

## **MANAGEMENT INFORMATION SYSTEMS (AUMBA-402)**

### **UNIT-I**

**MIS need and concepts:** factors influencing MIS and characteristics of MIS. Data and Information. Technology of MIS. Structure of MIS. Decision Making and role of MIS. Data communication. Basic H/W required, Channel features and concept of Distributed Data bases.



**Telecommunications and networks:** An overview of telecommunications; Networks and distributed processing, internet, intranet and extranet.

## **UNIT-II**

**Planning for MIS;** System Development Methodologies; Conceptual and detailed designs of MIS. System implementation Strategies and process; System Evaluation and Maintenance.

## **UNIT-III**

**Introduction to Data Base and Access:** Viewing and editing data; Sorting and indexing Printing reports and Labels, Managing Multiplatforms. Forms, Queries, Reports.

**Managing International Information Systems:** Organizing International Information Systems; Managing Global Systems; Technology Issues and Opportunities.

## **UNIT-IV**

**Enhancing Decision Making for Digital Firm:** Decision Making and Decision Support System (DSS), Group decision support system (GDSS), Executive support in the enterprise, management opportunities challenges and solutions.

**Enterprise application and business process integration:** Enterprise systems, Supply chain Management systems, customer relationship management system, enterprise integration trends.

### **Suggested Readings:**

1. Rahul De: MIS Management Information systems, Wiley India
2. Jerome Kantler : Management Information System, Prentice Hall of India Pvt. Ltd. New Delhi, 1984.
2. Laondon & Laodon: Management Information System, Prentice Hall of India Pvt. Ltd., New Delhi, 1999.
3. Shubhalakshmi Joshi: Management Information System, Biztantra
4. Davis and Olson: Management Information System, Tata McGraw Hill Publications, New Delhi, 2nd edition, 1984.
5. Murdick & Ross: Information Systems for Modern Management, Prentice Hall of India Pvt. Ltd., New Delhi, 3rd edition, 1984.
6. London, Kenneth C. and London, Lane P., "Management Information Systems", PHI.

## **SUPPLY CHAIN MANAGEMENT (AUMBA-403)**

### **UNIT-I**

**Introduction:** Basic Concept & Philosophy of Supply Chain Management; Essential features, Various flows (cash, value and information), Key Issues in SCM, benefits and case examples.

## **UNIT-II**

**Logistics Management:** Logistics as part of SCM, Logistics costs, different models, logistics subsystem, inbound and outbound logistics, bullwhip effect in logistics, Distribution and warehousing management.

**Purchasing & Vendor management:** Centralized and Decentralized purchasing, functions of purchase department and purchase policies. Use of mathematical model for vendor rating/evaluation, single vendor concept, management of stores, accounting for materials.

## **UNIT-III**

**Inventory Management:** Concept, various costs associated with inventory, various EOQ models, buffer stock (tradeoff between stock out/working capital cost), lead time reduction, re-order point/ re-order level fixation, exercises –numerical problem solving , ABC, SDE/ VED Analysis, Just-In-Time & Kanban System of Inventory management.

## **UNIT-IV**

**Recent Issues in SCM :** Role of Computer/IT in Supply Chain Management, CRM Vs SCM, Benchmarking concept, Features and Implementation, Outsourcing-basic concept, Value Addition in SCM-concept of demand chain management.

## **SUGGESTED READINGS**

1. Mohanty: Supply chain Management (Theory & Practice), Biztantra
2. Sanders: Supply chain Management (A global Perspective), Wiley India
3. Raghuram G. (I.I.M.A.) - Logistics and Supply Chain Management (Macmillan, 1st Ed.)
4. Krishnan Dr. Gopal - Material Management, (Pearson, New Delhi, 5th Ed.)
5. Agarwal D.K. - A Text Book of Logistics and Supply chain management (Macmillan, 1st Ed.).
6. Sahay B.S. - Supply Chain Management (Macmillan, 1st Ed.)
7. Chopra Sunil and Peter Meindl - Supply chain management (Pearson, 3rd Ed)

## **PRINCIPLES OF INSURANCE AND BANKING (AUMBAFM-04)**

### **UNIT-I**

**Life Insurance Products:** Introduction, Principles, Various Life Insurance Policies of Different of Insurance Companies; Further Classification of Life Insurance Policies.

**General Insurance:** Types, Policies, principles.

**Annuity Policy:** Introduction; Basis of Annuity Income; Classification of Annuities; Uses of Annuity; Limitation of Annuity.

## **UNIT-II**

**Special Policy Combination & the Best Policy Insurance in pension plans & Group Insurance:** Introduction of Pension Plans; Type of Pension Plans; Group Insurance; Types of Group Insurance.

**Social & Rural Insurance:** Introduction; Social Insurance; Legal Provisions; Rural Insurance.

## **UNIT-III**

**Insurance Documents:** Introduction; Documents; Prospectus; Proposal Form; First Premium Receipt; Policy Document; Endorsement; Renewal Notice; Bonus Notice.

**Riders, Options and Guarantees:** Introduction; Riders; Disability; accident; Living; Benefits; Conditions; Policy Options; Policy Guarantee. Underwriting Procedure, NPA and Capital Adequacy in Indian Banks.

**Evolution of Banking Law:** Main provisions of Banking Regulation Act, 1949; and RBI Act, 1934 and Negotiable Instruments Act, 1881.

## **UNIT-IV**

**Computation of Premium:** Introduction; Age Factor; Factors of Calculating the Premium; Extra Premium; Extra Premium; Mode of Premium Payable.

**Computation of Benefits:** Introduction, Bonus, Guaranteed Additions, Surrender Value, Guaranteed Surrender Value, Paid Up Value, Examples.

**Claims:** Introduction; Maturity Claim; Death Claim, Nomination & Assignment.

### **Suggested Readings:**

1. N.M. Mishra: Principles & Practice of Insurance, S. Chand and Co.,Ltd., New Delhi.
2. Shashidharan K. Kutty: Managing Life Insurance, Prentice-hall Of India Pvt Ltd
3. James L Athearn: Risk and Insurance, Prentice Hall Of India Pvt Ltd
4. Lester William Zartman: Life Insurance, General Books Publications
5. Louis S. Shuntich: Life Insurance Handbook, Marketplace Books Publications
6. Vaughan: Fundamentals of Risk and Insurance, Wiley India

## **STRATEGIC FINANCIAL MANAGEMENT (AUMBAFM-05)**

### **UNIT-I**

**Financial Policy and Strategic Planning:** Components of financial strategy; Objectives and goals; Strategic planning process. Portfolio Tools, Mean-Variance Analysis and Capital asset pricing model, Factor models and Arbitrage Pricing Theory.

## **UNIT-II**

**Investments Decisions under Risk and Uncertainty:** Techniques of investment decision- risk adjusted discount rate, certainty equivalent factor, statistical method, sensitivity analysis and simulation method; Corporate strategy and high technology investments.

## **UNIT-III**

Financial analysis and planning, Financial models, Forecasting Financial Statements, Cross sectional analysis of financial statement information, Control, governance and financial architecture. Corporate Valuation and Value Based Management

## **UNIT-IV**

**Expansion and Financial Restructuring:** Mergers and amalgamations – corporate re structuring, Buy-back of shares, LBO, Sell-off, Spin-off, Demerger and reverse merger, reasons for merger, legal procedure for merger, benefits and cost of merger; Determination of swap ratios; Evaluation of merger proposal; Corporate and distress restructuring.

### **Suggested Readings:**

1. Allen, D: An Introduction to Strategic Financial Management, CIMA/KoganPage, London.
2. MeenaGoel:Strategic Financial Management,Biztantra Publication
3. Chandra, Prasanna: Financial Management, Tata McGraw Hill, Delhi.
4. Copeland, T., Koller, T and Murrin, J: Valuation: Measuring and Managingthe value of Companies, John Wiley, International Edition, New York.
5. Copeland, T.E. and Weston, J.F: Financial Theory and Corporate Policy,Addison-Wesley
6. Hampton, Jone: Financial Decision Making, PHI, New Delhi.
7. Kaplan, Robert S., and Cooper, Robin: Cost & effect: using integrated cost systems to drive profitability and performance, Harvard Business Press.
- 8.Grinblatt, Mark and Titman, Sheridan: Financial Markets and Corporate Strategy, Tata McGraw Hill.
9. Foster, George: Financial Statement Analysis, Pearson Education.
10. Brealey, Richard A. and Myers, Stewart C.: Principles of corporate finance, Tata McGraw Hill.

## **MANAGEMENT OF FINANCIAL SERVICES (AUMBAFM-06)**

### **UNIT-I**

**Financial Services:** Meaning, types and their importance. Securities Trading - Online Vs Offline Trading, Demat and Remat .Depository - Introduction, Concept, depository participants, functioning of depository

systems, process of switching over to depository systems, benefits, depository systems in India, SEBI regulation.

## UNIT-II

**Mutual funds and AMCs:** concept, origin and growth of mutual funds, Constitution & management of MFs - Sponsors, Trustees, AMCs, and custodians. Classification of mutual fund schemes, advantages and disadvantages in mutual fund schemes, NAV and pricing of mutual fund units. state of mutual funds in India.

**Insurance Services** Introduction, Principles of insurance, Types of Insurance. Life Insurance Products- Traditional and ULIPs.

**Credit rating:** the concept and objective of credit rating, various credit rating agencies in India and International credit rating agencies, factors affecting creditrating& procedural aspects.

## UNIT-III

**Leasing:** Concept and development of leasing, business, difference between leasing & hire purchase, types of leasing business, advantages to lessor and lessee.

**Merchant Banking:** Origin and development of merchant banking in India scope, organizational aspects and importance of merchant bankers. Latest guidelines of SEBI w.r.t Merchant bankers.

**Venture capital:** concepts and characteristics of venture capital, venture capital in India, guidelines for venture capital.

## UNIT-IV

Call money market, Treasury bill market, Commercial Bill market, Market for CPs and CDs, Discount market and market for financial guarantees.

**Factoring:** Development of factoring types & importance, procedural aspects in factoring, financial aspects, prospects of factoring in India.

**Plastic Money:** Concept and different forms of plastic money - credit and debit cards, pros and cons. Credit process followed by credit card organizations. Factors affecting utilization of plastic money in India.

### **Suggested Readings:**

1. Shanmugham: Financial services, Wiley India
2. E. Gordon & K. Natarajan Financial Markets & Services Himalaya
3. Lalit K. Bansal Merchant banking & Financial Services Unistar Books
4. S Gurusamy Financial services & system Thomson
5. Nalini P T Financial Instruments and services PHI
6. M Y Khan Financial Services Tata McGraw-Hill
7. L M Bhole Financial Institutions & Markets Tata McGraw-Hill
8. Lalit K. Bansal Merchant Banking & Financial Services Unistar Books

## **MARKETING OF SERVICES (AUMBAMK-04)**

### **UNIT-I**

**Introduction:** Difference between Product and Services Marketing, Characteristics of Services Classification of Services, Paradigms in Services Marketing, Importance of Customer

**Relationship Management :** Specific for Service Industry.

**Service Marketing System:** Service Quality, Understanding Customer Expectations and Zone of Tolerance, Segmentation and Zone of Tolerance, Targeting and Positioning of Services.

## **UNIT-II**

**Services Marketing Mix:** Augmented Marketing Mix, Developing the Service Product/ Intangible Product, Service Product Planning, Service Pricing Strategy, Services Promotions, Services Distributions.

**Physical Evidence:** Role of Communication in Service Marketing, People and Internal Communication, Process of Operations and Delivery of Services, Role of Technology in Services Marketing.

## **UNIT-III**

**Marketing of Financial Services:** Deciding the Service Quality, Understanding the Customer Expectations, Segmenting, Targeting and Positioning of Financial Services, Devising Financial Services, Marketing Mix Strategies with Special Reference to Credit Cards, Home Loans, Insurance and Banking, Marketing of Telecom/ Insurance Services.

## **UNIT-IV**

**Services in Global Perspective:** International Marketing of Services Recent Trends, Principal Driving Force in Global Marketing of Services, Key Decisions in Global Marketing, Services Strategy and Organizing for Global Marketing.

### **Suggested Readings:**

1. Baron S and Harrisk - Services Marketing: Text and Cases (Palgrave, 2nd Ed.)
2. Love lock Christopher - Services Marketing: People, Technology and Strategy (Pearson Education, 5th Ed.)
3. Gronroos: Service Management and Marketing, Wiley India
3. Zeithaml - Services Marketing (Tata McGraw Hill, 3rd Ed.)
4. Woodruff Helen - Service Marketing (Macmillian, 1st Ed.)
5. Payne Adrian - The Essence of Service Marketing (Prentice Hall of India)
6. Rama MohanaRao - Services Marketing. (Person Education, 1st Ed.)
7. GovindApte - Services Marketing (Oxford University Press)

## **RETAIL MANAGEMENT (AUMBAMK 05)**

### **UNIT-I**

**Overview of Retailing Environment and Management:** Retailing, Definition and Concept, Functions of Retailing Driving Forces for Retailing, Building and Sustaining Relationships, Strategic Planning, Structural Change, Type of

Retail Outlets, Market Structure, Retail Planning, Development and Control. The Customer and Retail Business: Knowing your Customers, Focusing on the Consumer, Mapping Out Society, Learning, Attitude. Motivation and Perception.

## **UNIT-II**

**Situational Analysis:** Retail Institutions by Ownership. Retail Institutions by Store-based Strategy-Mix, Web, Nonstore-based and other Forms of Non Traditional Retailing. Targeting Customers and Gathering Information. Communicating with Customers. Promotional Strategies used in retailing. Choosing a Store Location: Trading Area Analysis, Site Selection,. Store Design and Layout, The Store and its Image, The External Store, Internal Store, Display, Visual Merchandising and Atmospherics.

## **UNIT-III**

**Managing Retail Business:** Retail Organization and HRM, Retail Organisation and Operations Management, Financial Dimensions, Managing Retail Services. Service Characteristics, Branding, Perceptions of Service Quality.

## **UNIT-IV**

**Delivering the Product:** Retail Information Systems, Merchandise Management Retail Pricing, Development and Implementing Plans, People in Retailing.

**International Retailing:** Internationalization and Globalization, Shopping at World Stores, Going International, The Internalization Process, Culture, Business and International Management.

### **Suggested Readings:**

1. James R. Ogden: Integrated Retail Management, Biztantra Publication
2. Newman A.J. and Cullen P - Retailing : Environment and Operations (Vikas, 1st Ed.)
3. Berman B and Evans J.R - Retail Management (Pearson Education, 9th Ed.)
4. Michael Levi M and Weitz BW - Retailing Management (Tata McGraw Hill, 5th Ed.)
5. Dunne Patrick M., Lusch Robert F. and Griffith David A - Retailing (Cengage Learning, 4th Ed.)
6. Cox Roger and Brittain Paul - Retailing: An Introduction (Pearson Education, 5th Ed.)
7. Newman and Cullen - Retailing (Cengage Learning, 1st Ed.)
8. Vedmani G. Gibson-Retail Management- Functional Principles & Practice (Jaico Publications, 1<sup>st</sup>

## **SALES AND DISTRIBUTION MANAGEMENT (AUMBAMK-06)**

## **UNIT-I**

**Introduction:** Selling as a Part of Marketing, Sales Management Process, Role of Sales Manager, Concept of Personal Selling, Sales Management and Salesmanship, The Ones of Personal Selling, Process of Personal Selling, Qualities of a Successful Salesman.

**Goals in Sales Management:** Goal Setting Process in Sales Management, Analyzing Market Demand and Sales Potential, Techniques of Sales Forecasting, Preparation of Sales Budget, Formulating Selling Strategies, Designing Sales Territories and Sales Quota.

## **UNIT-II**

**Sales Force Management:** Organising the Sales Force, Designing the Structure and Size of Sales Force, Recruitment and Selection of Sales Force, Leading and Motivating the Sales Force, Training and Compensating the Sales Force, Sales Contests, Evaluation and Analysis.

## **UNIT-III**

**Introduction to Distribution Management:** Concept of Distribution Channel, Importance of a Channel, Types of Channels, Primary Distributors, Specialized Distributors and Participants, Distributors: Policies and Strategies.

## **UNIT-IV**

**Channel Management:** Forces of Distributing Systems, Distributors Selection and Appointment, Channel Conflicts and their Resolutions, Training the Distributors Sales Team.

### **Suggested Readings**

1. Donaldson B - Sales Management : Theory and Practice (Palgrave)
2. Cron: Sales Management, Wiley India
3. Jobber David and Lancaster Geoff - Selling and Sales Management (Pearson Education)
4. Spiro - Sales Force Management (Tata McGraw Hill, 11th Ed.)
5. Still Richard R, Cundiff Edward W. and Govoni Norman A.P - Sales Management: Decisions, Strategies and Cases (Pearson Education, 5th Ed.)
6. Rosenbloom– Marketing Channels (Cengage Learning, 7th Ed.)
7. Johnson and Marshall - Sales Force Management (Tata McGraw Hill, 8th Ed.)
8. Coughlan A.T., Stern Louis W., EL-Ansary A.I. and Anderson E - Marketing Channels (Prentice Hall of India, 6th Ed.)

## **HUMAN RESOURCE PLANNING AND DEVELOPMENT (AUMBAHR-04)**

### **UNIT-I**



Micro level manpower planning and labour market analysis; Organisational human resource planning; Career Management and career planning; Performance planning; Potentials appraisal and career development Meaning, Scope, Dimensions & Dynamics of HRD; Approaches of HRD, HRM & HRD, Challenges of HRD, HRD Systems, HRD Strategies, HRD Model, Techniques of Assessment.

## **UNIT-II**

**HRD needs:** Organizational Analysis; Task analysis and individual analysis.

**HRD strategies:** Individual development; team development; designing training programmes, on the job, off-the job; Training methodology; role of trainer; MDPs; Out bound training; Training evaluation.

## **UNIT-III**

Competency mapping; Job redesigning; Job enlargement; Job enrichment; Job rotation; Suggestion schemes; Career Planning; Career strategy, Career Development, Employee Counselling, Employee Powerment.

## **UNIT-IV**

Quality of Worklife; Quality Circles; Kaizen; Strategic Human Resource Development; Problems and Prospects of HRD in Indian Organization; HRD experiments and cases – In India and other countries.

### **Suggested Readings:**

1. Desimone; R.L. Werner, JM & Harris, D.M. : Human Resource Development, Thomson.
2. Mishra: Human Resource Planning and Development, Dreamtech press
3. Rajsekharan, N.P.: Competency Web, Universities Press.
4. Rao, T.V.: Reading in HRD, Oxford & IBH.
5. Pareek, UdailRao, T.V: Designing and Managing Human Resource Systems, Oxford & IBH.
6. Arthur, M. : Career Theory Handbook, Englewood Cliffs, Prentice Hall Inc., 1991
7. Belkaoui, A. R. and Belkaoui, J.M. : Human Resource Valuation: A Guide to Strategies and Techniques, Greenwood, Quorum Books, 1995.
8. Dale, B. : Total Quality and Human Resources: An Executivew Guide, Oxford, Blackwell, 1992.
9. Greenhaus, J.H. : Career Management, New York, Dryden, 1987.
10. Kavanagh, M. J. etc. : Human Resource Information System: Development and Applications, Boston, PWS-Kent, 1993.

## **TEAM BUILDING & LEADERSHIP (AUMBAHR-05)**

### **UNIT-I**

**Leadership** – Meaning, Concepts and Myths about Leadership, Components of Leadership- Leader, Followers and situation. Assessing Leadership & Measuring Its effects.

### **UNIT-III**

**Focus on the Leader** – Power and Influence; Leadership and Values. Leadership Traits; Leadership Behaviour; Contingency Theories of Leadership; Leadership and Change.

### **UNIT-III**

Groups, Teams and Their Leadership. Groups – Nature, Group Size, Stages of Group Development, Group Roles, Group Norms, Group Cohesion. Teams – Effective Team Characteristics and Team Building, Ginnetts Team Effectiveness Leadership Model.

### **UNIT-IV**

**Leadership Skills** – Basic Leadership Skills, Building Technical Competency, Advanced Leadership Skills, Team Building for Work Teams, Building High Performance Teams.

#### **Suggested Readings :**

1. Hughes, Ginnett, Curphy - Leadership, Enhancing The Lessons of Experience (Tata McGraw Hill, 5th Ed.)
2. Dubrin: Leadership research Findings Practice and Skills, Biztantra publications
3. Yukl G - Leadership in Organisations (Pearson, 6th Ed.)
4. West Michael - Effective Team Work (Excel Books, 1st Ed.)
5. Sadler Philip - Leadership (Crest Publishing House)

## **PERSONAL GROWTH AND TRAINING & DEVELOPMENT (AUMBAHR-06)**

### **UNIT-I**

**Personality:** Meaning & Concept, Personality Patterns, Symbols of Self, Moulding the Personality Pattern, Persistence & Change.

**Personality & Personal Effectiveness:** Psychometric Theories –Cattelle and Big Five, Psychodynamic Theories - Carl Jung and MBTI, Transactional Analysis, Johari –Window, Personal Effectiveness.

## **UNIT-II**

**Personality Determinants:** An overview of Personality determinants.

**Evaluation of Personality:** Sick Personalities and Healthy Personalities.

## **UNIT-III**

**Training :** Concept, Role, Need and Importance of Training, Types of Training, Understanding Process of Learning, Developing an Integrated Approach of Learning in Training Programme.

## **UNIT-IV**

**Training Need Assessment:** Determination of Training Needs, Approaches to Training Needs Assessment, TNA Cycle of Events. Designing Training Programmes, Methods of conducting Training, Evaluation of Training Programmes.

### **Suggestion Readings :**

1. Hurlock., Elizabeth B - Personality Development (Tata McGraw Hill, 1st Ed.)
2. B.Janakiram: Training & Development, Biztantra Publications
3. Udai Pareek - Understanding Organizational Behaviour (Oxford, 2nd Ed.)
4. Sahu R..K. - Training for Development (Excel Books, 1st Ed.)
5. Tapomoy Deb - Training & Development Concepts & Application (Ane Books, 6th Ed.)
6. Friedman & Schustack - Personality: Classic Theories and Modern Research (Pearson)
7. Lynton & Pareek - Training for Development (Vistaar Publication, 2nd Ed.)
8. Hall Calvin S. et al - Theories of Personality (Wiley-India Text Books, 4th Ed)

## **FARM BUSINESS MANAGEMENT (AUMBAAGM-04)**

### **Objective**

To acquaint the students with the basic principles of farm management dealing with the analysis of farm resources having alternatives within the framework of resource restrictions.

### **UNIT I**

Nature, scope, characteristics and role of farm business management; farm management decisions; farm management problems.

### **UNIT II**

Principles of farm management decisions – principle of variable proportion, cost principle, principle of factor substitution, law of equi-marginal returns, opportunity cost principle, etc.

### **UNIT III**

Tools of farm management and farm business analysis - farm planning and budgeting; Farm

records and accounts, types and problems in farm records and accounts, net worth statement, farm efficiency measures.

#### UNIT IV

Management of farm resources – Land, Labour, Farm machinery, Farm building, etc. Risk and uncertainty in farming - sources of uncertainty in farming, management strategy to counteract uncertainty and decision making process in farm business management under risks and uncertainty.

#### Suggested Readings

Heady EO & Jensen H. 1960. Farm Management Economics. Prentice Hall.

Johl SS & Kapoor TR. 1973. Fundamentals of Farm Business Management. Kalyani Publ.

Kahlon AS & Singh K. 1992. Economics of Farm Management in India. Allied Publ.

Panda SC. 2007. Farm Management & Agricultural Marketing. Kalyani Publ.

ABM 535 (2+0) MANAGEMENT OF AGRIBUSINESS COOPERATIVES

### **Project Management and Entrepreneurship Development (AUMBAAGM-05)**

#### **Objective**

The objective of this course is to expose the learner to the fields of project management and entrepreneurship development. Focus will be to train the students to develop new projects and encouraging them to start their own ventures.

#### Contents

##### UNIT I

Concept, characteristics of projects, types of projects, project identification, and Project's life cycle.

##### UNIT II

Project feasibility- market feasibility, technical feasibility, financial feasibility, and economic feasibility, social cost-benefit analysis, project risk analysis.

##### UNIT III

Network Methods: Meaning, Network Analysis, Requirements for Network Analysis, Critical Path Method (CPM), Programme Evaluation and Review Technique (PERT), Project scheduling and resource allocation.

#### UNIT IV

Financial appraisal/evaluation techniques- discounted/non-discounted cash flows; Net present values, profitability index, Internal rate of returns; Cost benefits ratio; Accounting rate of return, Payback period, Project implementation; Cost overrun, Project control and information system.

#### UNIT V

Entrepreneurship, Significance of entrepreneurship in economic development qualities of entrepreneur, entrepreneurship development programs and role of various institutions in developing entrepreneurship, life cycles of new business, environmental factors affecting success of a new business, reasons for the failure and visible problems for business, Developing effective business plans, Procedural steps in setting up of an industry.

#### Suggested Readings

Chandra P. 2005. Project Management. Tata McGraw Hill.

Gopal Krishan P & Nagarajan K. 2005. Project Management. New Age.

Hisrich RD & Peters MP. 2002. Entrepreneurship. Tata McGraw Hill.

Kaplan JM. 2003. Patterns of Entrepreneurship. John Wiley & Sons.

## **AGRI SUPPLY CHAIN MANAGEMENT (AUMBAAGM-06)**

### **Objective**

The course introduces students to the concepts and processes of agricultural supply chain management, framework for structuring supply chain drivers; network designs, demand forecasting, inventory planning, sourcing decisions and IT enablement of supply chain.

### **UNIT I**

Supply Chain: Changing Business Environment; SCM: Present Need; Conceptual Model of Supply Chain Management; Evolution of SCM; SCM Approach; Traditional Agri. Supply Chain Management Approach; Modern Supply Chain Management Approach; Elements in SCM. Innovations in Global Agri-SCM, Supply Chain Visibility Concepts.

### **UNIT II**

Demand Management in Supply Chain: Types of Demand, Demand Planning and Forecasting; Operations Management in Supply Chain, Basic Principles of Manufacturing Management. Inventory planning with known /unknown demand, Bullwhip effect.

### **UNIT III**

Procurement Management in Agri. Supply chain: Purchasing Cycle, Types of Purchases, Contract/Corporate Farming, Classification of Purchases Goods or Services, Traditional Inventory Management, Material Requirements Planning, Just in Time (JIT), Vendor Managed Inventory (VMI).

### **UNIT IV**

Logistics Management: History and Evolution of Logistics; Elements of Logistics; Management; Distribution Management, Distribution Strategies; Pool Distribution; Transportation Management; Fleet Management; Service Innovation; Warehousing; Packaging for Logistics, Third-Party Logistics (TPL/3PL); GPS Technology, case studies.

Concept of Information Technology: IT Application in SCM; Advanced Planning and Scheduling; SCM in Electronic Business.

## Suggested Readings

Altekar RV. 2006. Supply Chain Management: Concepts and Cases. Prentice Hall of India. Monczka R, Trent R & Handfield R. 2002. Purchasing and Supply Chain Management. Thomson Asia. van Weele AJ. 2000. Purchasing and Supply Chain Management Analysis, Planning and Practice. Vikas Publ. House

## **Management Information System & Managerial Computing (AUMBAPHM-04)**

### **Objective:**

The focus should be on making participants understand the use and management of information technology in the Pharmaceutical sector

UNIT1: Analysis of Information System Requirements Process Modelling, Examining Business Processes Developing IS/IT Architecture, IT Implementation Understanding Causes of IS Failures knowledge management, ERP, Social Networking, Strategic IT Transformation

UNIT2: Basics of Data, Data Modelling, Data visualization, data mining, unstructured data analytics and machine learning, Data Warehouse & BI Systems, Cloud computing and big data, bioinformatics and health informatics, and image analysis and application to analytics

UNIT 3: Understanding spreadsheet, mathematical functions, logical functions, Lookup functions, reference functions, Array functions, Data Tables, Goal Seek, Sorting, Filtering, Pivot Tables, String, Date and Time Functions.

UNIT 4: Introduction to Visual Basic, flowchart, Basic coding in Visual Basic for data analysis including debugging, Control structures, iterative control structures Introduction to Access, Basics of data storage and analysis using Microsoft Access.

### **References:**

**1) Textbook of Managerial Computing - R L Panigrahy**

## **Pharmaceutical Advertising and Sales Promotion Management (AUMBAPHM-05)**

**Objective:** The focus should be on making participants understand how advertisement and sales promotion campaigns need to be carried out, How to measure their impact etc.

UNIT I: Sales promotion objectives, sales promotion in pharma sector; Advertising, personal selling, public relations and sales promotion of pharma products, sales promotion and consumer behaviour, Sales promotion budget, evaluation guidelines.

UNIT II: Advertising objective, how advertisement works, budget allocation, Developing advertising objectives, Introduction to Integrated Marketing Communication (IMC),

UNIT III : Consumer Behaviour & IMC, Media Strategy and Planning: - Media Plan, traditional Media Scheduling, Digital and Social Media Planning, Challenges in Advertising, Ethics of Advertising, creative strategy's Planning development execution and evaluation, Media evaluation.

UNIT IV: IPR fundamentals: IP vs conventional property. Importance/role of IPRs in business management.

Introduction to different IP mechanisms, their characteristics, properties and business. . IPRs in strategic business planning: Business implications and importance of various IP mechanisms, especially patents.

## **Financial Management (AUMBA-06)**

**Objectives:** The focus should be on making participants understand the management of financial resources.

UNIT1. Corporate finance function: Concept, scope and its relationship with other functional areas. Sources of financial information, financial institutions and markets. Understanding financial statements - ratio analysis, cash flow statement, EVA, reporting on corporate governance. Present value – time value of money as basis of financial decision-making, mathematics of finance. Risk and return - concept of risk, relationship between expected return and risk, models for risk and return - CAPM, APT and multi-factor models.

UNIT2. Investment decision making: Estimating free cash flows cost of capital decision rules, capital budgeting rules to projects when facing capital rationing constraints. Capital structural planning - operating and financial leverage; Capital structure theories and value of firm; Capital structure planning and policy; Cost of capital, capital structure and value of firm.

UNIT3. Financing decision: Hybrid securities namely convertible and nonconvertible debentures, deep discount bonds, warrants, secured premium notes. Asset-based financing - leasing, hire purchase. Dividend policy- dividend theories, determination of dividend policy, share buyback, retention of profits, dividend policy studies in India.



UNIT 4. Venture capital financing: Concept, developments in India, process and method of financing, fiscal incentives, debt securitization. Working capital estimation and management: Operating cycle concept, managing cash and cash equivalents, managing inventory, managing accounts receivables, managing payables. Working capital financing – trade credit, bank finance, commercial paper, factoring, money market structures and recent developments.

## **DATA COMMUNICATION & NETWORK (AUMBAIT-04)**

### **UNIT-I**

Fundamentals of Communication System; Communication Links, Communication System Formats; Character Codes, Digital Data Rates; Asynchronous and Synchronous Data, Types of signals: AM; FM; PM; PCM; PDM; TDMA; FDMA; SDMA; CDMA; ASK; FSK; PSK

**Features:** Error detection and correction codes; Hamming codes.

### **UNIT-II**

**LAN topologies:** Workstation; Server; Cables; Types of Ethernet; Broadband and base-band; Optical Fibers; Network Interface Card.

**Networks and accessories:** LAN, MAN, WAN; Hub; Bridges; Switches; Routers; Gateways Cell Relay; Frame Relay; ISDN; B-ISDN

### **UNIT-III**

OSI Model; Broadcasting; Multicasting; Point-to-point communication; IP Addressing, Concepts of Port; Socket; ATM; Tunneling; Virtual Private Network.

**Network Operating systems:** Unix; Linux; Windows.

### **UNIT-IV**

**Mobile Communication:** Applications of Mobile Communication; Wireless Communication: Bandwidth, Transmission Impairment, Interference, Terrestrial Microwave, Broadcast Radio, Infrared & Light Waves,

**Mobile Internet & WML:** Mobile IP, Wireless TCP& UDP, WAP, WML

### **SUGGESTED READINGS:**

- 1) James Irvine:Data Communication and Networks,Wiley India
- 2) Widjaja L G - Communication Networks (Tata McGraw Hill, 2000)
- 3) Comer - Computer Networks and Internets (Pearson Education, 4th Ed.)
- 4) Stallings W - Data Computer Communication (Pearson Education, 2003, 7th Ed.)
- 5) Olifer- Computer Networks,Wiley India
- 6) Tanenbaum - Computer Networks (Prentice-Hall, 2004, 4th Ed.)
- 7) Black - Computer Networks (Prentice-Hall, 1999, 2nd Ed.)

## **ENTERPRISE RESOURCE PLANNING (AUMBAIT-05)**

### **UNIT-I**

#### **ENTERPRISE RESOURCE PLANNING:**

Evolution of ERP, Definition, Elements, Problem of System islands, need for system Integration, ERP products and Market, Opportunities and problems in ERP selection and implementation, MRP and MRPII.

### **UNIT-II**

#### **BUSINESS PROCESS REENGINEERING:-**

Conceptual foundation of Business Process Re-engineering Role of Information Technology in BPR, Process identification and mapping, Process improvement and Process Redesign. Man Management for BPR implementation.

### **UNIT-III**

#### **ERP MODUELS/FUNCTIONALITY:-**

Functional modules of ERP system, Sales order processing, MRP, Scheduling, Forecasting, Maintenance, Distribution, Finance and HRP; Features of each of the modules; Description of data flows across each module: Overview of the supporting data bases; Technologies required for ERP, Hardware Platform, Communication and networks.

### **UNIT-IV**

#### **IMPLEMENTATION ISSUES:-**

Pre-implementation issues, Financial justification of ERP, Evaluation of Commercial Software; During implementation issues, Education and training, Project management; Post implementation issues, Performance measurement.

#### **INTEGRATION OF ERP WITH NET TECHNOLOGIES:**

Net technologies, Evolution of E-Commerce, EDI and E-business, Internet in ERP, Internet banking and related technologies, security and privacy issues, future growth of E-business.

#### **Suggestion Readings :**

1. V.K. Garg and N.K. Venkitakrishnan, Enterprise Resource Planning: Concepts and Practices, Prentice Hall (I) 1999, New Delhi.
2. Dey :Business process re-engineering,Biztantra
3. Hammer, Micheal and JamtsChamby Reengineering the corporation, 1997.
4. Leon, Alexix Countdown 2000, Tata McGraw.

5. J. Kanter, Managing with Information, Prentice Hall (I), 1996, New Delhi.
6. Carr, K. and Johansson, H.J. Best Practices in Re-engineering. New York, McGraw Hill, 1995.

## **INTERNET AND WEB DESIGNING (AUMBAIT-06)**

### **UNIT-I**

**Introduction to Internet**, Evolution of Internet, Hardware and Software Requirements for Internet, Internet Application, Bandwidth, Types of Internet Connections (Broadband/Dial-UP/Lease Line/ISDN/DSL etc.), Internet Features (Electronic Mail, Newsgroups, FTP Archive, Real Time Activity, Video, Audio, Search Engine), World Wide Web, WWW Browsers, WWW Servers.

### **UNIT-II**

**TCP/IP Connectivity** - IP addressing, DNS, Domain Names Registration process, Routing with TCP/IP Basics, Routing Protocol, Static Routing, Open Shortest Path First Protocol, Exterior Gateway Protocols (EGP, Border Gateway Protocol, Multi-Routing Protocol Environments).

**Internet Technology** – WI-FI, 2G, 3G etc.

### **UNIT-III**

**HTML** - Text formatting, Data, Tables, Table layout, Images, HTML Interactivity, URLs, HTTP, NNTP, Hyperlinks, Menus & Image Maps, HTML Form, Embedded objects in HTML, Web Typography, Approaching Web Typography, Graphics and Type, Families and Faces, Type forms, Color and Type, Adding Graphics, Adding Graphics with the Image Element, Using images as links, Creating Image Maps, Working with Image Files, Layout Technology, Standard HTML Formatting, Tables, Frames,

### **UNIT-IV**

**Cascading Style Sheets**, Understanding CSSI's Advantages and Limitations, Embedding of CSS In HTML, Learning How CSSI Works, Introduction to XML.

#### **Suggested Readings:**

1. Kogent: HTML 5 Black book, Dreamtech press
2. Deven Shah: A Complete guide to Internet and Web Programming, Dreamtech press
3. Internet Get Started: BPB Publications.
4. Loren Buhle, "Webmaster Professional Reference", New Riders Publishing.
5. Rick Darnell "HTML 4", Techmedia.
6. Tauber, "Mastering Front Page 2000" BPB.
7. James Jaworski, "Making Java Script and JSCRIPT", BPB Publications.

## **INTERNATIONAL LOGISTIC MANAGEMENT (AUMBAIB – 04 )**

### **UNIT-I**

**Introduction to Logistic System:** Concepts of Logistics, Scope and Objectives of Logistics, System Elements, Importance of Logistics, Relevance of Logistics to Expert Management, Logistics Excellence.

**Logistics Management:** Logistics as part of SCM, Logistics costs, different models, logistics sub-system, inbound and outbound logistics, bullwhip effect in logistics, Distribution and warehousing management.

### **UNIT-II**

**Structure of Shipping Industry and World Seaborne Trade:** Different type of Ships, Shipping Routes, Operating Ships-Linear and Tramp, Organization of Shipping Company. Volume and value of World Trade, World Tonnage, Flags of Convenience, Conference System, Chartering.

### **UNIT-III**

**Freight Structure and Role of Intermediaries:** Principles of Freight Rates, Linear Freight Structure, Tramp Freight Structure, Shipping Agents, Freight Brokers, Freight Forwarders Stevedores.

**Purchasing & Vendor Management:** Centralized and Decentralized purchasing, functions of purchase department and purchase policies. Use of mathematical model for vendor rating / evaluation, single vendor concept, management of stores, accounting for materials

### **UNIT-IV**

**Indian Shipping and Containerization:** Ports in India, Developments in India Shipping, Ports Infrastructure Development, Shipping Association, Shipment of Govt. Controlled Cargo. Concept of Containerization, Classification of Constraints in Containerization, I.C.D's.

**International Air Transport:** Concept of Air Transport, Advantages of Air Transport, Constraints, Air Cargo, Tariff Structure, I.A.T.A.

### **SUGGESTED READING:**

1. Rushton, A., Croucher, P. and Peter Baker, (2006). Handbook of Logistics and Distribution Management, 3rd Edition, Kogan Page Pub..
2. Christopher Martin. (2005). Logistics & Supply Chain Management Creating Valueadding Networks, 3rd Edition, Pearson Education.
3. Chopra Sunil and Peter Meindl (2009). Supply Chain Management, 4th Edition, Pearson Education. 4
- . Ballou, R. H. (2004). Business Logistic Management, 5th Edition, Prentice Hall, New Delhi.

5. Bowersox, D. J., David, J & Cooper (2010). Supply Chain Logistics Management, McGraw Hill
6. Agarwal D.K.(2009) - A Text Book of Logistics and Supply chain management (Macmillan, 3rd Ed.).

## **INTERNATIONAL FINANCIAL MANAGEMENT (AUMBAIB – 05)**

### **UNIT-I**

**International Finance:** concept & role of international finance manager in multinational corporations.  
**Different types of risks:** country risk analysis.

**International financial environment:** international transactions & financial market, trade & capital flow, inflation, exchange control & currency devaluation, expropriation etc.

### **UNIT-II**

**Role of FDI & FII :** Foreign direct investment & foreign institutional investment foreign collaboration trends since liberalization.

**Financial operations of multinational corporation:** sources & investment: short, medium & long term national currency financing foreign currency financing, regional & national development finance, private investment companies. Multilateral financial institution: WB/IMF, ADB. Export & import financing: role of commercial banks. Basic instruments, private non-bank sources of finance.

### **UNIT-III**

**Financial innovation & risk sharing:** introduction, futures markets in growing world, financial future trading, role of financial futures, swap markets, basic swap structure, interest rate, fixed rates currency, currency coupon types.

**International stock exchanges:** New York, London, Luxemburg, third world and Asian stock exchanges: working and their influences, the securities market, bond market, foreign portfolio investment.

### **UNIT-IV**

**New developments in international finance:** country funds, ADR, GDR, EURO issues, ECBs, their process of issue, benefits, limitations & specific guidelines issued by Foreign Investment Promotion Board (FIPB). International financial investment strategies and regulations for Indian Companies.

**Foreign Exchange Management Act, 1999:** Need, Scope, FERA, Various Provisions.

#### **Suggested Readings:**

- 1) Khan, M. Y. and Jain P. K. (2012). Financial Management, Text, Problems & Cases, 5th Edition, Tata McGraw Hill Company, New Delhi.

- 2) Maheshwari, S.N.(2010)., International Financial Management – Principles & Practice, 13th Edition, Sultan Chand & Sons..
- 3) Van Horne, James, C (2009). Principles of Financial Management, Pearson.
- 4) Prasanna, Chandra (2011) Financial Management: Theory and Practice, 7th Edition, Tata McGraw Hill.
- 5) Van Horn, JC(2010), Financial Management and Policy, Prentice Hall, New Delhi
- 6) PG Godbole(2010), Mergers, Acquisitions and Corporate Restructuring, Vikas Publishers, New Delhi.

## **INTERNATIONAL BUSINESS ETHICS AND SOCIAL RESPONSIBILITY (AUMBAIB – 06 )**

### **UNIT-I**

**Fundamental principles of ethics:** Ethics in international business, Normative and relative ethics, concept and choice, Legal compliances. Sarbanes Oxley Act (SOX), Home and host country's regulations and compulsions of international agencies.

### **UNIT-II**

**Corporate governance:** Corporate governance beyond legal compliance. Human dignity, Meeting stake holders, expectations, competitiveness and fair trade practices, Employee wellness. International Importance of integrity, avoidance of corrupt, practices, Importance of doing business on merit.

### **UNIT-III**

**Social Responsibility:** Meaning, Wider concept of social responsibility, Balance between profit and social / moral obligations and survival. Ethics and human rights.

**Global Environment:** Balanced global environment Kyoto Protocol concern of global warming, judicious use of natural resources, Maintenance of ecological balance, Sustainable development, Cost benefit analysis of corporate social responsibility and good corporate citizenship.

### **UNIT-IV**

**Role of International trade:** Role of international trade and business organizations Concept of Ombudsman. Cases- Analysis of failure of leading corporate and top auditing firms due to lapses in ethics and social responsibilities.

Legal and Ethical Issues in International Trade.

#### **Suggested Reading:**

- 1) Weiss, Joseph W (2011). Business Ethics: Concepts & Cases, Cengage Learning.
- 2) Colin Fisher and Alan Lovell (2010). Business ethics and values: Individual, Corporate and International Perspectives, Prentice Hall.
- 3) Hartman , Laura P. and Joe DesJardins (2009). Business Ethics: Decision-Making For Personal Integrity And Social Responsibility, McGraw-Hill/Irwin
- 4) Hartman, Laura P and AbhaChatterjee (2009). Perspectives in Business Ethics, Tata McGraw Hill .

