

Y ABIF A E FB I E AD I I A I EXEC I E F HE
EXA T A I F
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Note:

1. Examination in each subject will be of 3 hours duration except for Strategic Management (MBAEX8201).
- 2.

* Comprehensive Viva-Voce of 2nd Semester would be based on papers taught in 1st and 2nd Semester.

MBAEX7103	FINANCIAL MANAGEMENT	100
MBAEX7104	WORKSHOP ON BUSINESS COMPUTING	50
	TOTAL	<hr/> 350

*** Comprehensive Viva-Voce of the 4th Semester would be based on papers taught in 3rd and 4th Semester.*

FI E E E

BAEX6 B I E EC IC

e t e The objective of this course is to equip the students with basic knowledge of the concepts and tools of economic analysis relevant for business decision making.

I I

Nature and scope of business economics, concept of economics and managerial decision making, demand theory and techniques for demand estimation, demand forecasting. Production function for single product, production function for multiple products, empirical evidence on the shape of cost curves, relevance of cost theories in business decision-making.

I II

Market structure and degree of competition, profit maximization, price and output determination in the short-run and long run: in perfect competition, mo

8. Shapiro, E., *Macro Economics*, Galgotia Publishers.

BAEX6 B I E A I IC

e t e The objective of this paper is to acquaint the students with various statistical tools and techniques used to business decision making

I I

Construction of frequency distributions and their analysis in the form of measures of central tendency and variations, types of measures, Skewness-meaning and co-efficient of Skewness. Kurtosis. Index Numbers: Definition and Methods of Construction of Index Numbers; Tests of consistency, Base shifting, splicing and Deflation; Problems in construction, importance of index numbers in Managerial decision making.

I II

Correlation analysis- meaning & types of correlation, Karl Pearson's coefficient of correlation and spearman's rank correlation, regression analysis-meaning and two lines of regression ,relationship between correlation and regression co-efficient, time series analysis- measurement of trend and seasonal variations, time series and forecasting.

I III

Probability- basic concepts and approaches, addition, multiplication and Bayes' theorem, probability distributions - meaning, types and applications, binomial, Poisson and normal distributions.

I I

Statistical inference: Concept of sampling distribution, parameter and statistics, standard error.

Theory of estimation: Point and interval estimation, construction and confidence limits for mean.

Tests of significance-parametric v/s non-parametric tests, hypothesis testing, large samples, small samples- chi-square test, Z-test, t-test, Binomial test, Analysis of Variance. Independence of Attributes, Goodness of Fit and Test of Homogeneity. .

Group process: group and intergroup behaviour, group decision making, team management:

e t e Judicious decision making in a business organization requires the proper knowledge of the environment in which it has to function. This course aims at orienting the students with all the external environmental forces which affect the decision making process of an organization.

I I **N**

Concept of business environment: its significance and nature, interaction matrix of different, environment factors, process of environmental scanning, environmental scanning of important industries of India viz. tractors pharmaceutical industry, food processing, electronics fertilizers steel, soft drinks, and TV.

I II **N**

Economic environment: the philosophy, strategy and planning in India, monetary policy and their impact on Indian business, industrial policy foreign trade policy and their impact on Indian business, political environment: relation between business and government of India.

e eren e

1. Adhikari, A., *Economic environment of business*, Sultan Chand & Sons
2. Adhikary, M., *Business Economics*, Excel Books, New Delhi.
3. Aswathappa, K., *Essentials of business environment*, Himalaya Publishing House.
4. Cherulinum, F., *Business Environment*, Himalaya Publishing House
5. Puri, V.K. and Misra, S.K., *Indian economy*, Himalaya Publishing House.

BAEX6 E A I A AGE E

e t e The objective of this paper is to acquaint the students with various quantitative techniques which are of great importance for quantitative decision-making.

I I

Operations research: evolution, methodology and role in managerial decision making, linear programming: meaning, assumptions, advantages, scope and limitations, formulation of problem and its solution by graphical and simplex methods, special cases in simplex method, infeasibility, degeneracy, unboundedness and multiple optimal solutions, duality.

I II

Transportation problems including transshipment problems: special cases in transportation problems, unbalanced problems, degeneracy, maximization objective and multiple optimal solutions, assignment problems including traveling salesman's problem, special cases in assignment problems: unbalanced problems, maximization objective and multiple optimal solutions.

I III

PERT/CPM: difference between PERT and CPM, network construction, calculating EST, EFT, LST, LFT and floats, probability considerations in PERT, time-cost trade-off, decision theory: decision making under uncertainty and risk, Bayesian analysis, decision trees.

I I

Game theory, pure and mixed strategy games, principle of dominance, two person zero sum game, queuing theory: concept, assumptions and applications, analysis of queue system, Poisson

Fieldwork- preparation of data collection instruments, measurement and scaling concepts, measurement scales, questionnaire (instrument) design, sampling design and sampling procedures, sample size estimation ,fieldwork processing of data, data analysis -basic data analysis ,hypothesis testing –t test ,chi-square test, test of proportion, bivariate analysis-tests of differences and measures of association through use of parametric and non parametric tests, report writing, use of computers in research.

References

1. Bryman, A. & Bell, E., *Business Research Methods*, Oxford University Press, New York
2. Carver, R .H. & Nash, J.G., *Data Analysis with SPSS*, Cengage Learning, New Delhi
3. Cooper, D.R. & Schindler, P.S., *Business Research Methods*, Tata McGraw Hill, New Delhi
Delhi
4. Gaur, A. S. & Gaur, S.S. *Statistical Methods for Practice and Research.-A Guide to Analysis Using SPSS*, Response Books, New Delhi
5. Kothari, C.R., *Research Methodology-Methods and Techniques*, Wiley Eastern.
6. Kumar, R., *Research Methodology- A Step by Step Guide for Beginners.* , Pearson Education.
7. Sekaran, U. *Research Methods for Business-A Skill Building Approach*, John Wiley,
Singapore
8. Zikmund, W.G., *Business Research Methods*, Cengage Learning, Singapore

H I D E E E

BAEX H A E CE A AGE E

e t e

Human resource management: functions, scope and models, HRM environment and environmental scanning, human resource planning, job analysis and job designing, recruitment, selection, induction and placement, training and development, job evaluation.

I II
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Managing performance, potential management, fringe benefits and incentives: compensation management, promotion, demotion, transfer, separation and right sizing.

I III
N

Team management, empowerment management, creativity and decision making management, organisational learning and knowledge management, culture management, change management,

Objective: The course aims at making participants understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm with a view to better understand and appreciate the complexities associated with the marketing function.

I I

Introduction to marketing: meaning, nature and scope of marketing, marketing philosophies, marketing management process, concept of marketing mix, market analysis: understanding marketing environment, consumer and organization buyer behaviour, market measurement and marketing research, market segmentation, targeting and positioning.

I II

Product planning and pricing: product concept, types of products, major product decisions, brand management, product life cycle, new product development process, pricing decisions, determinants of price, pricing process, policies and strategies.

I III

Promotion and distribution decisions: communication process, promotion tools: advertising, personal selling, publicity and sales promotion, distribution channel decisions-types and functions of intermediaries, selection and management of intermediaries.

I I

Marketing organization and control: organizing for marketing, marketing implementation & control, ethics in marketing, emerging trends and issues in marketing: consumerism, rural marketing, societal marketing, direct and online marketing, green marketing, retail marketing, customer relation marketing.

References

1. Czinkota, M.R. and Kotabe.M., *Marketing Management*, Vikas Publishing, New Delhi.
2. Douglas, J., Darymple, J. and Parsons, L.J., *Marketing Management: Text and Cases*, John Wiley and Sons.
3. Kotler, P., *Marketing Management: Analysis, Planning, Implementation & Control*, Prentice Hall of India, New Delhi.

4. Michael, J.E., Bruce, J.W. and William, J.S., *Marketing Management*, Tata McGraw Hill, New Delhi.
5. Perreault, W.D. and Jerome, E.M., *Basic Marketing*, Tata McGraw Hill, New Delhi.
6. Pride, W.M. and Ferrell, O.C., *Marketing: Concepts and Strategies*, Biztantra Press, Delhi.
7. Ramaswamy, V.S. and Namakumari, S., *Marketing Management: Planning, Control*, MacMillan Press, New Delhi.
8. Zikmund, A., *Marketing*, Thomson Learning, Mumbai.

BA

I I

Dividend decision: concept of retained earnings and ploughing back of profits, relevance and irrelevance theories of dividend decision: Walter's model, Gordon's model and Modigliani miller model, factors affecting dividend decision, overview of working capital decision: concept, components, factors affecting working capital requirement, working capital management: management of cash, inventory and receivables, introduction to working capital financing.

e eren es

1. Damodaran, A., *Corporate Finance –Theory & Practice*, John Wiley and Sons, Inc.
2. Gitman, L.J., *Principles of Managerial Finance*

using any software; application of computers in project management: features, capabilities & limitations of project management software (with reference to popular software viz. MS – project)

References

1. Basandra, S. K., *Computers Today*, Galgotia Books.
2. Meredith, J. R. and Mantel, S. J., *Project management a managerial approach*, John Wiley and Sons.
- 3.

Elements for a programme, entrepreneurial training and development programmes, entrepreneurship orientation and awareness programme, evaluation of various EDP programmes, women entrepreneurs, steps taken by government, to promote EDP's, institutional entrepreneurial environment in India.

I III

Definition of MSME (*micro, small and medium enterprises*), rationale, objective, scope, role of MSME in economic development of India, significant provisions of MSME act, 2006, mechanics of setting of new enterprise: size and location, optimum units: its meaning and determinants, size of industrial units in India, feasibility studies, technical, marketing and finance, managerial problems of new enterprises, production purchasing, financing, labour and marketing problems, facilities provided by different institutions and agencies in India, role of SMES in global environment.

I I

Role of support institutions: of director of industries, DIC, SIDO, SIDBI, small industries development corporation (SIDC), SISI, NSIC, NIESBUD, state financial corporation (SFCs).

References

1. Desai, V., *Small – Scale Industries and Entrepreneurship*, Himalaya Publishing House.
2. Deshpande M. V., *Entrepreneurship of Small Industries*, Deep and Deep publications, New Delhi.
3. Holt, D.H., *Entrepreneurship – New venture Creation*, Prentice Hall.
4. Kaulgud, A., *Entrepreneurship Management*

I I
N

The business plan: The dual purpose document, business plan development and advice, the business plan, development of proformas, checklist of financial information, business plan

Entrepreneur, McGraw-Hill.

6. Smith, R.L. and Smith, J.K., *Entrepreneurial Finance*, John Wiley & Sons, Inc.

BAEX **I F A** **C** **E A D** **EC** **FI A CE**
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e t e: Projects are non-recurring activities requiring a different set of skill for planning as compared to regular and operative activities. The course is aimed at developing understanding of project activities and relevant skills.

I I
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Project identification analysis: socio-economic consideration in project formulation, social infrastructure projects for sustainable development, investment opportunities, project screening and presentation of projects of decision making, expansion of capacity, diversification.

I II
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Market and technical analysis: market and demand analysis: market survey, demand forecasting, uncertainties in demand forecasting, technical analysis: product mix, plant capacity, materials and inputs, machinery and equipment, project costing and finance: cost of project, cost of production, break even analysis, means of financing project, tax aspects in project finance, role of financial institution in project finance.

I III
↓ ↓

Project appraisal: time value of money, project appraisal techniques: payback period, accounting rate of return, net present value, internal rate of return, benefit cost ratio, social cost benefit analysis, effective rate of protection, risk analysis: measures of risk, sensitivity analysis, simulation analysis, decision tree analysis.

I I
↓ ↓

Project scheduling/network techniques in project management: CPM and PERT analysis, float times, crashing of activities, contraction of network for cost optimization, updating, cost analysis of resources allocation, multiple projects: project dependence, capital rationing, ranking methods

Analysis of profitability: first-, second- and third-level breakdown of profitability analysis, and analysis of growth (changes in profitability) as well as sustainable earnings, prospective and valuation analysis: prospective analysis (short- and long-term forecasting), business strategy analysis, valuation- cash flow based and earnings based approaches.



Accounting analysis and valuation: creating accounting value, economic value added, and determining accounting as well as earnings quality (detecting accounting, transaction manipulation, disclosure quality, quality of earnings and cash flow forecasts), risk analysis analysis of equity risk (operating, financing and price risks), analysis of credit risk (liquidity, capital structure and solvency)

References

1. Bernstein, Leopold A. *Financial Statement Analysis*, McGraw-Hill International.
2. Foster, George. *Financial Statement Analysis*, Prentice Hall.
3. Penman, Stephen H. *Financial Statement Analysis and Security Valuation*, McGraw-Hill International
4. Stickney, Clyde P. and Brown, Paul R. *Financial Reporting and Statement Analysis*, The Dryden Press.
5. Subramanyam, K.R. and Wild, John J. *Financial Statement Analysis*, McGraw-Hill International.



Objective: This course aims at enabling the students to understand & analyze investment problems and developing their skills for the solution of these problems with the help of innovative financial processes, instruments & strategies.



Understanding meaning and need of financial engineering: financial engineering vis-a-vis financial analysis, factors leading to increasing need for financial engineering, financial engineering in India: derivatives and futures markets, features of financial derivatives, types of financial derivatives.

I II **N**

Product development and strategies: basics of product development, objective, design and testing, pricing and valuation of future and forwards, pricing and valuation of swaps, interest rate swaps, currency swaps, commodity swaps, options: call and put options, payoff profiles, option strategies, arbitrage restrictions on option prices, hedging approaches with options, equity related instruments: options, warrants, subscription rights, investment vehicle, index futures and options, foreign equities, treasury bond and notes futures.

I III **N**

Emerging instruments, concepts and issues: assets and liabilities management, securitization, asset backed securities, mortgage backed securities, corporate restructuring and leverage buyouts/ management buyout, value at risk (VAR).

I I **N**

Hybrid securities, credit derivatives, options on debt instruments, exotic options, synthetic instruments, and issues related to accounting treatment of derivatives, corporate risk management: planning and controlling reasons for hedging, cash flow hedges and value hedges, capital structure and hedging.

References

1. Dubofsky, D.A., *Derivatives*, Oxford University Press
2. Gupta, S.L., *Financial Derivatives*, Prentice Hall Inc.
3. Hull, J.C., *Options, Futures And Other Derivatives*, Prentice Hall Inc.
4. Marchall, J.F., Brchal

BAEX MANAGEMENT ACCOUNTING

Objective: The objective of this course is to allow students to gain knowledge, insight, and analytical skills related to how a corporation's senior executives design and implement the ongoing management systems that are used to plan and control the firm's performance. Students will examine elements of management systems including strategic planning, budgeting, resource allocation, performance measurement, evaluation and reward, as well as transfer pricing.

UNIT I

Management and control: basic concepts of management control system, strategic planning, inter-relationship among strategic planning, management control and operational control, designing and introduction of management control system, management control system and responsibility accounting, informal management controls.

UNIT II

Structure of management control: need for delegation, types of responsibility centers, organizational structure of responsibility centers, measuring and controlling assets employed, objectives and methods of transfer pricing, pricing corporate services and administration of transfer prices.

UNIT III

Management control process: strategic planning, analysis of new and ongoing programmes, strategic planning process, implementing radical process an

multinational and multi project corporations, management control-related ethical issues and analyses, the effects of environmental uncertainty and organizational strategy on management control systems.

References

1. Anthony, R.N. and Govindrajana, V., *Management Control Systems*, Tata McGraw-Hill.
2. Ghosh, N., *Management Control Systems*, Prentice Hall of India.
3. Merchant, K.A., *Modern Management Control Systems: Text and Cases*, Pearson Education Inc.
4. Merchant, K. and Van-der-Stede, W.A., *Management Control Systems: Performance, Evaluation and Incentives*, Prentice Hall.
5. Simons, R., *Performance Measurement and Control Systems for Implementing Strategy*

I III
N

Understanding the influences in the background, perspectives on the background, dynamic nature of the industry, competitive intelligence: Bringing the background into focus, mapping the way work gets done, identifying areas for improvement.

I I
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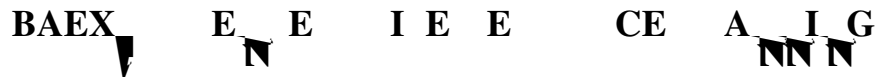
Planning for change, refined mission and scope, design options

levels of management, functional allocation of manage

systems, auditing around, through and with the computer, testing information systems, types of tests, how to generate tests, security of information systems, disaster recovery, business process continuity, systems analysis and design in the era of electronic commerce: B2B, B2C and C2C e-commerce, advantages and disadvantages of e-commerce, e-commerce system architecture: physical networks, logical network, world wide web, web-services – html, XML, electronic data interchange: EDI standards – virtual private networks – XML and EDI, complete system analysis and design case studies.

References

1. Dennis, A., Wixom, B.H. and Rogh, R.H., *Systems Analysis & Design*, John Wiley & Sons.
2. Hoffer, J.A., Joey, F. G. and Valacich, J.S., *Modern Systems Analysis and Design*, Pearson Education.
3. Kendall, K. and Kendall, J., *Systems Analysis and Design*, Pearson Education.
4. Valacich, J.S., Joey, F. G. and Hoffer, J.A., *Essentials of Systems Analysis and Design*, Pearson Education.

BAEX **E E** **IEE** **CE** **A I G**


Objective: The objective of this course is to acquaint the students with the knowledge of computerized productions, Materials distribution system of a manufacturing organization and impart knowledge to the students in the conceptual and operational aspects of ERP.

I I


Evolution of ERP, definition and ERP packages used- integrated management information, business process re-engineering, data warehousing, supply chain management- MRP (1), MRP (2), DRP, JIT

I II


ERP modules: finance, manufacturing, materials- quality benefits of ERP, reducing lead time, reduction in cycle time- DRP markets, going ERP way, ERP evaluation criteria.

I III


measurement of advertising effectiveness, advertising organisation – selection, compensation and appraisal of an agency, role of creativity in advertising.

I III
N

Consumer behaviour and marketing strategy; consumer involvement and decision making, information search process, evaluative criteria and decision rules, consumer motivation, information processing and consumer perception, Indian consumer market- economic, social, cultural and psychographic aspects.

I I
N

Consumer attitudes and attitude change, influence of personality and self concept on buying behaviour, psychographics and lifestyle, influence of culture, subculture and social class, reference group influence, diffusion of innovation and opinion leadership, family decision making, industrial buying behaviour, consumer behaviour audit.

References

- 1 Arens W.A., *Contemporary Advertising* Tata McGraw Hill, New Delhi.
- 2 Batra R., Myers, J. G. and Aaker D. A., *Advertising Management* Prentice Hall of India, New Delhi.
- 3 Belch, G.E. and Belch M. A., *Introduction to Advertising and Promotion* Irwin Publishers, Chicago (USA).
- 4 Laudon, D.L. & Bitta, A. J. D. *Consumer Behaviour*, Tata McGraw Hill New Delhi.
- 5 Sandage, C.H., Fryberger V. and Rotzoll K., *Advertising*, AITBS, Delhi.
- 6 Schiffman, L. G. and Kanuk, L. L. *Consumer Behaviour*, Prentice Hall of India, New Delhi.

BAEX G BA A E I G A AGE E
N N N N N

Objective The objective of this course is to develop a conceptual framework of international marketing management. This paper develops further the knowledge already gained in marketing.

I I
N

I I **N**

An overview of marketing research- definition and scope; phases, changes due to technology including the internet; the marketing research industry, experimental research design, application of marketing research and the following techniques of multivariate analysis to marketing mix elements viz.- factor analysis, cluster analysis, multi dimensional scaling and conjoint analysis, product research, advertising research- setting advertising objectives, concept testing, audience profiling, copy research, media research.

I II **N**

Pricing research including use of conjoint analysis for this purpose, package research distribution research, research for market segmenting including the use of cluster analysis for this purpose, scale validation- relationship of validity and reliability- their types and their estimation, qualitative research tools including ethnography and laddering

I III **N**

Product management : in context of business strategy, the relationship of product management to the marketing concept, product mix concept, product classification, product planning: marketing plan, portfolio analysis, market potential and forecasting, product market strategies, product life cycle : stages and corresponding strategies, product evaluation, product positioning : concept, product differentiation, positioning strategies, preplarate7(t)-42(i)38(o)-20ketira

1. Churchill, Gillert, Iacobucci, Dawn, *Marketing Research*, Thomson
2. Elliott, R. and Percy, L., *Strategic brand management*, Oxford University Press.
3. Kinnear, T.C. and Taylor J. R., *Marketing Research: an Applied Approach*, McGraw Hill Inc.
4. Malhotra, N. K., *Marketing Research: An applied orientation*, Pearson Prentice Hal, New Jersey.
5. Trott, Paul, *Innovation Management and New Product Management*, Prentice Hall
6. Ulrich, K.T. and S.D. Eppinger, *Product Design and Development*, McGraw Hill

BAEX **AB** **EGI** **A I** **I**


e t e The objective of this course is to enhance the participants understanding of Indian environment relating to industrial relations. Emphasis would be given to provisions and case laws of various acts.

I I


Legal regulation of employment conditions in India, law of master and servant relationship, concept of social justice.

I II


Industrial dispute act, 1947-definition of industry, workmen, industrial dispute, procedures, power and duties of authorities, strikes and lockouts, layoffs and retrenchment, industrial employment (standing order) act, 1947-certification process of standing orders.

I III


Trade union act, 1926-registration, immunities available to registered trade unions, payment of wages act, 1936-deductions and authorities, minimum wages act, 1948-fair wages, leaving wages, minimum wages, fixation of minimum rate of wages.

I


Contract labour (regulation and abolition) act, 1970-advisory boards, registration of establishments, licensing of contractors, welfare and health of contract labour, interstate migrant

workmen (regulation of employment and conditions of services) act,1979-welfare and health measures of interstate migrant workmen

References

1. Chakravarti, K.P., *Labour Management and Industrial Relations*, Oxford University Press, New Delhi.
2. Kothari, G.M., *Labour Demands and Their Adjudication*, M.M. Tripathi Pvt. Ltd.
3. Malik, P.L., *Industrial Law*, Eastern Book Company.
4. Malhotra, O.P., *The Law of Industrial Disputes*

Structural interventions : work redesign, quality of work-life, quality circles, strategic management and OD, collective management by objectives, parallel learning structures, sensitivity training, life goal exercises, coaching and mentoring.

I N

Study of few successful OD efforts made in organizations, issues in client consultant relationships, power, politics & OD, conditions for success and failure of OD, future of OD.

References

1. Beckard, R., *Organization Development - Strategies and Models*, Addison-Wesley.
- Brown, D.R and Harvey, D., *An experiential approach to OD*, Pearson Education Inc.
3. Cummings, T., and Worley, C., *Organizational Development and Change*, Thomson Press.
4. French, W., Bell, C. and Vohra, V., *Organization Development-Behavioral Science Interventions for Organization Improvement*, Pearson Education Inc.
5. French, W., Bell, C. and Zawacki, *Organization Development and Transformation- Managing Effective Change*, Tata McGraw-Hill.

BAEX E F A C E A D C E A I N A AGE E N

Objective The objective of the course is to impart relevant knowledge required to perform the functions of human resource planning in an organisation and equipping seekers with comprehensive and practical skills to manage employees' performance effectively, and to understand the structure and components of wages and salaries, and the wage administration in India.

I N

Performance management-performance management system, performance counseling, performance planning, performance appraisal, potential appraisal, problems and errors in performance appraisal.

I II
N

Performance monitoring, performance implementation, role of HR professionals in performance management, performance management through training and development, ethics in performance management.

I III
N

Wage and salary administration in India, wage administration rules, principles of wages and salary administration, theories of wages, wage plans, wage differentials, wage policy in India, state regulation of wages, payment of wages act, minimum wages act, wage boards, pay commissions, compensation management in multi-national organisations.

I I
N

FIFTH E E E

- Note .
1. Examination in each subject will be of **ours** duration except Strategic Management (532).
 2. The duration of Strategic Management (532) will be **ours**
 3. Maximum marks for external/written examination is 50 marks Internal Assessment is 50 marks.

Instructions to the candidates for BA Intermediate

IF THERE ARE TWO UNITS : Set 10 questions in all. Five questions from each unit. The students are required to answer five questions in all selecting at least 2 questions from each unit.

IF THERE ARE THREE UNITS : Set 10 questions in all. Three or four questions from each unit. The students are required to answer five questions in all selecting at least one question and not more than two from each unit.

M.b.e.

519

Marketing of Services

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Computer Viruses
Computers, Ethics and Society

Unit-V

Information systems in Marketing, Operations, H.R.M. Accounting and Finance

Project Management

Management Information Services

Network Architectures and Protocols

References

1. Murdick and Ross : Information Systems for Management
2. J. Kanter : Management Information Systems
3. O' Brien : Management Information Systems.

Organisational structure and ownership pattern of small scale business
Growth of small business in India
Small entrepreneur in International business
Problems of small business
Industrial sickness in S.S.I. Causes, Consequences and remedial measures.

Unit-II

Establishing small scale enterprises
Scanning of opportunities. Choice of enterprise
Market assessment for S.S. E. –How question of opportunities identification
Choice of Technology and selection of site – How question of Market entry financing the new and small enterprise.
Preparation of the Business Plan.
Operation the small scale enterprises
Financial Management Issue in S.S. E.
Operation Management Issue in S.S. E.
Marketing Management Issue in S.S. E.
Organisational Relation in S.S.E.
Performance appraisal and growth strategies
Management Performance Assessment and Control.
Strategies for stabilization and growth
Managing family enterprises. Viability of Family Business; Family Management Practices.

Reference

- 1 Petroj : Small Business Management
- 2 D. Anderson : Small Industry in developing countries

- 3 D. Strenloff and J. Burges : Small business management fundamentals, McGrew Hill, 1980
- 4 Vijay K. Jain : Marketing Management for Small Units, Management Publication Company, 1980.

e n v i r o n m e n t a l m a n a g e m e n t

e t e The objective of this course is to acquaint the students with the world of environment. This subject will teach students as to what are the impacts and aspects of each business activity in environmental terms and how businessmen are responsible towards environment.

Unit-I

Environmental Management : Fundamentals – Sustainable Development, Implications of human population growth, Limits to growth, Environment and Business Schools; Energy Management. Fundamentals- Fossil Fuels use, Energy production and trade, Energy Balance : Ecosystem Concepts : Basic Concepts and their application in Business, Industrial Ecology and Recycling Industry.

Unit-II

Environmental Management System : EMS Standards, ISO 14000, Environmental Auditing. Clearance/Permissions for establishing industry; Environmental Management & Valuation; Environmental Accounting, Economics – Environmental Taxes Shifts, Green Funding, Corporate Mergers, Environmental Ethics; Environmental Management, Trade and Environmental Management, Debt and Environment.

Unit-III

GATT/WTO Provisions, Environmental Laws; Acts, Patents, IPRS, Role of NGO's PIL; Pollution & Waste Management – Air, Water, Land Pollution, Trade in? Wastes; Water, Forest & Biodiversity Management: Water Resources, Dams and their role; Forest products and trade. Role of Biodiversity in International Trade; Approaches to Corporate Ethics; Bio-ethics.

Suggested Readings

- 1 Uberoi, N. K. : Environmental Management, Excel, A - 45, Naraina Phase-1, New Delhi 2000
- 2 Pandey, G.N. : Environmental Management, Vikas Publishing House New Delhi, 1997
- 3 Gupta, N. Dass : Environmental Accounting, Wheeler Publishing, 19, K. G. Marg, New Delhi, 1997
- 4 Mohanty, S.K. : Environment & Pollution Law Manual, Universal Law Publishing, G.T. Karnal Road, New Delhi, 1996.
- 5 Harley, Nick :

The concept of international business, multinational enterprise and trade theories effects of trade and trade barriers on exporting and importing firms; Geopolitical and economic environment for international business; conceptual; framework for international operations of a firm; forms of international business activity. Regulation of international business – home country, host country

of Rural Development.

- 3 To acquaint students with the societal necessity for Rural Development.

Topics

Unit-I

Rural Development, Historical Perspective Panchayati Raj, Model College, Area Development, Inter Area Development, Rural Poverty deviation programmes, Integrated Rural Development various Rural Development Scheme.

Unit-II

Social and cultural aspects of village life, caste, occupation, education, health, Economics standards, Village leadership, Functions of panchayats, Gross root level democracy. Potrait of a village & its problems.

Unit-III

Marketing – Agricultural produce, Developing Goofs and home based industry, Rural industrialization and its effects, Cooperative Marketing Structures.

Unit-IV

An evaluation of rural Development, Strategies, Quality of life. How can be improved, Developing rural entrepreneurs, Mass Mobilisation & awakening techniques, Media & its rile in developing leadership grass root democracy.

Book Recommended

- 1 Arora R.S. : Rural Development in India
- 2 A.R. Desai : Rural Development
- 3 A.K. Srivastava : Rural Development
- 4 Netra Pal Jain : Rural Reconstruction India & China
- 5 Rural Development Digest N.I.C.D. Hyderabad (Quarterly)
- 6 Yogna

7 Agricultural Situation in India (Monthly)

e A E I G F E ICE

e t e To develop the skill of marketing of services, to understand the importance and role of services at the total marketing concept and to have an understanding about the conceptual issues in services marketing.

Unit-I

Marketing of Tourism, Travel and Transport Services

Tourism Marketing

Hotel Marketing

Airlines Services Marketing

Travel Services Marketing

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Marketing Professional Services

Hospital Services

Consultancy Services

Information Technology (I.T.) Marketing

Advertising Services Marketing

Marketing Research Marketing Services

Marketing of Education and Training Services

Education Marketing Services

Training Services Marketing

Reference

- 1 B.M. ha : Services Marketing
- 2 Ravi Shanker : Services Marketing

IX H E E E

B E A EGIC A AGE E

Objectives : The objective of this course on corporate strategy is to develop in the students an ability to analyse the strategic situation facing the organization, to access the strategic options available to the organization and to implement the strategic choices made by it. Extensive use of a variety of case studies will help in meeting the objectives of this course.

Era semester paper : The paper will be of **our** hours and will carry 50 marks.
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Unit-II

Business level strategies (Including various typologies for BLS).

Functional level strategies.

Strategic alternatives (including models for development of strategic alternative).

Strategic and technology.

Evaluation of strategy.

Implementation of strategy.

Organisation structure and strategy.

- 9 Pettigrew & Fenton (eds.) : Innovating Organisation, Sage, 2000.
- 10 Pitts : Strategic Management : Building and Sustaining Competitive Advantage, South Western Thomson, 2004.

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e one n C p t r et

The course aims at an analytical study of the composition, nature and functioning of the money and capital markets at London (U.K.) and New York (USA) and in India in general and investment management in particular.

Unit-I

Functions of money and capital markets – money organizations- economic forces at work in money and capital markets; the money markets – compositions institution and operations of the sub-markets. The capital markets-composition, Institutions and operations.

Unit-II

Central banks and the money market- a study of the Federal reserve system bank of England and Reserve bank of India vis- a –vis their role in regulating the operations of money market and their monetary policy; the State and the Financial markets; the dynamics of money and capital markets. New Issue market roll of SEBI in thee capital markets.

Unit-III

Basic concepts and issues of investment management. Source of investment information. Criteria for selection of Securities from debentures, preference shares equity shares Govt. and Municipal

angles and prepare detailed project reports. It also orients the students with the network analysis for project planning and implementation.

Unit-I

Private Commercial criteria for project choice, Project cycle, Feasibility, Marketing Feasibility, Financial feasibility.

Unit-II

Brief outline of social cost benefit analysis; rationale, UNIDO and Little Mirrlees approaches, UNIDO-IDCAS Manual, Shadow prices and conversion factors, Applications in India.

Unit-III

Planning and Scheduling Networks, Critical Path, PERT Model, CPM Model, PERT/ COST, Resource leveling and allocation.

Book Recommended

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5. Kotler J. P and Hekett J.L. : Corporate Culture and Performance

6. Sachetn Edgen :

Inventory re-quirement as function of the number of stock locations. Distribution warehousing- the modern concept Basic considerations for location and location strategy. Location techniques. Planning and distribution were house, material handling. Utility of company warehouse versus public warehouse.

Unit-IV

Order processing- Importance to customer service, a model for performance measurement.

Packaging-Cost involved, new ideas in package, package testing. Aspect of International distribution. Distribution management, organization and control; operational planning; physical distribution information centers. Organizational set up.

References

1. Management International Distribution : Wentworth and Christopher
2. Business Logistics : Smyroy
3. International Distribution : Rookey
4. Indian Shipping : Trivedi
5. Systems Approach to carriage and Iift :
6. Shipment of Expert Cargo freight tariffs and practices of Shipping Conferences

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Objectives : The objective of the course is to acquaint the students with the entire range of concepts fundamentals and practicalities of International Marketing with particular emphasis on export marketing.

Unit-I

e C E N A I N A A G E E N

e t e The objective of this course is to orient the students towards the system of Corporation Management extensive use of cases shall be made.

Unit-I

Co pens t on n e ent Nature and significance of Compensation Management. Objectives, Functions, Organizational Life Cycle Elements of Compensation; Principles of compensation, factors influencing pay. Theories of Compensation – Economics and Behavioral Compensation Management in a Development Economy. The institutional framework of Compensation Management. Union Government Laws. Management objectives and Unions Objectives in Compensation. Compensation and Managing Dissatisfaction, Formulation of Company Compensation Polices.

Unit-II

Compensation Surveys

Meaning and Objectives of job evaluation

How to go about job evaluation

Methods of job evaluation. Problems of evaluation case.

Pay Delivery Systems

Linking Compensation with objectives of organization

Pay and performance issues

Fringe Benefits: Socio-economic and Psychological rationale of fringe benefits.

Communication and administration of fringe benefits

Executive compensation, Significance and recent trends in executive compensations :
Employee Stocks Options

- 4 Angela M. Bowey (Ed.) : Handbook of Salary and Wage Systems
- 5 Elizabeth Lanhansnam : Administration of Wage and Salaries
- 6 I.L.O : Job Evaluation
- 7 N.P.C. : Job Evaluation – Sharing Gains from Productivity
- 8 Rebert E. Sibson : Compensation
- 9 Gary Bery : Managing Compensation

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