



SYLLABUS

Masters of Business Administration

ASSESSMENT BASED ON THE FOLLOWING CRITERIA

Sr.No	Assessment Criteria	Percentage To total 100 marks
1	Assignments	08
2	Attendance	05
3	Mid-Term Examination: 1 st	08
4	Mid-Term Examination: 2 nd	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	Contact Hours				Credits	Examination		
		L	T	P	Total		IA	EA	Total
AUMBA-101	Management Practices and Organizational Behavior	4		-	4	4	40	60	100
AUMBA-102	Business Environment	4		-	4	4	40	60	100
AUMBA-103	Human Values and Professional Ethics	4		-	4	4	40	60	100
AUMBA-104	Computer Application in Business	4	-	-	4	4	40	60	100
AUMBA-105	Financial Management	4	-	-	4	4	40	60	100
AUMBA-106	Business Research Methods	4	-	-	4	4	40	60	100
AUMBA-107	Strategic Management	4	-	-	4	4	40	60	100
Total Credits		28		-	28	28			700

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

SEMESTER-II

Course Code	Course Title	Contact Hours				Credit	Examination		
		L	T	P	Total		IA	EA	Total
AUMBA-201	Business Statistics and Computing Skill	3	1	-	4	4	40	60	100
AUMBA-202	Production and Operation Management	4	-	-	4	4	40	60	100
AUMBA-203	Communication and Marketing Skill	4	-	-	4	4	40	60	100
AUMBA-205(*)	Specialization Group–(major)	4	-	-	4	4	40	60	100
AUMBA-206(*)	Specialization Group–(major)	4	-	-	4	4	40	60	100
AUMBA-207(*)	Specialization Group –(minor)	4	-	-	4	4	40	60	100
Total Credits		23	1	-	24	24			600

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

SECOND YEAR
SEMESTER-III

Course Code	Course Title	Contact Hours				Credit	Examination		
		L	T	P	Total		IA	EA	Total
AUMBA-301	Entrepreneurship Development	4	-	-	4	4	40	60	100
AUMBA-302	International Finance and Tax Planning	4	-	-	4	4	40	60	100
AUMBA-303	Supply Chain Management	4	-	-	4	4	40	60	100
AUMBA-304(*)	Specialization Group – (major)	4	-	-	4	4	40	60	100
AUMBA-305(*)	Specialization Group – (major)	4	-	-	4	4	40	60	100
AUMBA-306(*)	Specialization Group – (minor)	4	-	-	4	4	40	60	100
Total Credits		24	-	-	24	24			600

SEMESTER-IV

Course Code	Course Title	Contact Hours				Credit	Examination		
		L	T	P	Total		IA	EA	Total
AUMBA-401	Summer Training	-	4	-	4	4	40	60	100
AUMBA-402	Research Project	-	4	-	4	4	40	60	100
Total Credits		-	8	-	8	8			200

At the end of Third semester, all students will have to undergo Industrial Training of Six months 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 Industrial training under the supervision of the department in the organizations as approved by the Department/Faculty from time 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 fourth Semester for the purpose of evaluation in the third semester.

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

Instructions:

This scheme follows the standard of credits where each lecture hour (per week) is equal to 1 credit and each tutorial/ practical hour (per week) is equal to half credit.

Each credit is equal to 25 marks so subject's maximum marks would be defined accordingly.

SPECIALIZATIONS

FINANCE

2nd Semester

Advanced Financial Management (AUMBAFM-01) (Major)

Security Analysis and Investment Management (AUMBAFM-02) (Major)

Management of Banking Operations (AUMBAFM-03) (Minor)

3rd Semester

Principles of Insurance and Banking (AUMBAFM-04) (Major)

Strategic Financial Management (AUMBAFM-05) (Major)

Management of Financial Services (AUMBAFM-06) (Minor)

MARKETING

2nd Semester

Advertising and Sales Management (AUMBAMK-01)(Major)

Consumer Behaviour (AUMBAMK-02) (Major)

Rural Marketing (AUMBAMK-03)(Minor)

3rd Semester

Marketing of Service (AUMBAMK-04) (Major)

Retail Management (AUMBAMK-05) (Major)

Sales & Distribution Management (AUMBAMK-06) (Minor)

HUMAN RESOURCE MANAGEMENT (HRM)

2nd Semester

Management of Industrial Relations (AUMBAHR-01) (Major)

Labor Legislation (AUMBAHR-02) (Major)

Industrial/Organizational Psychology (AUMBAHR-03) (Minor)

3rd Semester

Human Resource Planning and Development (AUMBAHR-04) (Major)

Team Building & Leadership (AUMBAHR-05) (Major)

Personal Growth and Training & Development (AUMBAHR-06) (Minor)

INFORMATION TECHNOLOGY (IT)

2nd Semester

Relational Database Management System (AUMBAIT-01)(Major)

E-commerce and IT enabled Services (AUMBAIT-02) (Major)

System Analysis & Design & Software Engineering (AUMBAIT-03) (Minor)

3rd Semester

Data Communication & Networks (AUMBAIT-04) (Major)

Enterprise Resource Planning (ERP) (AUMBAIT-05) (Major)

Internet & Web Designing (AUMBAIT-06) (Minor)

INTERNATIONAL BUSINESS (IB)

2nd Semester

International Marketing (AUMBAIB-01) (Major)

International Business Environment and Foreign Exchange Economics (AUMBAIB-02) (Major)

Export Management and Documentation (AUMBAIB-03) (minor)

3rd Semester

International Logistic Management (AUMBAIB-04) (Major)

International Financial Management (AUMBAIB-05) (Major)

International business ethics and social responsibility (AUMBAIB-06) (Minor)

Semester-1

MANAGEMENT PRACTICES AND ORGANISATIONAL BEHAVIOUR (AUMBA-101)

COURSE OBJECTIVE: To provide an overview of theories and practices in Management and organizational behavior in individual, group and organizational level.

COURSE OUTCOMES: Students will have a better understanding of Management practices in organization. They will know the framework for managing individual and group performance

UNIT-I

Management: Nature, purpose and scope of management, Functions, Development of Management Theories (Classical, Neo-Classical and Modern)

Planning: Types of plans, planning process, Management by objectives, Decision-Making process, styles of decision making

UNIT-II

Organizing: Organizational design and structure, Delegation, Authority & power – concept & distinction, Line and staff organizations.

Controlling: Concept, Types of Control, Control Techniques, Staffing: Human Resource Management and Selection

UNIT-III

Foundations of Organizational Behavior: The nature and determinants of organizational behavior need for knowledge of OB, contributing disciplines to the field, OB Model

Perception : Concept, Nature, Process, Importance of Perception.

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

UNIT-IV

Leadership: Basic Approaches (Trait Theories, Behavioral Theories & Contingency Theories) & Contemporary Issues in Leadership.

Conflict: levels of conflict, resolving conflicts; power and politics: sources of power, use of power Organization culture and Organizational Change: Effects of culture, changing Organizational culture forces of change, Resistance to change, the change process

TEXT BOOKS:

1. Stephen P. Robins, Organizational Behavior, PHI Learning / Pearson Education, 15 th edition, 2012.
2. Fred Luthans, Organizational Behavior, McGraw Hill, 12 th Edition, 2005.

REFERENCE BOOKS:

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 and Applications (Pearson Education, 6th Ed).
6. Wehrich Heinz and Koontz Harold - Management: A Global and Entrepreneurial Perspective (McGraw Hill, 12thEdition 2008)
7. Mc Shane & Von Glinov, Organisational Behaviour, 6 th Edition, Tata Mc Graw Hill, 2012.

BUSINESS ENVIRONMENT (AUMBA-102)

Course Objectives

- To explore the internal and external environment in which businesses operate.
- To make student familiar with the economic operational and financial framework of businesses.
- To examine the critical opportunities and threats that arises from an analysis of internal and external business conditions

Course Outcomes

Upon successful completion of the course, students will be able to

Discuss the supply and demand theory and its impact on businesses.

Explain the effects of government policy on the economic environment and industries.

Outline how an entity operates in a business environment.

Describe how financial information is utilized in business.

Explain the legal framework that regulates the business in general.

UNIT-I

Environmental Scanning: Different Aspects of Business Environment.

Economic Systems: Capitalist system/Market economy; Socialist system and Mixed Economy,

Indian 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, FERA

UNIT-III

Social Responsibility of Business: Concept, rationale, 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, GATT, 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 VALUES AND PROFESSIONAL & ETHICS (AUMBA-103)

Course Objectives

- Identify the core values that shape the ethical behavior of a student.
- To create an awareness on Ethics and Human Values.
- To study the moral issues and decisions confronting individuals and organizations.
- To study the related issues about the moral ideals, character, policies, and relationships of people and corporations involved in management related activities.

Course Outcomes

Upon successful completion of the course, students will be able to

- Learn the moral issues and problems; find the solution to those problems.
- Learn the need for professional ethics, codes of ethics and roles, concept of safety, risk assessment.
- Gain exposure to Environment Ethics; know their responsibilities and rights

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. Nagarazan R.S. (2008). Professional ethics and Human values New Age International

COMPUTER APPLICATIONS IN BUSINESS (AUMBA-104)

Course Objectives

- To explore information technology tools.
- To develop an understanding of the data processing systems existing in organizations.

Course Outcomes

Upon successful completion of the course, students will be able to
Discuss the communication network and networking devices.
Explain the effects of AI.
Outline of application and system software.
Familiarizing the students with IT concepts.
Explain the use of enterprise systems.

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 and Output devices.

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

UNIT-II

Networking concepts: Sending and reading e-mails. Practical on Internet using emails, Use of search engines.

Word processing: MS-Word, word basics, formatting text and documents, working with header and footer, tables and sorting, graphics.

UNIT-III

Spreadsheets and their uses in business: Excel basics, Rearranging, Worksheets, Excel formatting techniques, using formulas and functions. Power Point: Basics, Creating and delivering presentations.

Functional and Enterprise Systems: Emerging Trends in Information Technology, MIS(Management Information System).

UNIT-IV

Computer Networks and Internet: Goals and Objectives of Computer Networks, Local Area Network, Metropolitan Area Network, Wide Area Network.

The Internet, Intranet and Extranets: Overview of the Internet, Services provided by Internet, World Wide Web.

Suggested Readings:

1. IITL 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

FINANCIAL MANAGEMENT (AUMBA-105)

Course Objectives: The course has been designed to acquaint the students with the conceptual framework of the key decision areas in multinational business finance. The objective of the course is to provide an overview of the financial environment in which multinational firms operate.

Course Learning Outcomes:

Upon successful completion of the course, the students will be able to

Understand the concept of Financial Management and various sources of finance.

Have the knowledge and skills to select and employ base level tools for capital structure using different types of approaches.

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.

UNIT-II

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

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.

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; **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-106)

Course Objectives

- Understand some basic concepts of research and its methodologies
- Select and define appropriate research problem and parameters
- Organize and conduct research in a more appropriate manner
- Write a research report and thesis

Course Outcomes

Upon successful completion of the course, the students will be able to

Demonstrate knowledge of research processes (reading, evaluating, and developing)

Perform literature reviews using print and online resources

Identify, explain, compare, and prepare the key elements of a research proposal/report

Define and develop a possible research interest area using specific research designs

UNIT-I

Introduction to Research: Definition, Scope, significance Limitations, and Types. Definition 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.

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) NareshMalhotra 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.

STRATEGIC MANAGEMENT (AUMBA-107)

Course Objectives

- To provide a broader understanding of the issues related to different types of strategies.
- To discuss regarding different environments that affect organizations.

Course Outcomes

Upon successful completion of the course, the students will be able to

Have knowledge about various types of strategies and decisions related to strategic management.

Understand about various levels of business as well as corporate level strategies.

Get familiar about the implementation, evaluation and control of strategies.

UNIT-I

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

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,

UNIT- II

Internal environment analysis: Resource based view of an organization, Value chain analysis,
Business level Strategies: Porter's framework of competitive strategies: Cost leadership,
corporate level strategies: Growth strategies – horizontal and vertical integration

UNIT-III

Portfolio Strategies: BCG Model, GE Business Planning Matrix, Growth of the Firm: Internal Development, Mergers & Acquisitions, and Strategic Alliances..

UNIT-IV

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

Semester -II

BUSINESS STATISTICS AND COMPUTING SKILLS (AUMBA-201)

Course Objectives

Provide a basic knowledge of the application of mathematics and statistics to business disciplines;

Develop the ability to analyse and interpret data to provide meaningful information to assist in making management decisions;

Develop an ability to apply modern quantitative tools (Microsoft Excel) to data analysis in a business context.

Course Outcomes:

Produce appropriate graphical and numerical descriptive statistics for different types of data.

Conduct and interpret a variety of hypothesis tests to aid decision making in a business context.

Use simple/multiple regression models to analyse the underlying relationships between the variables through hypothesis testing.

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, Mean Deviation, and Standard Deviation, Skewness & Kurtosis.

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.

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.

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.

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 Home Policy Asia
7. Brealy and Myres: Principles of Corporate Finance, Tata McGraw Hill

PRODUCTION AND OPERATIONS MANAGEMENT (AUMBA-202)

Course objectives:

This course is designed to help the students understand the role of operations in improving the efficiency of an organization including both manufacturing and service one and also help them appreciate the linkage of operations with corporate strategy and other functional domains including marketing and finance.

Course Outcomes:

1. Understand the role of operations in both manufacturing and service organizations and the significance of operations strategy in the overall business.
2. Understand the importance of facilities location decision in the whole supply chain in globalized operations and learn the tools relating to facilities location.
3. Understand different types of production processes and facility layout suitable for manufacturing different categories of products.
4. Understand the elemental processes involved in designing a product and a service.

UNIT-I

Production and Operations Management: Concepts, Functions.

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

UNIT-II

Facility Location: Importance, Factors in Location Analysis, Location Analysis Techniques.

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

Capacity Planning: Concepts, Factors Affective 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: Introduction, Kanban System, Total quality Management & Six Sigma.

UNIT-IV

Project Management: CPM and PERT: introduction, time estimates, slack, float, finding critical paths, problem solving.

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

COMMUNICATION AND MARKETING SKILLS (AUMBA-203)

Course objectives:

This course is designed to help the students understand the role of communication in management to convey information & instructions. To explain why good communication skills are important. Describe models and methods for communication.

Course Outcomes:

1. Understand the role of communication in personal and professional success.
2. Develop awareness of appropriate communication strategies.
3. Analyze a variety of communication acts.

UNIT-I

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

Employment Communication: Writing CVs, Group discussions, interview, types of interview, media interviews, Impact of Technological Advancement on Business Communication.

UNIT-II

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

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

UNIT-III

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

Case method of Learning: Understanding the case method of learning, different types of cases, case analysis approaches.

UNIT-IV

Group Communication: Meetings, Notice, Planning meetings, timing, venue of meetings, leading meetings, Minutes of Meeting, Media management, press conference, 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).

ADVANCED FINANCIAL MANAGEMENT (AUMBAFM-01)

COURSE OBJECTIVES:

Facilitate student to

1. Understand the operational nuances of a Finance Manager.
2. Comprehend the technique of making decisions related to finance function.

COURSE OUTCOMES: Possess the techniques of managing finance in an organization.

UNIT-I

Foundations of Finance: Financial management – An overview- Time value of money, objective of Financial Management.

Decision Tree Analysis: Capital Expenditure Decision Under Conditions of Risk and Uncertainty.

UNIT-II

Investment Decisions :Capital Budgeting: Principles and techniques - Nature of capital budgeting- Identifying relevant cash flows - Evaluation Techniques: Payback, Accounting rate of return, Net Present Value, Internal Rate of Return,

UNIT-III

Working capital management: Determination of level of current assets. Sources for financing working capital. Bank finance for working capital. Working capital financing: Short term financing of working capital, long term financing of working capital. Working capital leverage.

UNIT-IV

Financial Modeling: Introduction and type of Financial Modeling and Application of Financial Modeling, Simulation Techniques using Monte Carlo.

Suggested Readings:

1. Bierman, Harold. Lease Vs.: Buy Decision. Englewood Cliffs, New Jersey, Prentice Hall Inc.
2. Fogler, H and Ganpathy : Financial Econometrics Englewood Cliffs, New Jersey, Prentice Hall Inc.,1982.

3. Levy, 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.Aswat Damodaran, Corporate Finance Theory and practice, John Wiley & Sons, 3rd edition,2013.
6. M.Y. Khan and P.K.Jain Financial management, Text, Problems and cases Tata McGraw Hill, 5 th edition, 2008.
7. I. M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 10th edition, 2007.

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT (AUMBAFM-02)

Course Objectives

- To acquaint the students with the working of security market and principles of security analysis; and
- To develop the skills required for portfolio management so as to be able to judge the competitive position of firms in capital market and review the related business decisions.

Course Outcomes

Upon successful completion of the course, the students will be able to

Understand the characteristics of different financial assets such as money market instruments, bonds, and stocks, and how to buy and sell these assets in financial markets.

Have the knowledge and skills to select and employ base level tools for financial analysis using time value of money, cost of capital and interest rates.

Have the knowledge and skills to analyze companies for investment purposes.

Know how to apply different valuation models to evaluate fixed income securities, stocks, and how to use different derivative securities to manage their investment risks.

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 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 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 sector reforms in India. Banking Regulation Act, 1949

Sources of bank funds: Deposit products- Types of Bank Deposits

UNIT-II

Non Performing Assets: Prudential norms for asset classification and provisioning Management of capital funds: Functions, Capital Adequacy ratio.

UNIT-III

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

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

UNIT-IV

Service Quality Metrics: Importance of six sigma in banks, Customer Relationship Management.

Electronic Banking: Concepts, Internet/Phone/Mobile Banking- Benefits, E-payment and settlement system: Plastic cards, EFT, NEFT, RTGS, MICR..

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 Practice, 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)

Course Objectives

To understand various components of advertising and sales management and their application in different areas of marketing

- To acquaint the students with selling concepts that are helpful in developing a sound sales and distribution policy

To enable students in organizing and managing sales force and marketing channels.

- To provide an approach to the management of advertising that is professional and thoughtful
- To make students understand the latest requirement of corporate sectors in this area.

Course Outcomes

Upon successful completion of the course, students will be able to

Understand the process of advertising communications.

Acquaint approaches and methods to develop, execute and evaluate advertising campaigns

Apply Advertising through the development and implementation of an advertising plan

Develop an insight in personal selling

Analyze the managerial aspects of sales force management

Create understanding of sales force control systems

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.

Behavioral Dynamics: The DAGMAR Approach, Hierarchy of Effects Model, New Adopter Model, AIDA Model..

Advertising and Product Life Cycle: Ethical Aspects of Advertising – Misleading Advertising, Deceptive Advertising and Shock Advertising

UNIT-II

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

UNIT-III

Sales Management- Nature and Scope of Sales Management, Personal Selling Objectives

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.

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 (AUMBA MK-02)

COURSE OBJECTIVE: To understand the role of consumer behavior in marketing and to identify qualitative and quantitative methods of measuring consumer behavior.

COURSE OUTCOME: The student will understand the influences on customer choice and the process of human decision making in a marketing context.

UNIT-I

Introduction: Concepts: Significance – Dimensions of Consumer Behavior – Application of knowledge of Consumer Behaviour in marketing decisions.

Consumer Behavior Models: Industrial and individual consumer behaviour models - Howard-Sheth, Engel – Kollat, Webster and Wind Consumer Behaviour Models – Implications of the models on marketing decisions.

UNIT-II

Internal Influences: Psychological Influences on consumer behavior – motivation – perception – personality Learning and Attitude- Self Image and Life styles – Consumer expectation and satisfaction.

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:

UNIT-IV

Purchase Decision Process: High and low involvement - Pre-purchase and post-purchase behavior – Online purchase decision process

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

Suggested Readings:

1. Frank R. Kardes, Consumer Behaviour and Managerial Decision Making, 2nd Edition, 2010.
2. Assel, Consumer Behavior - A Strategic Approach, Biztranza, 2008.
3. Sheth Mittal, Consumer Behavior- A Managerial Perspective, Thomson Asia (P) Ltd., 2011.
4. Abbael, Consumer Behavior: A Strategic Approach (Indian Edition 2005) Wiley 2012.

5. Hed, Hoyer. Consumer Behavior, 2008 Edition Wiley 2012.
6. Das Gupta. Consumer Behavior, 2008 Edition, Wiley 2012.
7. Shri Prakash. Theory of Consumer Behavior, Ist Edition, Vikas 2012.
8. Srabanti Mukherjee, Consumer Behavior, Cengage Learning, 2012.

RURAL MARKETING (AUMBAMK-03)

Course Objectives

- To create awareness about the applicability of the concepts, techniques and processes of marketing in rural context
- To familiarize with the special problems related to sales in rural markets
- Developing insights into the behavior of the rural consumer
- Understanding rural institutions of retailers, haats and melas (rural markets and fairs); and emerging rural retail
- Addressing these issues using insights into consumer behavior and rural institutions.

Course Outcomes

Upon successful completion of the course, students will be able to

Understand in detail the concept and problems being faced by the rural markets.

Acquaint various strategies that are specific for rural markets to flourish.

Develop an insight of role being played by corporate sector in rural marketing.

Create understanding of other concepts that are related to rural marketing like agriculture and social marketing.

UNIT-I

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

Rural consumer behavior: Characteristics of Rural Consumers; Rural Market Environment and Infrastructure; Challenges of Rural Marketing; Rural V/s Urban Markets.

UNIT-II

Rural marketing mix: Rural marketing and product life cycle, Rural marketing of FMCGs, Consumer durables and financial services.

Rural Marketing Strategies: Rural Market Segmentation; Product Strategies; Pricing Strategies; Promotion Strategies; Distributor Strategies;

Corporate Sector in Rural Marketing: Role of IT/ Digitalisation in Rural Marketing (ITC e-Chaupals,

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, NewDelhi,
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)

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.

SYSTEM ANALYSIS & DESIGN AND SOFTWARE ENGINEERING (AUMBAIT -03)

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, 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.).

INTERNATIONAL MARKETING (AUMBAIB – 01)

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.

INTERNATIONAL BUSINESS ENVIRONMENT AND FOREIGN EXCHANGE ECONOMICS

(AUMBAIB – 02)

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, Hecksher-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 Since1991; 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).

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-3

ENTREPRENEURSHIP DEVELOPMENT (AUMBA-301)

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 domestic 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

INTERNATIONAL FINANCE& TAX PLANNING (AUMBA-302)

Course Objectives:

The aim of this course is to familiarize the student with latest provisions of International Financial Management, tax laws and related judicial pronouncements having implications for various aspects of corporate planning with a view to derive legitimate tax benefits permissible under the law. The knowledge acquired may find a useful application in taking different financial/managerial decisions after taking into consideration the impact of tax laws.

Course Learning Outcomes:

Understanding the implications of tax benefits and incentives for corporate decisions in various situations.

Understanding International Finance and Taxation

Gain proper knowledge about exchange rates, stock market, derivate markets and GST.

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) AhujaGirish, Gupta Ravi, (2010). Systematic Approach to Income Tax, Service Tax and VAT, Bharat Law House Pvt. Ltd., New Delhi
- 6) Singhania V.K., Singhania Monica (2006) “Student’s Guide to Income Tax”, Taxman Publications, Delhi.

SUPPLY CHAIN MANAGEMENT (AUMBA-303)

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)

Course Objectives

To impart knowledge about the principles and working of different insurance policies.

To make students understand about the basic concepts related to insurance which are generally not known.

To introduce about the banking laws, operations and the trends that are prevalent in the banking industry.

Course Outcomes

At the end of the course students are able to:

Have knowledge about various types of insurance and its basic principles.

Understand about various insurance related documents and other attachments associated with insurance.

Extrapolate the types of operations and its management in banking business.

Get familiar about recent trends in banking in India.

UNIT-I

Life Insurance Products: Introduction, Principles, Various Life Insurance Policies of Different 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.

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

UNIT-II

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

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

Riders, Options and Guarantees: Introduction; Riders; Disability; accident; Living; Benefits; Conditions; Policy Options; Policy Guarantee.

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

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

UNIT-IV

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

Banking Operations: Acceptance of Deposits, Lending of Funds- E Banking/Online banking- Electronic Funds transfer systems, Clearing House operations.

Underwriting Procedure, NPA and Capital Adequacy in Indian Banks.

Recent Trends in Banking: CBS, CRM, Treasury Management and Investment Banking.

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 restructuring, 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 SERVICE(AUMBAFM-06)

Course Objectives

- To provide a broader understanding of the issues facing the financial system, having particular reference to Indian financial system and its constituents.
- To discuss the different components of the contemporary financial systems viz., financial institution, financial markets and financial instruments.

Course Outcomes

Upon successful completion of the course, the students will be able to

Widen the learning horizons w.r.t. crucial components of the financial system; and,

Sensitize w.r.t. governance and administration issues concerning financial system, focusing on Indian financial system.

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.

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 credit rating & 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. Gronrooves: 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)

Course Objectives: To introduce the student to the field of retailing management and enable them to understand the problems and issues faced by retailers and develop winning strategies for retailing business.

Course Learning Outcomes:

1. Understanding the nature and importance of retail management
2. Understanding various kinds of retail formats
3. Developing marketing competencies in international retailing.

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 Atmospheric.**

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,

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 (HR-05)

Course Outcome

It is designed to help any team leader, from a design and put together a winning team to achieve what ever goals it has set. It include vital information such as design and purpose of teams in various real life scenarios, the psychological aspect of the team membership and team building, shaping realistic goals and assessing resources to develop your team, and team building exercises to help you motivate and inspire your team to achieve maximum success.

Course Objectives

- 1. Describe the concept of a teambuilding and leadership.**
- 2. Identify the different types of teams and develop different strategies for leading them**
- 3. Identify the different types of teams and values of a leader.**

4.How to develop a groups .

5.Traits of leadership and theories.

6.leadership skills and Building High Performance Teams.

UNIT-I

Leadership – Meaning, Concepts and Myths about Leadership, Components of Leadership- Leader, Follower sand 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 – 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)

TRAINING AND DEVELOPMENT FOR PERSONAL GROWTH (HR-06)

Course Objectives

The objective of the course is to develop a personality traits for internal and external organizational excellence. Training and learning supports diversity and manages change effectively.

Course Outcomes:

- 1. Use concepts to become self-aware of strengths and discover innate potential which is the source of personal power.**
- 2. Learn personality determinants to overcome weakness and foster holistic development that encompasses physical, mental, social and spiritual self.**
- 3. Understand training need assessment and its need.**
- 4. Become an effective speaker and an active listener.**

UNIT-I

Personality : Meaning & Concept, Personality Patterns, , Moulding the Personality Pattern, Persistence& Change.
Psychometric Theories –Cattelle and Big Five,
Psychodynamic Theories - Carl Jung and MBTI, Transactional Analysis, Johari –Window, Personal Effectiveness.

UNIT-II

Personality determinants.
Evaluation of Personality.
Sick Personalities and Healthy Personalities.

UNIT-III

Training: Concept, Role, Need and Importance of Training, Types of Training, Understanding, Designing Training Programmes.
Learning: 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, 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. UdaiPareek - Understanding Organizational Behaviour (Oxford, 2nd Ed.)
4. SahuR..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)

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 MODULES/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 Inforamtion, Prentice Hall (I), 1996, New Delhi.
6. Carr, K. and Johansson, H.J. Best Practices in Re-engineering. New York, McGraw Hill, 1995.

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.), 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, Type forms, Color and Type, Adding Graphics, Adding Graphics with the Image Element, Using images as links, Creating Image Maps, Working with Image Files, Frames.

UNIT-IV

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

Suggested Readings:

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