

SCHEME OF EXAMINATION

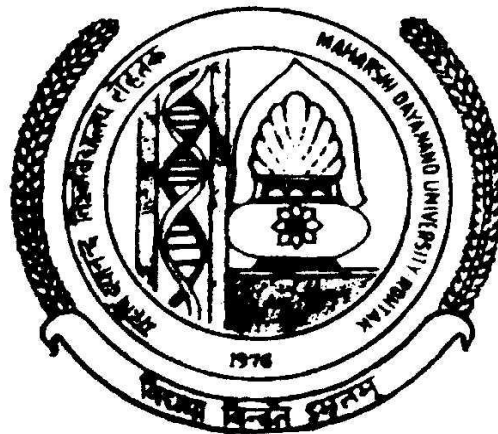
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SYLLABI

of

**MASTER OF BUSINESS ADMINISTRATION
(BUSINESS ECONOMICS)**

FROM THE ACADEMIC SESSION 2013-14



**MAHARSHI DAYANAND UNIVERSITY
ROHTAK (HARYANA)**

**CURRICULUM AND SCHEME OF EXAMINATIONS FOR
TWO YEAR MBA PROGRAMME (Business Economics) SESSION 2013-14
FIRST YEAR
SEMESTER-I**

Paper code	Nomenclature	External marks	Internal Assessment/Workshop marks	Practical Marks	Total marks
MBE101	Principles and Applications of Business Economics	80	20		100
MBE102	Management Process and Organizational Behaviour	80	20		100
MBE103	Business Statistics	80	20		100
MBE104	Macro Economic Management	80	20		100
MBE105	Accounting for Managerial Decisions	80	20		100
MBE106	Industrial Economics	80	20		100
MBE107	Computer Applications in Business	50	-	50	100
MBE108	Business Communication Skill	80	20		100
	TOTAL				800

SEMESTER-II

Paper code	Nomenclature	External marks	Internal Assessment/Workshop marks	Practical Marks	Total marks
MBE201	International Economics	80	20		100
MBE202	Operations Research	80	20		100
MBE203	Business Environment Analysis	80	20		100
MBE204	Marketing Management	80	20		100
MBE205	Human Resource Management	80	20		100
MBE206	Financial Management	80	20		100
MBE207	Operations and Supply Chain Management	80	20		100
MBE208	Cost Benefit Analysis	80	20		100
	TOTAL				800

NOTE:

1. Immediately after the completion of the 2nd Semester, the students shall proceed for their Summer Vacation Training (SVT) of 8 weeks duration
2. The duration of the end term examination shall be 3 hours

**CURRICULUM AND SCHEME OF EXAMINATIONS FOR
TWO YEAR MBA PROGRAMME (Business Economics)**

**SECOND YEAR
SEMESTER-III**

Paper code	Nomenclature	External marks	Internal Assessment/Workshop marks	Practical Marks	Total marks
MBE301	Project Economics and Management	80	20		100
MBE302	Business Entrepreneurship Development	80	20		100
MBE303	Business Research Methods	80	20		100
For nomenclature and paper code see Table-I	Six papers from two opted specialization areas as given in Table-I	80 for each paper	20 for each paper		100 for each paper
MBE310	Summer Training Report	100	-		100
	TOTAL				1000

SEMESTER-IV

Paper code	Nomenclature	External marks	Internal Assessment/Workshop marks	Practical Marks	Total marks
MBE401	Business Econometrics	80	20		100
MBE402	Business Strategy	80	20		100
MBE403	Project Report	100	-		100
For nomenclature and paper code see Table-I	Six papers from two opted specialization areas as given in Table-I	80 for each paper	20 for each paper		100 for each paper
MBE410	Comprehensive Viva-Voce	100	-		100
	TOTAL				1000

1. The topic of the Project Report (Code MBE403) shall be finalized in 3rd semester by a Committee comprising of the Faculty members to be constituted by Director/Principal of the concerned Institute after presentation by the candidate before the Committee.
2. The duration of the end term examination shall be 3 hours

**CURRICULUM AND SCHEME OF EXAMINATIONS FOR
TWO YEAR MBA PROGRAMME (Business Economics)**

TABLE-I

Specialisation	Semester-III	
	Paper code	Nomenclature
A. Marketing	MBE3A1	Consumer Behaviour
	MBE3A2	Marketing of Services
	MBE3A3	Marketing Communication
B. Human Resource Management	MBE3B1	Training, Development System and Practice
	MBE3B2	Performance Appraisal Systems and Practices
	MBE3B3	Industrial Relations and Labour Legislation
C. Finance	MBE3C1	Security Analysis and Portfolio Management
	MBE3C2	Financial Markets and Institutions
	MBE3C3	Economics of Infrastructure Finance
D. International Business	MBE3D1	Foreign Exchange Management
	MBE3D2	International Marketing
	MBE3D3	International Business Environment
Specialisation	Semester-IV	
	Paper code	Nomenclature
A. Marketing	MBE4A4	Advertising and Brand Management
	MBE4A5	Sales and Distribution Management
	MBE4A6	Retail Business Management
B. Human Resource Management	MBE4B4	Strategic Human Resource Management
	MBE4B5	Compensation Management
	MBE4B6	Organizational Development
C. Finance	MBE4C4	Business Taxation
	MBE4C5	Financial Derivatives
	MBE4C6	Banking and Insurance Operations
D. International Business	MBE4D4	International Financial Management
	MBE4D5	International Logistics
	MBE4D6	International Strategic Management

Note:

1. A student is required to opt two specialization areas in Semester-III, which will remain the same in Semester-IV.
2. The duration of the end term examination shall be 3 hours.

Instructions for the conduct of Practical, Comprehensive Viva-Voce, Workshop etc for BBA/MBA Programme

Conduct of Computer practical, Comprehensive Viva-voce, Workshop etc. wherever applicable, shall be done by a Board of examiners as per provisions in the concerned Ordinances of all programmes of BBA/MBA on invitation of the concerned Director/Principal of the affiliated Institutes of the University. The external examiner in the concerned subject only shall be invited, who is at present working as faculty on permanent basis against sanctioned post, approved by the University having experience of not less than FIVE years in the University or a Institute/ College affiliated to University for the conduct of computer practical, comprehensive viva-voce, workshop etc.

The concerned Principal/Director of the College/Institute shall request the examiner at his own level and shall make necessary arrangements for the smooth conduct of the examinations as stipulated in the Ordinances. The Principal/Director shall ensure to upload the marks awarded by the examiner(s) on the University website and also submit the hard copy of the award list along with attendance of the candidates and eligibility proof of examiner duly signed by both the examiner and Principal/Director to the office of the Controller of Examinations within 15 days of the conduct of examinations.

The concerned Principal/Director is also required to make payment of TA/DA and examination remuneration to the examiner on the spot as per University norms and the same will be reimbursed by the University after submitting the bills to the Controller of Examinations duly verified by the concerned Principal/ Director of the Institute. The Institutes/Colleges are also advised to invite the examiners from nearby stations only. In case the examiner(s) is/are invited beyond 100 kms. distance (one way), the permission of the University may be sought.

External Marks: 80
Internal Marks: 20
Time: 3 Hours

Principles and Applications of Business Economics
Paper Code: MBE 101

Unit-1

Nature and scope of Business Economics; business economics and managerial decision making; role of business economist; basic concepts- short and long run, firm and industry, types of goods and markets, opportunity cost, risk and uncertainty, demand, supply and equilibrium, productivity and efficiency, factors of production; objectives of a firm; nature of marginal analysis, law of demand; elasticity of demand; consumer's equilibrium – utility and indifference curves approaches.

Unit-II

Short and long run production functions; optimal inputs combination; costs classification; short and long run costs curves and their interrelationship, modern theory of costs; economies of scale and scope; minimum efficient scale and its competitive implications; learning curve and its usage.

Unit-III

Firm and industry equilibrium under perfect competition, monopoly, monopolistic competition and oligopoly; price discrimination; multi-plant equilibrium; advertising and firm's equilibrium; managerial theories of the firm; pricing policies, practices, strategies and tactics.

Unit-IV

Factor pricing theory-determination of rent, wage, interest and profit; risk and uncertainty in business; risk-incorporated into business decisions;

Suggested Readings:

1. H. Craig Petersen and W. Cris Lewis, Managerial Economics, Prentice Hall of India, New Delhi.
2. Dominick Salvatore, Managerial Economics in Global Economy, Thomson Learning, Bombay.
3. A. Koutsoyiannis, Modern Micro Economics, Macmillan, New Delhi.
4. Manab Adhikary, Business Economics, Excel Books, New Delhi.

Only latest editions of the above are recommended.

Note:

1. **Instructions for External Examiner:** The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.
2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80

Management Process and Organizational Behaviour
Paper Code: MBE 102

Unit-I

The concept and process of management; management levels and skills; managerial challenges; approaches to management; nature of managerial decision making; globalisation and management; ethical and social responsibility aspects of management; tasks of a professional manager; information system for management.

Unit-II

Planning-concept, types and objective setting; strategic planning process; nature of organising; departmentation; delegation and decentralization of authority; line-staff relationships; span of management; organisational re-engineering; staffing decisions.

Unit-III

The leadership function; leadership theories, behaviour and styles; the basic control process; critical control points, standards and benchmarks; control as feedback system; techniques of managerial control; pre-requisites for effective control.

Unit-IV

Organisational behaviour- concept, challenges and opportunities; types of organisational structures; organisational culture, values and motivation; group behaviour and work teams; organisational communication; organisational conflicts and negotiation; training, development and performance appraisal; organisational change.

Suggested Readings:

1. Harold Koontz and Heinz Weihrich, Essentials of Management-An International Perspective, Tata McGraw Hill, New Delhi.
2. James A.F. Stoner, R. Edward Freeman and Daniel R. Gilbert, Management, Pearson Education, Delhi.
3. Stephen P. Robbins, Organisational Behaviour, Prentice Hall of India, New Delhi.
4. F. Luthans, Organisational Behaviour, Prentice Hall of India, N. Delhi.

Only latest editions of the above are recommended.

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3. All questions will carry equal marks.

Business Statistics
Paper Code: MBA 103

Unit-I

Significance of statistics in business decisions; basic concepts-descriptive and inferential statistics; population and sample, parameter and statistic; frequency distributions and ogives; types of data, stationary and non-stationary time series, methods of data collection and presentation; basic sampling concepts and methods.

Unit-II

Measures of central tendency and dispersion, moments, skewness and kurtosis; simple, multiple and partial correlation; regression analysis: meaning and estimation of simple linear regression model (by OLS method).

Unit-III

Probability-basic concepts, postulates and rules; Bayesian Theorem; Probability distributions– Binominal, Normal and Poisson; sampling distributions– large and small sampling; statistical estimation-point and interval estimation.

Unit-IV

Statistical quality control: meaning, types of control, control charts for variable and attributes; time series analysis: meaning and component of time series, methods of estimating trend; measures of seasonal variations; constructions of index numbers, Laspeyre's, Paasche's, Fisher's methods, tests of adequacy of index number.

Suggested Readings:

1. Murray R. Spiegel and Larry J. Stephens, Statistics, Tata McGraw Hill, New Delhi.
2. Ya-Lun Chou, Statistical Analysis, Rinehart & Winsten, New York.
3. Croxton and Cowden, Practical Business Statistics, Prentice-Hall, London.
4. S.P. Gupta, Statistical Methods, Sultan Chand & Sons, New Delhi.
5. Amir D. Aczel and Jayavel Sounderpandian, Complete Business Statistics, Tata McGraw Hill, New Delhi.
6. Andy Field, Discovering Statistics using SPSS, SAGE, London.

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3. All questions will carry equal marks.

External Marks: 80
Internal Marks: 20
Time: 3 H

Macro Economic Management
Paper Code: MBE 104

Unit-I

Nature of macro-economic system; circular flow of income; national income- concepts and measurement; determinants of economic growth; quantity theory relationship; investment multiplier and accelerator; Keynesian theory of income determination; inter-relationship between inflation rate, exchange rate and interest rate; trade-growth relationship.

Unit-II

Nature and components of fiscal policy; fiscal policy operations for macro-economic growth and stabilisation; fiscal deficit and its management; public debt operations and their impact, Central banking operations and aspects of monetary management; growth and stabilisation effects of monetary policy operations; liquidity and interest rate management; co-ordination of fiscal and monetary policies for effective macro-management; corporate adjustments to monetary and fiscal variations.

Unit-III

Aspects of balance of payment management; exchange rate management through macro-economic policies; approaches to manage trade and b.o.p deficits; managing internal and external balance simultaneously; corporate responses to variations in exchange rates and policies.

Unit-IV

Approaches to macro-economic planning and objectives; resource mobilization and strategies of current five year plan in India; business opportunities in the current plan; appraisal of plan performance; effect of macro-planning on corporate decisions.

Suggested Readings:

- 1 Rudiger Dornbusch, Stanley Fisher and Richard Startz, Macroeconomics, Tata McGraw Hill, New Delhi.
- 2 Edward Shapiro, Macroeconomic Analysis, Galgotia Publications, New Delhi.
- 3 Eric J. Pentecost, Macroeconomics – An Open Economy Approach, MacMillan, New Delhi.
- 4 Michael R. Baye and Dennis W. Jansen, Money, Banking and Financial Markets: An Economics Approach, AITBS, New Delhi.
- 5 Dernburg, T.F. and J.D. Dernburg, Macroeconomic Analysis, An Introduction to Comparative Statistics and Dynamics, Addison-Wesley.

Only latest editions of the above are recommended.

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2. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80
Internal Marks: 20

Accounting for Managerial Decisions
Paper Code: MBE 105

Unit-I

Nature and scope of accounting concept; principles and standards; journal, ledger and ledger posting; preparation of trial balances; classification of capital and revenue expenditures; fixed assets and depreciation accounting- straight line and diminishing value method; preparation of financial statements along with adjustments.

Unit-II

Cost classification; preparation of cost-sheet; inventory accounting-inventory control and pricing methods. Labour cost accounting- remuneration and incentive techniques; conceptual knowledge of allocation of overheads.

Unit-III

Budgeting and budgetary control-types of budget; standard costing; variance analysis-material and labour; Fundamentals of strategic cost management; elementary knowledge of activity based cost and its application in budgeting.

Unit-IV

Marginal costing and cost-volume profit analysis; performance measurement- RI, ROI, EVA; responsibility accounting and human resource accounting.

Suggested Readings:

1. I.M. Pandey, Management Accounting, Vikas Publishing House, New Delhi.
2. Hansen and Mowen, Management Accounting, Thomson Learning, Bombay.
3. M.Y. Khan and P.K. Jain, Management Accounting, Tata McGraw Hill, New Delhi.
4. Hrongren and Sundem, Introduction to Management Accounting, Prentice Hall of India, New Delhi.

Only latest editions of the above are recommended.

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2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80
Internal Marks: 20
Time: 3 Hours

Industrial Economics
Paper Code: MBE 106

Unit - I

Meaning of industrial economics, Concepts and organization of a firm-ownership, control and objective of the firm; Market Structure; Sellers concentration; Product differentiation; Entry Conditions; Economic of scale; Market structure and profitability; Market structure and innovation.

Unit-II

Theories of industrial location - Weber and Sargent Florence, Factors affecting location; Market Conduct : Product pricing - Theories and evidence; Investment expenditure methods of evaluating investment expenditure.

Unit-III

Theories of Mergers and acquisitions (M & As) and diversification. Market Performance, Growth of the firm; constraints on growth; Productivity, efficiency and capacity utilization concepts and measurement.

Unit-IV

Industrial productivity- measurement, partial and total trends. Pattern of Indian industrialization - Public and private; large, medium and small scale industries.

Suggested Reading:

1. Barthwal, R.R. (1985), Industrial Economics, Wiley Eastern Ltd. New Delhi.
2. Desai, B. (1999) Industrial Economy in India (3rd Edition) Himalaya Publishing House Mumbai.
3. Divine, P.J. and R.M. Jones et Al (1976), An Introduction to Industrial Economics, George Allen and Unwin Ltd., London.
4. Government of India, Economic Survey (latest issue).
5. Hay, D. and D.J. Morris (1976) Industrial Economics: Theory and Evidence, University Press, New Delhi.
6. Kuchal S.C. (1980) Industrial Economy of India (5th Edition), Chaitanya Publishing House Allabad.
7. Singh, A. and A.N. Sadhu (1988), Industrial Economics, Himalaya, Publishing House, Bombay.

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2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 50
Practical Marks: 50
Time: 3 Hours

Computer Applications in Business
Paper Code: MBE 107

Unit-I

Basic concepts- data, data processing, data base, data base system; structure of DBMS; database administrator, database user, data models, DBMS architecture; data independence, database languages, distributed data base.

Unit-II

Software types- system software, application software and utility software; forms of data transmission; communication channels; modes of data transmission; nature and types of communication packages.

Unit-III

Nature, types and criteria for classification of computer networks- LAN, MAN, WAN; network topologies; network architecture; applications of computer networks.

Unit-IV

Introduction to SPSS, running SPSS, variables, coding the variables, indicating the decimals places, variables and value labels, missing values, active file, listing data, cleaning data, data tabulations, descriptive statistics, business application of simple and general linear regression.

Lab: Working knowledge of MS-Word, MS-Excel, MS-PowerPoint and Internet Surfing.

Suggested Readings:

1. Rajaraman: Fundamentals of Computers; Prentic Halls of India, New Delhi
2. White, Data Communication and Networking, Thomson Learning Bombay
3. B. Ram, Computer Fundamental, New Age, New Delhi.
4. Faromzan, Data Communication and Networking, TMH, New Delhi.
5. Andy Field, Discovering Statistics using SPSS, SAGE, London.

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2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80
Internal Marks: 20
Time: 3 Hours

Business Communication Skills
Paper Code: MBE 108

Unit-I

Introduction: Basics of communication, seven Cs of effective communication, barriers to communication, ethical context of communication.

Unit-II

Business communication at workplace: Letter writing – component, layout and process, e-mail communication, bad news messages, persuasive written communication, memos, notice, agenda and minutes of meeting.

Unit-III

Report Writing: Types of business reports, structure of reports, short reports, long reports, abstracts and summaries, proposals.

Unit-IV

Communication skills: Reading skills, listening skills, note making, persuasive speaking, body language, gestures.

Suggested Readings:

1. Murphy, Herta A., Herbert W. Hildebrandt & Jane P Thomas, Effective Business Communication, Tata McGraw Hill, New Delhi
2. Konera, Arun, Professional Communication, Tata McGraw Hill, New Delhi
3. McGrath, E.H., Basic Managerial Skills for All, PHI, New Delhi
4. Meenakshi Raman & Prakash Singh, Business Communication, Oxford University Press, New Delhi

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3. All questions will carry equal marks.

External Marks: 80
Internal Marks: 20
Time: 3 Hours

International Economics
Paper Code: MBE 201

Unit-1

Areas of international economics; alternative theories of international trade; dynamic factors affecting trade; terms of trade; intra industry trade and transfer pricing; trade-growth interrelationship and implications for macro economic policy; foreign trade multiplier; barriers to trade; economic effects of tariffs.

Unit-II

Forms of international economic cooperation and integration; trade creating and trade diverting affects of custom union; international capital movements; alternative approaches to FDI.

Unit-III

Analytical structure of balance of payment (bop); bop disequilibrium and approaches to adjustment; macro economic policy for internal and external balance; alternative exchange rate systems; foreign exchange market and exchange rate determination.

Unit-IV

Working of international institutions in trade and finance (WTO, IMF, UNCTAD and World Bank); problem of international liquidity and indebtedness; analysis of India's foreign trade and balance of payment in the post reform period.

Suggested Readings:

1. Soderston, Bo, International Economics, Macmillan Press, London.
2. Salvatore, D., International Economics, John Wiley, New York.
3. Porter, M.E., The Competitive Advantage of Nations, The Free Press, New York.
4. King, P., International Economics and International Economic Policy: A Reader, McGraw Hill, New York.
5. Govt. of India, Economic Survey (latest year), Ministry of Finance, Govt. of India, New Delhi.

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2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80
Internal Marks: 20
Time: 3 Hours

Operations Research
Paper Code: MBA 202

Unit-I

Significance of operation research in managerial decision making; formulation of linear programming problem and its solution by graphical and simplex methods; idea of infeasibility, degeneracy, unboundedness and multiple optimal solutions; duality.

Unit-II

Transportation problems; unbalanced problems, degeneracy, maximization objective and multiple optimal solutions; assignment problems.

Unit-III

Network Analysis: difference between PERT and CPM, network construction, calculating EST, EFT, LST, LFT and floats, probability considerations in PERT, time-cost trade-off.

Unit-IV

Types of inventory, inventory costs, EOQ model, determination of optimal safety stock; Queuing theory: general structure of queuing system, operating characteristics of queuing system, Poisson- exponential single server infinite population model, determination of optimal service level.

Suggested Readings:

1. Vohra, N.D.; Quantitative Techniques in Management; Tata McGraw Hill Publishing Company Ltd., New Delhi.
2. Wanger, H.M., Principles of Operation Research with Applications to Managerial Decision, Prentice Hall of India, New Delhi.
3. Levin, R. I. and Kirkpatrick, C.A., Quantitative Approaches to Management, McGraw-Hill.
4. Hardy, A. Taha, Operations Research – An Introduction, Macmillan Publishing Co., New York.
4. Harper, W.M., Operations Research, ELBS, London.
5. Hilier, F.S. & Lieberman, G.J., Introduction to Operations Research, Holden Day Inc. San Francisco.
6. Hartley, R.V., Operation Research: A Managerial Emphasis, Good Year Publishing Company, California.

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3. All questions will carry equal marks.

External Marks: 80
Internal Marks: 20
Time: 3 Hours

Business Environment Analysis
Paper Code: MBE 203

Unit-I

Business environment-nature, structure and determinants; country risk; political environment and corporate adjustment; corporate social responsibility; corporate governance; international impact on domestic business environment; Government influence on business environment.

Unit-II

Economic reforms and the current state of investment and growth environment; fiscal and monetary policy environment; corporate adjustment to interest rates; inflationary environment and corporate adjustment; competitive environment and the Competition Act, 2002; Intellectual property protection regime and R&D environment; consumer protection and marketing decisions; financial environment.

Unit-III

Industrial growth scenario; industrial policy design; public sector reforms and public-private partnership; operating environment for SMEs; trends in infrastructure development and policy; current trends in India's service sector; present state of industrial relations.

Unit-IV

BOP scenario; globalisation trends and corporate challenges; foreign trade pattern and policy; environment for FDI: exchange rate stability and corporate responses. **RTI Act 2005 : Purpose, Right to Information and Obligation of Public Authorities, Exemption from disclosure of information.**

Suggested Readings:

1. Ruddar Datt(ed.), Second Generation Economic Reforms in India, Deep and Deep, New Delhi
 2. N.K.Sengupta, Government and Business, Vikas, New Delhi.
 3. S. K. Mishra and V. K. Puri, Economic Environment of Business, Himalaya Publishing, New Delhi.
 4. Govt. of India, Economic Survey (latest year), Ministry of Finance, Govt. of India, New Delhi.
 5. Council for Social Development: India: Social Development Report, Oxford University Press, New Delhi.
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3. All questions will carry equal marks.

External Marks: 80

Internal Marks: 20

Time: 3 Hours

Marketing Management
Paper Code: MBE 204

Unit-I

Importance and scope of marketing; marketing concepts; tasks of marketing management; consumer and business markets; developing marketing strategy and plan; marketing environment; marketing research process and information system; building an effective marketing organization.

Unit-II

Consumer buying decision process in consumer and business markets; building customer value, satisfaction and loyalty; managing customer relations. Market segmentation, targeting and positioning approaches to deal with market competition.

Unit-III

Product levels; developing and introducing new products; product life cycle; branding decisions; managing brand equity; developing brand strategy, packaging decisions; marketing channels and value networks; decisions concerning channel designing and management; market-logistics decisions. Developing effective marketing communications; media decisions; direct marketing; managing personal selling; pricing policies, strategies and tactics.

Unit-IV

Ethical issues in marketing; socially responsible marketing; consumerism and marketing decisions; special challenges of rural marketing; e-marketing; evaluating and controlling marketing effort; challenges of global marketing.

Suggested Readings:

1. Philip Kotler and Kevin Lane, Marketing Management, Pearson Education, New Delhi
2. Terence A. Shimp, Promotional Management and Marketing Communications, The Dryden Press, Orlando.
3. Richard R. Still, Edward W. Cundiff and Norman A. P. Govoni, Sales Management, Prentice-Hall of India, New Delhi.
4. V.S. Ramaswamy and S.Namakumari, Marketing Management : Planning, Control, MacMillan, N. Delhi.

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3. All questions will carry equal marks.

External Marks: 80

Internal Marks: 20

Time: 3 Hours

Human Resource Management Paper Code: MBE 205

Unit I

Concepts and perspective of human resource management; human resource management in changing environment; process involved in HRM.

Unit II

Human resource planning- long and short term perspective; methods and techniques of forecasting the demand and supply of man power; job analysis and job evaluation; recruitment and selection; employment tests and interviews.

Unit III

Training and development of managerial, technical, operating personnel and office staff; workforce adjustment; employee promotion-mechanics system and key issues.

Unit IV

Human resource information system; human resource audit; human resource accounting; human resource motivation; compensation- aims and components, factors determining pay rates; establishing pay rates; industrial relations; industrial disputes and dispute resolution; trade unions; employee grievances and discipline; employee empowerment.

Suggested Readings:

1. G. Dessler, Human Resource Management, Pearson Education Asia, N. Delhi.
2. Jan Beardwell and Len Holden, Human Resource Management, A Contemporary Perspective, Mac Millan, New Delhi
3. E, Ramaswamy; Managing Human Resources, Oxford University Press, N. Delhi.
4. John Ivancevich, Human Resource Management, Tata McGraw Hill, N. Delhi.
5. Lais R.Gomez-Mejia, David B.Balchin, Robert L.Carddy, Managing Human Resource, Pearson Education, Delhi.

Only latest editions of the above are recommended.

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2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80

Internal Marks: 20

Time: 3 Hours

Financial Management Paper Code: MBE 206

Unit-I

Nature and scope of financial management; goals and functions of finance; objectives of financial management; impact of financial and economic environment on financial management; time value of money; ratio analysis; fund flow analysis; cash flow analysis.

Session 2013-14

Unit-II

Capital structure decisions; leverages; cost of capital; net income approach; net operating income approach; traditional approach; Merton Miller (MM) approach; EBIT-EPS analysis; debt equity ratio; generation of internal funds; dividend policy determinants.

Unit-III

Working capital management; need for working capital; determinants of working capital requirements; estimation of working capital needs; working capital financing; management of cash and inventory; credit management.

Unit-IV

Investment decisions- importance and difficulties; capital budgeting techniques; inflation and capital budgeting; risk analysis; risk-adjusted discounting rate; decision tree; independent and dependent risk analysis.

Suggested Readings:

1. I. M. Pandey, Financial Management, Vikas Publishing House, N.Delhi.
2. M. Y. Khan and P. K. Jain, Financial Management, Tata McGraw Hill, Delhi
3. Engene F. Brigham and Joel F. Houston, Fundamentals of Financial Management, Thomson South Western, Ohio.
4. Van Horne, Financial Management and Policy, Prentice Hall of India, N. Delhi.
5. Prasanna Chandra, Financial Management, Tata McGraw Hill, N. Delhi

Only latest editions of the above are recommended.

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2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80

Internal Marks: 20

Time: 3 Hours

Operations and Supply Chain Management Paper Code MBE 207

Unit-I

Meaning of operations management and supply chain management; important trends interlinking operations and supply chain management; operations and supply chain strategies; business processes; mapping business processes; measuring process performance; reducing cycle times; bench marking; strategies for business process improvement.

Unit -II

Product design and development process; operations and supply chain perspectives on design; the development process; organizational role in product and service development; approaches to improving product and service design; types of manufacturing processes and their characteristics; product customization within the supply chain; service processes; layout decision models; capacity and capacity strategies; methods of evaluating capacity alternatives;

Unit -III

Importance of purchasing; sourcing decision; sourcing strategy; purchasing process; multi-criteria decision models in sourcing and purchasing; trends in purchasing models; importance of logistics; logistics decision areas; logistics strategy; logistics decision models; sales and operations planning (S&OP) strategy; major approaches to S&OP planning; organizing for and implementing S&OP planning; services consideration.

Unit -IV

Role of Inventory – its types, drivers and dependent demand inventory; periodic review system; continuous review system – economic order quantity, reorder points, safety stock and quantity discounts; single period inventory system; inventory in supply chain; master scheduling; material requirement planning; production activity control and vendor order management systems; synchronizing planning and control across the supply chain; just-in-time perspective on waste and inventory.

Suggested Readings:

1. Bozarth, Cecil C. & Handfield, Robert B.; Introduction to Operations and Supply Chain Management; Pearson Education; New Delhi.
2. Wisner, Joel D., Leong, G. Keong & Tan, Keah-Choon; Principles of Supply Chain Management – A balanced approach; Thomson Learning; New Delhi.
3. Gaither, Norman & Frazier, Greg; Operations Management; Thomson Learning; New Delhi.
4. Mahadevan, B.; Operations Management – Theory and Practice; Pearson Education; New Delhi.
5. Krajewski, Lee J. & Ritzman, Larry P.; Operations Management – Processes and Value Chains; Pearson Education; New Delhi.
6. Chary S., Production & Operations Management, Mc Graw Hill, New Delhi.
7. Saxena J, Production & Operations Management, Mc Graw Hill, New Delhi.
8. Admn, E E & Ebert, R.J. Production and Operations Management, New Delhi, Prentice Hall of India.

Only latest editions of the above are recommended.

Note:

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3. All questions will carry equal marks.

External Marks: 80

Internal Marks: 20

Time: 3 Hours

Cost Benefit Analysis

Paper Code MBE 208

Unit -I

Introduction to Cost-Benefit Analysis, Conceptual Foundations of Cost-Benefit Analysis Basic Microeconomic Foundations of Cost-Benefit Analysis, Valuing Benefits and Costs in Primary Markets.

Unit -II

Valuing Benefits and Costs in Secondary Markets, Discounting Benefits and Costs in Future Time Periods, Dealing with Uncertainty: Expected Value, Sensitivity Analysis, and the Value of Information.

Unit -III

Option Price and Option Value, Existence Value, Social Discount Rate, Valuing Impacts from Observed Behavior: Demonstrations, Valuing Impacts from Observed Behavior: Direct Estimation of Demand Curves, Contingent Valuation: Using Surveys to Elicit Information about Costs and Benefits.

Unit -IV

Meaning of Shadow Prices, Shadow Prices from Secondary Sources, Cost-Effectiveness Analysis, Distributional Weighted Cost-Benefit Analysis, Accuracy of CBA.

Suggested Readings:

1. Anthony Boardman, David Greenberg, Aidan Vining & David Weimer, Cost-Benefit Analysis, Prentice Hall.

Only latest editions of the above are recommended.

Note:

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2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80
Internal Marks: 20
Time: 3 Hours

Project Economics and Management Paper Code: MBE 301

Unit-1

Concepts of projects; project identification; formulation, analysis, risk, planning, design, report and appraisal; location of an enterprise; factory design and layout.

Unit-II

Understanding financial analysis; ratio analysis; fund flow analysis; breakeven analysis; social cost-benefit analysis; budgeting and planning process.

Unit-III

Sources of development finance; institutional finance to entrepreneurs; working capital management; incentives and subsidies; policies governing entrepreneurship; role of a consultancy organization.

Unit-IV

A review of project performance; post evaluation approach; community participation in projects; SWOT analysis; managing risk and exposure.

Suggested Readings:

1. Chandra, P., Project Planning Analysis, Selection, Implementation and Review, Tata McGraw Hill, New Delhi.
2. Hedemey, J.W., Control and Management of Capital Projects, John Wiley, New York.
3. Wysocki, R.K., R. Bick and D. B. Crane, Effective Project Management, John Wiley and Sons, USA.
4. Chaudhary, S., Project Management, Tata McGraw Hill, New Delhi.

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2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80

Internal Marks: 20

Time: 3 Hours

Business Entrepreneurship Development Paper Code: MBE 302

Unit-1

Nature and dimensions of entrepreneurship; creativity, innovation and entrepreneurship; entrepreneurship versus intrapreneurship; entrepreneurship and economic growth; basic theories of entrepreneurship;

individual and corporate entrepreneurship; entrepreneurial environment; nature of entrepreneurial capital and other resources; e-entrepreneurs; institutional arrangement for the promotion of entrepreneurship.

Unit-II

Identifying and evaluating business opportunities; barriers to entrepreneurship; environment analysis for a new venture; entrepreneurial strategy; risk management in entrepreneurship; managing intellectual property issues.

Unit-III

Nature of new business planning; preparation of technical, financial and marketing plans; plan format and presentation; plan critiquing; arranging new venture finance; assessing working capital requirements; cash flow management; evaluating outsourcing opportunities.

Unit-IV

Creating top management teams; building an enduring organization; major HR tasks of an entrepreneur; entrepreneurial culture and ethics; measuring entrepreneurial performance; business development through licensing, franchising and corporate networking.

Suggested Readings:

1. Dollinger, Marc, J., Entrepreneurship: Strategies and Resources, Pearson Education, Delhi.
2. Holt, David, H., Entrepreneurship: New Venture Creation, Prentice Hall of India, New Delhi.
3. Drucker, P., Innovation & Entrepreneurship, Heinemann, London.
4. Hisrich, Robert, D. and Michael P. Peters, Entrepreneurship, Tata McGraw Hill, New Delhi.

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2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80

Internal Marks: 20

Time: 3 Hours

Business Research Methods

Paper Code: MBE 303

Unit-I

Significance of business research; concepts, constructs, proposition and hypotheses; the process of research; structure of a research proposal; types of business research.

Unit-II

Research design concept and types; sampling design types and techniques; probability and non-probability sampling; measurement and scaling techniques; sources and methods of data collection; questionnaire designing.

Unit-III

Hypothesis testing; parametric and non-parametric tests (analysis of variance, χ^2 test, sign test, The Mann-Whitney U-test, Kruskal-Wallis H- Test).

Unit-IV

Characteristics of multivariate analysis; dependency techniques in multivariate analysis-multiple regression, discriminant analysis, MANOVA, LISREL, conjoint analysis; interdependency techniques-factor analysis, cluster analysis and multi-dimensional scaling; structure of written research report.

Suggested Readings:

- 1 McBurny, Research Methods, Thomson Learning, Bombay.
- 2 Donald, R. Cooper and Pamela Schindler, Business Research Methods, Tata McGraw Hill, New Delhi.
- 3 C.R. Kothari, Research Methodology- Methods and Techniques, Wiley International Ltd, Singapore.
- 4 Uma Shekhran, Business Research Methods, Wiley Education, Singapore.
- 5 Andy Field, Discovering Statistics using SPSS, SAGE, London.

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2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80

Internal Marks: 20

Time: 3 Hours

Business Econometrics

Paper Code: MBE 401

Unit-I

Meaning and methodology of econometrics, simple & general linear regression models; least squares estimation, and its properties, R-square and adjusted R-square.

Unit-II

Econometric problems: meaning, tests, consequences and solutions of multicollinearity, heteroscedasticity, and autocorrelation; generalized (Atkin's) least square estimation.

Unit-III

Significance and scope of business forecasting; types of business forecasts; basic steps in forecasting; forecasting with trend projection, moving averages and exponential smoothing; barometric methods of forecasting; simple and general linear regression models of forecasting; predicting business cycles; qualitative forecasts through surveys and opinion polls.

Unit-IV

Demand analysis; idea of cross-section, time series and panel data; specification, estimation and interpretation of linear, semi-logarithmic and double logarithmic Engel and demand functions, estimation of demand for durable goods; production analysis: estimation of Cobb-Douglas and S-M-C production functions; estimation of cost functions (C.D. only).

Suggested Readings:

1. Gujarati, Damodar N.: Basic Econometrics, McGraw-Hill Co., New York.
2. Intriligator, M.D.: Econometric Models, Techniques and Applications, Prentice Hall, New Delhi.
3. Johnston, J.: Econometrics Methods, McGraw-Hill Co., New York.
4. Kmenta, J.: Elements of Econometrics, Macmillan, New York.
5. Koutsoyiannis, A.: Theory of Econometrics, Palgrave, New York.
6. Wallis, K.F.: Topics in Applied Econometrics, Basil Blackwell.

Only latest editions of the above are recommended.

Note:

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2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80

Internal Marks: 20

Time: 3 Hours

Business Strategy Paper Code: MBE 402

Unit-1

Business policy as a field of study; nature and objectives of business policy; strategic management process- vision and mission, establishment of organizational direction, corporate strategy and strategic activation; strategic business units.

Unit-II

Top management constituents board of directors, sub-committees, chief executive officer; task, responsibilities and skills of top management; corporate governance.

Unit-III

Formation of strategy: nature of company's environment and its analysis: SWOT analysis; evaluating multi-national environment; identifying corporate competence and resources; principles and rules of corporate strategy; strategic excellence positions.

Unit-IV

Strategic analysis and choice; BCG matrix; GE-Cell Nine matrix; stop light strategic model; directional policy matrix model; grand strategy selection matrix; model of grand strategy dusters; behavioural considerations affecting strategic choice; contingency approach to strategic choice.

Suggested Readings:

1. Johnson and Scholes, Exploring Corporate Strategy, Prentice Hall, New Delhi.
2. Thomson, S., Strategic Management, Tata McGraw Hill, New Delhi.
3. Sukul, Compash, Strategic Management, Vikas Publishing, New Delhi.
4. Kazmi, A., Business Policy and Strategic Management, TMH, New Delhi.
5. Wheelen, T. and J.D. Hunger, Strategic Management and Business Policy, Pearson Education, New Delhi.

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3. All questions will carry equal marks.

External Marks: 80

Internal Marks: 20

Time: 3 Hours

**Consumer Behaviour
Paper Code: MBE3A1**

Unit-I

Scope and aspects of consumer behaviour; consumer needs and buying motives; buying decision process; life style, psycho-graphic, usage and benefit segmentation of consumer classes; models of consumer behaviour.

Unit-II

Influence of culture, sub-cultures and social groups on consumer behaviour; consumer perception and attitude; influence of personality and self-concept on buying behaviour; influence of reference groups.

Unit-III

Consumer motivation and involvement; processing of consumer information; consumer learning and memory; family purchase decision process.

Unit-IV

Post-purchase behaviour; industrial buying behaviour; basic process of consumer behaviour research; measuring consumer satisfaction; consumer behaviour audit; on-line consumer behaviour.

Suggested Readings:

1. Engle, J. F., Consumer Behaviour, Dryden Press, Chicago.
2. Howard, J. A., Consumer Behaviour in Marketing, Engle Wood cliffs, New Jersey.
3. Mowen, Joohan, C., Consumer Behaviour, MacMillan, New York.
4. Schiffman, L.G. and L.L. Kanuk, Consumer Behaviour, Prentice Hall, New Delhi.

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3. All questions will carry equal marks.

External Marks: 80
Internal Marks: 20
Time: 3 Hours

Marketing of Services
Paper Code: MBE3A2

UNIT-I

Growing significance of the service sector; goods v/s services; classification of services and marketing implications; service marketing process; distinctive challenges of service marketing; behaviour in service encounters; consumer purchase decision process for services; consumer difficulties in evaluating services.

UNIT-II

Service delivery process; basic problems in service operations; service blueprinting; steps in developing service product; challenges of service branding; service positioning in competitive markets; service differentiation; developing the service communication mix; developing and managing service distribution channels; pricing of services.

UNIT-III

Physical evidence of services; approaches to measure service quality; service quality; service quality information systems; improving service productivity; assessing customer satisfaction in services; service failures and recovery strategies; approaches to customer retention.

UNIT-IV

Balancing demand and capacity; managing customer waiting line and reservation; human resource issues in service operations; creating a leading service organisation; ethical aspects of service marketing.

Suggested Reading:

1. Lovelock, Christopher, Service Marketing: People Technology Strategy, Pearson Education, New Delhi.
2. Zeitham, Valaric, L.A. and Mary J. Bitner, Service Marketing: Integrating Customer, Focus Across the Firm, Tata McGraw Hill, New Delhi.
3. Hoffman and Bateson, Essentials of Service Marketing, Thomson Learning, Bombay.
4. Payne, The Essential of Services Marketing PHI, New Delhi.

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3. All questions will carry equal marks.

External Marks: 80

Internal Marks: 20

Time: 3 Hours

Marketing Communication

Paper Code: MBE 3A3

Unit-I

Introduction – Concept of marketing communication, marketing communication mix, factor affecting marketing communication mix, drivers of integrated marketing mix; models of marketing communication – Blade Box Model, AIDAS model, Lavidge Steiner model, DAGMAR model, PCB model; marketing communication planning process.

Unit-II

Managing the Marketing Communication Process – Analysis of promotional opportunities, concepts of segmentation and target marketing, promotional strategy of formulation and competitive positioning, determination of promotional objectives, deciding promotional appropriation, integrating marketing communication programme, commissioning and contracting external resources.

Unit-III

Advertising and Media Planning – Advertising plan, creative strategy, advertising appeal, creative formats, stages of creative strategy – idea generation, copy writing, layout, copy testing and diagnosis; media planning – traditional and contemporary media; media objectives – reach, frequency, cost etc.; media strategy, media scheduling, media planning models, key issues in advertising – comparative advertising, web advertising; advertising agency – functions and types, outdoor advertising.

Unit-IV

Wider Issues and Dimensions – Sales promotions, personal selling, direct marketing, public relations, publicity and corporate advertising, unconventional promotional media, marketing communication budgeting, measuring promotional performance, global marketing communication, legal and ethical issues in integrated marketing communication.

Suggested Readings:

1. Shah, Kruti and Alan D'Souza, Advertising and Promotion – An IMC Perspective, Tata McGraw Hill, New Delhi.
2. Belch, George and Belch, Michael; Advertising and Promotion, Tata McGraw Hill, New Delhi.
3. Wells, William, Burnett, John and Moriary, Sandra; Advertising Principles and Practice' Pearson Education, New Delhi.
4. Jethwaney, Jaishree and Jain, Shruti; Advertising Management; Oxford University, New Delhi.

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2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80

Internal Marks: 20

Time: 3 Hours

Training and Development Systems and Practices

Paper Code: MBA3B1

Unit-1

Nature and scope of training function; organization and management of training functions; role, responsibilities and challenges of training managers; models of training- systematic model and the transitional model; training consultancy.

Unit-II

The process and approaches to training needs analysis; teamwork for conducting training needs analysis; training climate and pedagogy; developing training modules.

Unit-III

Understanding and developing the objectives of training; facilitation of training with focus on trainee; training designs; facilitation of transfer with focus on organization; training methods; implementation of training programme.

Unit-IV

Approaches to management development; sources of knowledge and skill acquisition; types of management development programme; training and development in India.

Suggested Readings:

1. Raymond, A.N., Employee Training and Development, Tata McGraw Hill, New Delhi.
2. Soloman, M., A Handbook for Training Strategy, Jaico Publisher, New Delhi.
3. Lynton, R.P., Training for Development, Vistaar, New Delhi.
4. Beunet, R., Improving Training Effectiveness, Aldershot Gower, New Delhi.

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2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80
Internal Marks: 20
Time: 3 Hours

Performance Appraisal Systems and Practices Paper Code: MBE3B2

Unit-1

Significance of performance appraisal; performance management process-conceptual model and its application; philosophy behind performance management.

Unit-II

Identifying and measuring employee performance; uses of performance appraisal; managing performance appraisal; conducting appraisal; methods for appraising performance.

Unit-III

Developing performance standards; conducting performance reviews; performance management documentation; potential appraisal.

Unit-IV

Ongoing mentoring and pareto development; annual stock taking; performance related pay; appraising for recognition and reward.

Suggested Readings:

1. Chadha, P., Performance Management, McMillan, New Delhi.
2. Dessler Gary, Human Resource Management, Pearson Education, Singapore.
3. Packson, H., Resource Management, Thompson Asia, Singapore.
4. Cascio, Wayne, F., Managing Human Resources, Tata McGraw Hill, New Delhi.

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3. All questions will carry equal marks.

External Marks: 80
Internal Marks: 20
Time: 3 Hours

Industrial Relations and Labor Legislations **Paper Code: MBE 3B3**

Unit-I

Industrial Relations: Concept, Scope, Objectives, emerging socio -economic and techno-economic profile; Impact of technological change on industrial relations; Role of State in managing industrial relations factors affecting industrial relations.

Unit-II

ILO and Trade Unions: Objectives and functions; Development of trade Union movement in India; Challenges of Trade Union movement; Forms of union; Trade Union response toward liberalization and change; Role and objectives of ILO, Prevention and settlement of disputes.

Unit III

Labor Legislations: Objectives, forms and significance; Grievance handling legislations: Social security legislations, Regulatory legislations and protective and employment legislations; Harmony and discipline.

Unit-IV

Co-ownership management; Concept and significance; Involvement of workers with management processes; Strategic implementation of WPM; Collective bargaining and empowerment: role, methods and significance to quality management. Quality of work life.

Suggested Readings

1. Ramaswamy, E. Managing Human Resources, Oxford University Press, New Delhi
2. Venkataratnam, C.S. and Sinha, Pravin, Trade Union Challenges at the Designing of 21st Century, IIRA -Excel Books, New Delhi
3. Monappa, A . Industrial Relations, Tata McGraw Hill, New Delhi
4. Monappa, A. Managing Human Resources, Tata McGraw Hill, New Delhi
5. Sinha, Sinha, Sakher, Industrial Relations, Trade Unions and Labour Legislations, Pearson Education, New delhi
6. Venkataratnam, C.S., Industrial Relations, Oxford University Press, New Delhi
7. Dutta, S.K. Guide to Disciplinary Action, Tata McGraw Hill, New Delhi.

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2. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80

Internal Marks: 20

Time: 3 Hours

Security Analysis and Portfolio Management

Paper Code: MBE3C1

Unit-I

Nature and scope of financial investment and decision making; financial environment; investment risk; marketing risk; interest risk; inflation risk; default risk; nature of stock market; listing of securities; valuation of securities; OTCEI.

Unit-II

Techniques of risk measurement and their application; portfolio evaluation; concept of beta; classification of beta-gearred and un-gearred beta; project beta; portfolio beta; security market line; capital market line; portfolio revision; portfolio reconstruction.

Unit-III

Security analysis; fundamental analysis; economy, industry, company and technical analysis; efficient market hypothesis, Dow Jones Theory; measurement of systematic and unsystematic risk

Unit-IV

Portfolio analysis; portfolio selection; portfolio theories-Markowitz Model and Capital Assets Pricing Model; portfolio revision; performance evaluation of managed portfolios; Sharpe Ratio; Treynor Ratio; Jensen's Alpha.

Suggested Readings:

1. Chandra, P., Investment Analysis and Portfolio Management, Tata McGraw Hill, New Delhi.
2. Amling, F., Investment, Engle Wood Cliffs, Prentice Hall, New Jersey.
3. Hawgen, H.R., Modern Investment Theory, Engle Wood Cliffs, Prentice Hall, New Jersey.
4. Avdhani, V.A., Security Analysis and Portfolio Management, Himalaya Publishers, New Delhi.

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2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80
Internal Marks: 20
Time: 3 Hours

Financial Markets and Institutions Paper Code: MBE 3C2

Unit-1

Classification, role, functions and structure of financial market; role of government; nature and role of money market; structure of money market rates; linkages between money and capital markets; financial markets and economic growth.

Unit-II

Capital market-primary and secondary; capital market intermediaries and instruments; valuation of securities; recent developments in capital markets in India; functions and power of SEBI; merchant banking and venture capital; depository institutions.

Unit-III

Wealth maximization models and their application in financial decision making; evaluation of risk and return for financial institutions; interest rate analysis; yield curve approach.

Unit-IV

Working of financial institutions-commercial banks, mutual funds, Insurance Companies and venture capital institutions; capital adequacy and capital planning; international aspects of financial institutions.

Suggested Readings:

1. Bhole, L.M., Financial Institutions and Markets, Tata McGraw Hill, New Delhi.
2. Yeager, Fred, C. and E. Nail. Seitz, Financial Institution Management: Text and Cases, Englewood Cliffs, PHI, New Delhi.
3. Mayo, Financial Institutions, Investment and Management, Thomson Learning, Bombay.
4. Fabozzi, J.F., Foundations of Financial Markets and Institutions, Pearson Education, New Delhi.

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2. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.
3. All questions will carry equal marks.

External Marks: 80
Internal Marks: 20
Time: 3 Hours

Economics of Infrastructure Finance Paper Code: MBE 3C3

Unit-1

Phases and objectives of capital budgeting; generation and screening of project ideas; market, demand and situational analysis, technical analysis and financial analysis.

UNIT-II

Special decision situations, analysis of project risk; appraisal criteria, firm risk and market risk.

UNIT-III

Social cost benefit analysis, UNIDO approach, SCBA by financial institutions, project financing in India project appraisal by financial institutions, environmental appraisal of Projects.

UNIT-IV

Project management: organization, planning, control, human aspects and pre-requisites, Financing infrastructure projects: Concept, rational and financial instruments; Public finance for infrastructure projects; BOOT/ BOT system for infrastructure projects.

Suggested Readings:

1. Chandra, Prasanna, Projects: Planning Analysis, Selection, Implementation and Review, Tata McGraw Hill, New Delhi, 2002.
2. Bhavesh, M Patel, Project Management, Vikas Publishing House, New Delhi.
3. Machiraju, H. R., Project Finance, Vikas Publishing House, New Delhi.
4. Rao, P.C.K., Project Management and Control, Sultan Chand & Sons, N.Delhi.
5. Nijiru, Cyrus and Merna, Tony, Financing Infrastructure Projects, Thomas Telford, UK.

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3. All questions will carry equal marks.

External Marks: 80

Internal Marks: 20

Time: 3 Hours

Foreign Exchange Management

Paper Code: MBE 3D1

Unit-1

Nature and features of foreign exchange; demand and supply of foreign exchange- the balance of payment framework; types of exchange rates and systems; theories exchange rate determination; over valued and under valued currencies.

Unit-II

Factors affecting exchange rate fluctuations; the Dornbusch sticky-price theory of exchange rate volatility; exchange rate overshooting; empirical patterns of exchange rate fluctuations; role of central bank in exchange rate stability; effect of currency depreciation on trade balance; the J-curve effect; currency convertibility.

Unit-III

Spot and forward exchange markets; functions and participants of forward exchange market; forward premium; methods of quoting exchange rates; cross rates; bid ask spreads; interest rate parity theorem.

Unit-IV

Currency futures and options; currency swaps-determination of their market value, over-the-counter options; measuring foreign exchange risk and exposure; techniques of exposure management.

Suggested Readings:

1. Zenoff, D.B. and J. Zwick, International Financial Management, Englewood Cliffs, Prentice Hall, New Jersey.
2. Shapiro, A.C., International Financial Management, Prentice Hall, New Delhi.
3. Apte, P. G., Foreign Exchange Management, Tata McGraw Hill, New Delhi.
4. Rodriguez, R.M. and E.E. Carter, International Financial Management, Englewood Cliffs, Prentice Hall, New Jersey.

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3. All questions will carry equal marks.

External Marks: 80

Internal Marks: 20

Time: 3 Hours

International Marketing Paper Code: MBE 3D2

Unit-1

Nature of international marketing process; risks and benefits of international marketing; controllable and uncontrollable factors; international marketing environment; assessing global marketing opportunities; barriers facing international marketers; WTO provisions relevant to international marketing.

Unit-II

Understanding foreign consumers; research and information system for international marketing; foreign market entry strategies; product development for foreign markets; international market segmentation and product positioning; branding and packaging decisions; international product life cycle.

Unit-III

Intermediaries in international distribution; channel selection, evaluation and strategies; international advertising and promotion; challenging of international selling; pricing decisions in international marketing.

Unit-IV

Structure of international distribution logistics; price quotations and terms of sale; basic export procedure and documentation; cargo insurance; methods and instruments of trade financing

Suggested Readings:

1. Walter, I. and T. Murray, Handbook of International Business, John Wiley, New York.
2. Keegan, W. J., Global Marketing Management, Prentice Hall, New Delhi.
3. Cateora, R.P. and L.J. Grahans, International Marketing, Tata McGraw Hill, New Delhi.
4. Onkvisit, Oak and Shaw, International Marketing, Prentice Hall of India, New Delhi.

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3. All questions will carry equal marks.

External Marks: 80
Internal Marks: 20
Time: 3 Hours

International Business Environment

Paper Code: MBE 3D3

Unit-I

Recent global trends in international trade and finance; dimensions and modes of IB; structure of IB environment; risk in IB; motives for internationalization of firms; organizational structure for IB; world trading system and impact of WTO; exchange rate systems; global financial system; barriers to IB; international business information and communication.

Unit-II

Foreign market entry strategies; country evaluation and selection; factors affecting foreign investment decisions; impact of FDI on home and host countries; types and motives for foreign collaboration; control mechanisms in IB.

Unit-III

Decisions concerning global manufacturing and material management; outsourcing factors; managing global supply chains; product and branding decisions; managing distribution channels; international promotion mix and pricing decisions; counter trade practices; mechanism of international trade transactions.

Unit-IV

Harmonizing accounting difference across countries; currency translation methods for consolidating financial statements; the LESSARD-LORANGE Model; cross cultural challenges in IB; international staffing decisions; compensation and performance appraisal of expatriate staff; ethical dilemmas and social responsibility issues.

Suggested Readings:

1. Daniels, J.D. and H. LEERadesbaugh, International Business-Environment and Operations (New Delhi; Pearson Education).
2. Hill, Charles W.L., International Business -competency in the Global Marketplace (New Delhi: Tata McGraw Hill).
3. Sundaram, Anant K and Steward J Black, The International Business Environment: Text and Cases (New Delhi: Prentice Hall of India).
4. Sharan, V., International Business: Concept, Environment and Strategy (New Delhi: Pearson Education).
5. Beth V. Yarbrough and Robert H. Yarbrough, The World Economy – Trade and Finance, Thomson Learning, Singapore.

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3. All questions will carry equal marks.

External Marks: 80
Internal Marks: 20
Time: 3 Hours

Advertising and Brand Management Paper Code: MBE4A4

Unit-1

Nature and scope of advertising management; role of advertising in integrated marketing communication; determining target audience; approaches to setting advertising objectives and budgets; advertising planning strategies and programmes.

Unit-II

Media planning, objectives and strategies; media selection; media buying; advertising and consumer behaviour; measuring advertising effectiveness; role of advertising agencies and client-agency relations; economic aspects of advertising; ethical and legal issues.

Unit-III

Nature of brand development; brand awareness and attitudes; brand image and identity; brand loyalty and its measurement; measures of brand equity; brand personality; role of advertisement in brand development.

Unit-IV

Brand positioning and re-positioning; brand switching; role of celebrity endorsement; brand extension; alternative branding strategies; advertising and brand positioning; challenges of brand management.

Suggested Readings:

1. Myers, J. A. and D.A. Aaker, Advertising Management, Pearson Education, New Delhi.
2. Burnet, J. and S. Moriarty, Advertising: Principles and Practice, Pearson Education, New Delhi.
3. David, A., Managing Brand Equity, Prentice Hall, New Delhi.
4. Belch, G.E. and M.A. Belch, Advertising and Promotion, Tata McGraw Hill, New Delhi.

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3. All questions will carry equal marks.

External Marks: 80

Internal Marks: 20

Time: 3 Hours

Sales and Distribution Management Paper Code: MBE4A5

Unit-I

Nature of the basic selling function; basic sale management and control process; buyer-seller dyads; theories of selling; customer prospecting; setting personal selling objectives, sales-related marketing policies; sales organization and sales department relations.

Unit-II

Challenges of managing sales force; recruiting, selecting and training sales personnel; sales force motivation; compensation issues; managing selling expenses.

Unit-III

Distribution in the marketing system; distribution intermediaries and channels; value addition through distribution; channel decisions; multi-channel marketing system; legal and ethical issues in channel relations.

Unit-IV

Building distributor loyalty; efficiency in distribution; compressing distribution costs; integrating selling and distribution strategies; use of IT in distribution process; integrating distribution strategy with overall supply chain management.

Suggested Readings:

1. Cundiff, Edward, S.R. and G. Govoni Norman, Sales Management: Decisions Strategies and Cases, PHI, New Delhi.
2. Futrell, Sales Management, Thomson Learning, Bombay.
3. Rosenbloom, Bert, Marketing Channels: A Management View, Dryden Press, Thomson Learning, Bombay.
4. Anderson, E.R., Professional Sales Management, McGraw Hill, New Delhi.
5. Havaldar K. Krishna and Vasant M. Cavale, Sales and Distribution Management: Test and Cases, McGraw Hill, New Delhi.

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3. All questions will carry equal marks.

External Marks: 80
Internal Marks: 20
Time: 3 Hours

Retail Business Management **Paper Code: MBE 4A6**

Unit-1

Nature and functions of retailing; retail formats; retail business planning; retailing environment-nature and dynamics; retail development and competition; development of organized retailing in India; major international retail chains.

Unit-II

Strategic marketing planning for retailing; consumer behaviour in retailing; merchandising operations and strategy; pricing strategies; locational and promotional aspects of retailing.

Unit-III

Store design and layout; managing retail service quality; store branding; challenges of service retailing; risk and financial aspects; distribution processes and stages; aspects of supply chain management; inventory decisions; warehouse management.

Unit-IV

Retail information systems; building customer relations and loyalty; retail security; out-of-store retailing; challenges of international retailing; HR issues in retailing. An overview of retail industry in India.

Suggested Readings:

1. Newman, A.J. and Peter C., Retailing Environment and Operations, Thomson Learning, London.
2. Andersen, C.H., Retailing: Concepts, Strategy and Information, St.Paul MN : West Publishing.
3. Hasty, R. and J. Reardon, Retail Management, McGraw Hill, New York.
4. Berman, B. and R.E Joel, Retail Management: A Strategic Approach, Prentice Hall, New Delhi.

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3. All questions will carry equal marks.

External Marks: 80
Internal Marks: 20
Time: 3 Hours

Strategic Human Resource Management Paper Code: MBE 4B4

Unit-1

Nature of human resource management environment; HR's new role and orientation; HRM for competitive advantage; HR and organizational performance.

Unit-II

Investment perspective of HR; investment in training and development; investment practices for improved retention; non-traditional investment approaches; investment in disabled employees; employee assistance programmes.

Unit-III

Importance of human resource to strategy; overview of theoretical foundation of strategic HR concepts; strategy-driven role behaviour and practices; integration of strategy with HR planning; determinants and problems of integration.

Unit-IV

Strategy implementation for work force utilization; selection of employees; strategically oriented performance management and compensation systems; the role of strategic HR leader; future roles and leadership competencies; managing workforce diversity; cultural issues relating to expatriates.

Suggested Readings:

1. Kandula, S.R., Strategic Human Resource Development, Prentice Hall, New Delhi.
2. Boxell and J. Purcell, Strategy and Human Resource Management, McMillan, New Delhi.
3. Mello, J.A., Strategic Human Resource Management, Thompson Learning, New Delhi.
4. Purcell, J., Human Resource Management: A Critical Text, Cincinnati OH: SW, Thompson Learning, New Delhi.

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3. All questions will carry equal marks.

External Marks: 80

Internal Marks: 20

Time: 3 Hours

Compensation Management

Paper Code: 4B4

Unit-1

Nature and objectives of compensation systems; compensation strategy; monetary and non-monetary rewards; intrinsic rewards, cafeteria style compensation, fringe benefit and supplementary compensation; Compensation and productivity; Compensation in relation to employee retention and loyalty.

Unit-II

The process of compensation forwarders; wage theories; evolution of modern day labour force; incentive plans; reward management; discrimination in labour market .

Unit-III

Identifying compensation for chief executives and other employees; guidelines of Companies Act relating to CEO compensation; different components of compensation package.

Unit-IV

Job analysis and methods of job evaluation; internal and external equity in reward management; role of wage board and pay commissions; international compensation; knowledge- based compensation; team compensation; competency- based compensation.

Suggested Readings:

1. Henderson, R., Compensation Management- Rewarding Performance, Prentice Hall, New Delhi.
2. Bergnan and Thomas, Compensation Decision Making, Harcourt College,
3. Capeman, Employees Share Ownership, Kogan Page, New York.
4. Bergers, R.L., Wage and Salary Administration, Charles E-Merril, London.

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External Marks: 80
Internal Marks: 20
Time: 3 Hours

Organizational Development Paper Code: MBE 4B6

Unit-I

Organizational Change – meaning, nature, types; theories of planned change; Organizational Development – nature and characteristics; process of organizational development.

Unit-II

Human Process Interventions – T-group, process consultation, third party interventions, team building; organizational confrontation meeting, coaching and mentoring, role focused interventions.

Unit-III

Techno structural Interventions – restructuring organization, reengineering, employee involvement, work design; Strategic Interventions – Organization and environment relationships, organization transformation.

Unit-IV

Contemporary issues and applications – Organizational development in global context, organizational development in service sector, OD Practitioners – role, competencies requirement, professional ethics and values and experiences; future trends in OD.

Suggested Reading:

1. Cummings, Thomas G. and Christopher G. Worley, Organisation Development and Change, Thomson Learning.
2. Ramnarayan S., T.V. Rao and Kuldeep Singh, Organisation Development Interventions and Strategies, Response Books, New Delhi.
3. French, Wendell L. and Lecil H. Bell, Organisation Development, PHI, New Delhi.
4. Chowdhury, Subir, Organisation 2IC, Pearson Education.

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3. All questions will carry equal marks.

External Marks: 80
Internal Marks: 20
Time: 3 Hours

Business Taxation
Paper Code: MBE 4C4

Unit-1

Sources of corporate income; residential status of a company; computation of business income and profits; major provisions of corporate tax; set off and carry forward of losses; provisions relating to advance tax; Minimum Alternative Tax (MAT).

Unit-II

Taxation of undistributed profits; additional duties and surcharges; tax provisions related to corporate dividends and transfers; tax provisions relating to amalgamation and merger of companies.

Unit-III

Tax considerations in respect of specific managerial decisions like make or buy, own or lease, close or continue, selling in domestic and foreign market; taxation of managerial remuneration; tax provisions related to foreign collaborations and joint ventures.

Unit-IV

Essentials of tax planning; tax planning with regard to industrial location, ownership pattern, activity undertaken, dividend policy, issue of bonus share, inter-corporate dividends and transfers, amalgamation and mergers; integrating tax planning in capital budgeting decisions.

Official machinery for the administration of corporate taxation; filing of returns and assessments; penalties and prosecution; provisions for appeal; avoidance of double taxation agreements.

Suggested Readings:

1. Singhanian, Kapil and Singhanian, Direct Tax Planning and Management, Taxman Publications, New Delhi
2. Mahrotra and Gogal, Direct Taxes: Law & Practice, Sahitya Bhawan, Agra.
3. Srinivas, E.A., Handbook of Corporate Tax Planning, Tata McGraw Hill, New Delhi.
4. Ahuja, G. K. and Ravi Gupta, Systematic Approach to Income Tax, Bharat Law House, Allahabad.

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External Marks: 80
Internal Marks: 20
Time: 3 Hours

Financial Derivatives Paper Code: MBE4C5

Unit-1

Introduction to derivatives; forward and futures contracts, swaps and options; nature of international financial derivatives market; derivatives as hedging instruments; over-the-counter markets; types of traders in derivative markets; nature of stock index futures.

Unit-II

Nature of forward exchange contracts; forward contracts for managing foreign exchange risk; forward contracts process; mechanism of futures market; the Hedge Ratio; T-bond and T-note futures; Euro Dollar futures.

Unit-III

Currency swaps-mechanism and operations; swap quotes; valuation of currency swaps; currency swaps in managing exchange risk; interest rate swaps; equity swaps; floating rate notes.

Unit-IV

Options market-mechanism and operations; option pricing-Black-Scholes Model, Binominal Model; hedging trading; arbitrage with options; recent trends in the development of derivatives market in India.

Suggested Readings:

1. Strong, Robert, A., Derivatives: An Introduction, Thomson Learning, Bombay.
2. Redhead, Financial Derivatives: An Introduction to Future/Forward/Options and Swaps, Prentice Hall of India, New Delhi.
3. Don, M., An Introduction to Derivatives and Risk Management, Har Court College Publishers.
4. Vohra, N. D. and B.R. Badri , Futures and Options; TMH, New Delhi.

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External Marks: 80
Internal Marks: 20
Time: 3 Hours

Banking and Insurance Operations **Paper Code: MBE4C6**

Unit-1

Nature and types of banks; banking functions, services and instruments; credit creation and money supply; structure of banking assets and liabilities; banks as executor of monetary policy; current banking in India; aspects of central banking control; banking legislation; e-banking.

Unit-II

Bank assets and liability management; credit appraisal techniques; aspects of deposits and credit marketing; loan pricing; management of investment portfolio; bank risk management; international banking; customer relation management.

Unit-III

Types of life and general insurance; basic insurance principles; underwriting and rate making standards; re-insurance; role of an actuary; current insurance environment; major aspects of insurance regulation and control; insurance penetration in India

Unit-IV

Pricing techniques in life and health insurance; options, guarantees and riders; computation of premium and surrender value; bonus calculation; claim settlement-procedure and documentation; group health insurance; major operational aspects of business property; marine and personal liability insurance.

Suggested Readings:

1. Graddy, Duane, B., A.H. Spencer and William H. Brunsen, Commercial Banking and the Financial Services Industry, Prentice Hall, Reston, Virginia.
2. Mishra, M.N., Principles and Practices of Insurance, S.Chand and Co., Delhi.
3. Gupta, P.K., Insurance and Risk Management, Himalya Publishing House, New Delhi.
4. Wilson, J.S.G., Banking Policy and Structure: A Comparative Analysis,

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3. All questions will carry equal marks.

External Marks: 80

Internal Marks: 20

Time: 3 Hours

International Financial Management Paper Code: MBE 4D4

Unit-1

Nature and aspects of international financial management; finance functions in an MNC; institutional structure of international financial markets; international monetary system; factors and instruments of international financial flows; sources and cost of international finance; balance of payment flows-analysis and interpretation.

Unit-II

International working capital management; aspects of international cash management; investment criteria and borrowing decisions; management of international receivables; securitisation of receivables; challenges of managing international working capital.

Unit-III

Decisions relating to foreign direct and portfolio investment; international CAPM; approaches to international capital budgeting; financial aspects of international joint venture; techniques of managing risk and exposure in international investment.

Unit-IV

Sources and methods of raising international finance; determinants of financial structure of MNC and their affiliates; costs and risks in international financing; repositioning of funds.

Suggested Readings:

1. Levi, M. D., International Finance, Tata McGraw Hill, New Delhi.
2. Buckley, A., Multinational Finance, Prentice-Hall of India, New Delhi.
3. Shapiro, A.C., Multinational Financial Management, Prentice Hall, New Delhi.
4. Apte, P.G., International Financial Management, Tata McGraw Hill, New Delhi.

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External Marks: 80

Internal Marks: 20

Time: 3 Hours

International Logistics

Paper Code: MBE 4D5

Unit-1

Logistics-importance and its interface with production and marketing; components of international logistics management; logistical mission: services and costs; logistic operations integration; customer service; international supply chain relationship; international supply contracts; incoterms.

Unit-II

Logistical resources; information forecasting; inventory strategy and management; international transportation infrastructure and management; international commercial documentation.

Unit-III

Warehouse management and material handling; export packaging; logistics positioning; role of information technology in logistics; information management for global logistics; logistics service firms and third party logistics.

Unit-IV

Planning design techniques; planning costing and pricing; operations and logistics control: measuring performance in functional and sectoral integration; control and security aspects in international logistics.

Suggested Readings:

1. Christopher, Martin, Logistics and Supply Chain Management: Strategies for Reducing Cost and Improving Service, Addison Weekly Longman, New Delhi.
2. Laylor, David, Manufacturing Operations and Supply Chain Management, Vikas Publishing House, New Delhi.
3. Bowersoze, Douald, J. and J. David Cross, Logistic Management: The Integrated Supply Chain Process, Tata McGraw Hill, New Delhi.
4. Khanna, K.K., Physical Distribution Management: Logistical Approach, Himalaya Publishing House, New Delhi.

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3. All questions will carry equal marks.

External Marks: 80

Internal Marks: 20

Time: 3 Hours

International Strategic Management Paper Code: MBE 4D6

Unit-I

Concept of globalization; drivers and obstacles to globalization; motives and determinants of internationalization of firms; components and challenges of international strategic management; developing a strategic planning model for an MNC; approaches to multinational corporate strategy.

Unit-II

Motives for strategic global alliances; strategic value of an alliance; partner analysis; criteria for successful alliances; cross-border mergers and acquisitions; managing integration, transition and consolidation phases; strategic considerations in foreign market identification, entry and exit; product strategies for global markets; strategic decisions over different stages of international product lifecycle; R&D networking and technology strategy.

Unit-III

Strategic considerations in expatriate personnel management; HR strategies in cross-cultural environment; international control system; aspects of headquarter control over subsidiaries; challenges of multinational recruitment, selection and performance appraisal; integrating ethical and social responsibility concerns with strategic management.

Unit-IV

Risk strategies in multinational management; global capital structure decisions; international investment strategy; minimizing taxation burden; transfer pricing techniques; managing international intra-company accounts; management of blocked funds; managing project, working capital and trade finance; strategies for global competitive advantage.

Suggested Readings:

1. Cullen John B., *Multinational Management – A Strategic Approach*, South-Western, Ohio.
2. Sindhvani Trilok N., *The Global Business Game – A Strategic Perspective*, MacMillan, New Delhi.
3. Daniels John D. *et. al.*, *International Business – Environment and Operations*, Pearson Education, New Delhi.
4. Lasserre Philippe, *Global Strategic Management*, Palgrave MacMillan, Hampshire.

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