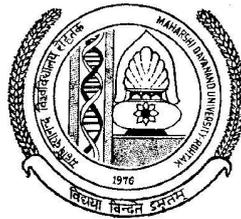


# Maharshi Dayanand University Rohtak



Ordinance, Syllabus and Courses of  
Reading for

MBA (Business Economics) (1<sup>st</sup> to 4<sup>th</sup>  
Semester)

Examination

Session — 2009-2010

**Available from:**

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**NEW/REVISED SCHEME OF EXAMINATION FOR MBA (BUSINESS ECONOMICS) W. E. F. 2009-10**

**FIRST YEAR  
SEMESTER-I**

Paper code	Nomenclature	External marks	Internal marks	Practical marks	Total marks	Duration of written examination (hrs.)
1.1	Principles and Applications of Business Economics	70	30	-	100	3
1.2	Management Process and Organizational Behaviour	70	30	-	100	3
1.3	Business Statistics	70	30	-	100	3
1.4	Macro Economic Management	70	30	-	100	3
1.5	Accounting for Managerial Decisions	70	30	-	100	3
1.6	Computer Applications in Business	50	-	50	100	3
	All papers				600	

**SEMESTER-II**

Paper code	Nomenclature	External marks	Internal marks	Practical marks	Total marks	Duration of written examination (hrs.)
2.1	International Economics	70	30	-	100	3
2.2	Operations Research	70	30	-	100	3
2.3	Business Environment Analysis	70	30	-	100	3
2.4	Marketing Management	70	30	-	100	3
2.5	Human Resource Management	70	30	-	100	3
2.6	Financial Management	70	30	-	100	3
	All papers				600	

**Note:** Immediately after the completion of the 2<sup>nd</sup> Semester, the students shall proceed for their Summer Vacation Training (SVT) of 8 weeks duration.

**SECOND YEAR  
SEMESTER-III**

Paper code	Nomenclature	External marks	Internal marks	Practical marks	Total marks	Duration of written examination (hrs.)
3.1	Project Economics and Management	70	30	-	100	3
3.2	Entrepreneurship Development	70	30	-	100	3
3.3	Business Research Methods	50	25	25 <sup>a</sup>	100	3
For nomenclature and paper code see Table-I	Four papers from two optional specialisation areas given in Table-I	70 for each paper	30 for each paper	-	100 for each paper	3 for each paper
3.8	Summer Training Report	50 <sup>b</sup>	50 <sup>c</sup>	-	100	-
	All papers				800	

**SEMESTER-IV**

Paper code	Nomenclature	External marks	Internal marks	Practical marks	Total marks	Duration of written examination (hrs.)
4.1	Business Econometrics	70	30	-	100	3
4.2	Business Strategy	70	30	-	100	3
For nomenclature and paper code see Table-I	Four papers from two opted specialisation areas given in Table-I	70 for each paper	30 for each paper	-	100 for each paper	3 for each paper
4.7	Project Report	70 <sup>d</sup>	70 <sup>e</sup>	60 <sup>f</sup>	200	-
4.8	Comprehensive Viva-Voce	100	-	-	100	-
	All papers				900	

- Note: 1.** a = in paper 3.3 (Business Research Methods) 25 marks shall be assigned to a short practical business research report. The report shall pertain to a business research problem demonstrating the applications of any one or more of the business research methods included in the paper and submit a written short research report (in about 15-25, A-4 size pages typed in double space on both sides) at least 10 days before the end of 3<sup>rd</sup> semester. The report shall be evaluated internally by a panel consisting of: (i) the HOD, (ii) the senior most teacher (excluding the HOD/Director), and (iii) the concerned teacher.
- 2.** b = written report to be evaluated by an external examiner, c = to be evaluated internally by the Department/ Institute on the basis of presentation of training report by the candidate before a panel of two internal examiners, d = written report to be evaluated separately by an external examiner to be appointed by the Vice-Chancellor on the recommendation of the PG Board of Studies, e = written report to be evaluated by the internal supervisor, f = to be evaluated through Project Viva-Voce Examination to be jointly conducted by HOD/Director of the Institute and an external examiner to be appointed by the Vice-Chancellor on the recommendation of the PG Board of Studies.

**TOTAL MARKS = 2900**

**TABLE-1**

Specialisation <sup>a</sup>	Semester-III		Semester-IV	
	Paper code	Nomenclature	Paper code	Nomenclature
A. Marketing	3A1	Consumer Behaviour	4A3	Advertising and Brand Management
	3A2	Marketing of Services	4A4	Sales and Distribution Management
B. Human Resource Management	3B1	Training, Development System and Practice	4B3	Strategic Human Resource Management
	3B2	Performance Appraisal Systems and Practices	4B4	Compensation Management
C. Finance	3C1	Security Analysis and Portfolio Management	4C3	Business Taxation
	3C2	Financial Markets and Institutions	4C4	Financial Derivatives
D. International Business	3D1	Foreign Exchange Management	4D3	International Financial Management
	3D2	International Marketing	4D4	International Logistics
E. Sectoral Specialisation	3E1	Retail Business Management	4E3	Banking and Insurance Operations
	3E2	Agri-Business Operations and Management	4E4	Hospitality Business

**Note: a = A student is required to opt two specialization areas in Semester-III, which will remain the same in Semester-IV.**

**Written Exam: 70**  
**Internal Assessment: 30**  
**Time: 3 Hours**

## **Principles and Applications of Business Economics**

**Paper Code: 1.1**

### **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. Four case studies will be discussed in a paper by the concerned teacher in the class.
2. **Instructions for External Examiner:** The question paper will have two sections. Section 'A' shall comprise eight questions (two questions from each unit). The candidates will be required to attempt four questions (selecting one question from each unit). Section 'B' will contain one **CASE STUDY** which will be compulsory. All five questions will carry equal marks.

**Written Exam: 70**  
**Internal Assessment: 30**  
**Time: 3 Hours**

## **Management Process and Organizational Behaviour**

**Paper Code: 1.2**

### **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.

#### **Note:**

1. Four case studies will be discussed in a paper by the concerned teacher in the class.
2. **Instructions for External Examiner:** The question paper will have two sections. Section 'A' shall comprise eight questions (two questions from each unit). The candidates will be required to attempt four questions (selecting one question from each unit). Section 'B' will contain one **CASE STUDY** which will be compulsory. All five questions will carry equal marks.

**Written Exam: 70**  
**Internal Assessment: 30**  
**Time: 3 Hours**

**Business Statistics**  
**Paper Code: 13**

**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.

**50% to 70% of the maximum written exam marks shall be assigned to practical/numerical business problem solving.**

**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.

Only latest editions of the above are recommended.

**Note:** The examiner will set eight questions in all, selecting two questions from each unit. Candidates will be required to attempt five questions selecting at least one question from each unit. All five questions will carry equal marks.

**Written Exam: 70**  
**Internal Assessment: 30**  
**Time: 3 Hours**

**Macro Economic Management**  
**Paper Code: 1.4**

**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 Puiblications, 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.

**Note:**

1. Four case studies will be discussed in a paper by the concerned teacher in the class.
2. **Instructions for External Examiner:** The question paper will have two sections. Section 'A' shall comprise eight questions (two questions from each unit). The candidates will be required to attempt four questions (selecting one question from each unit). Section 'B' will contain one **CASE STUDY** which will be compulsory. All five questions will carry equal marks.

**Written Exam: 70**  
**Internal Assessment: 30**  
**Time: 3 Hours**

**Accounting for Managerial Decisions**  
**Paper Code: 1.5**

**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.

**Note:**

1. Four case studies will be discussed in a paper by the concerned teacher in the class.
2. **Instructions for External Examiner:** The question paper will have two sections. Section 'A' shall comprise eight questions (two questions from each unit). The candidates will be required to attempt four questions (selecting one question from each unit). Section 'B' will contain one **CASE STUDY** which will be compulsory. All five questions will carry equal marks.

**Written Exam: 50**  
**Practical Exam: 50**  
**Time: 3 Hours**

**Computer Applications in Business**  
**Paper Code: 1.6**

**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, STATA and E-Views, 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.

Only latest editions of the above are recommended.

**Note:** The examiner will set eight questions in all, selecting two questions from each unit. Candidates will be required to attempt five questions selecting at least one question from each unit. All five questions will carry equal marks.

**Written Exam: 70**  
**Internal Assessment: 30**  
**Time: 3 Hours**

**International Economics**  
**Paper Code: 2.1**

**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.

Only latest editions of the above are recommended.

**Note:**

1. Four case studies will be discussed in a paper by the concerned teacher in the class.
2. **Instructions for External Examiner:** The question paper will have two sections. Section 'A' shall comprise eight questions (two questions from each unit). The candidates will be required to attempt four questions (selecting one question from each unit). Section 'B' will contain one **CASE STUDY** which will be compulsory. All five questions will carry equal marks.

**Written Exam: 70**  
**Internal Assessment: 30**  
**Time: 3 Hours**

**Operations Research**  
**Paper Code: 2.2**

**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.

Only latest editions of the above are recommended.

**Note:** The examiner will set eight questions in all, selecting two questions from each unit. Candidates will be required to attempt five questions selecting at least one question from each unit. All five questions will carry equal marks.

**Written Exam: 70**  
**Internal Assessment: 30**  
**Time: 3 Hours**

**Business Environment Analysis**  
**Paper Code: 2.3**

**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.

**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

Only latest editions of the above are recommended.

**Note:**

1. Four case studies will be discussed in a paper by the concerned teacher in the class.
2. **Instructions for External Examiner:** The question paper will have two sections. Section 'A' shall comprise eight questions (two questions from each unit). The candidates will be required to attempt four questions (selecting one question from each unit). Section 'B' will contain one **CASE STUDY** which will be compulsory. All five questions will carry equal marks.

**Written Exam: 70**  
**Internal Assessment: 30**  
**Time: 3 Hours**

**Marketing Management**  
**Paper Code: 2.4**

**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.

Only latest editions of the above are recommended.

**Note:**

1. Four case studies will be discussed in a paper by the concerned teacher in the class.
2. **Instructions for External Examiner:** The question paper will have two sections. Section 'A' shall comprise eight questions (two questions from each unit). The candidates will be required to attempt four questions (selecting one question from each unit). Section 'B' will contain one **CASE STUDY** which will be compulsory. All five questions will carry equal marks.

**Written Exam: 70**  
**Internal Assessment: 30**  
**Time: 3 Hours**

**Human Resource Management**  
**Paper Code: 2.5**

**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.Balcin, Robert L.Cardly, Managing Human Resource, Pearson Education, Delhi.

Only latest editions of the above are recommended.

**Note:**

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**Written Exam: 70**  
**Internal Assessment: 30**  
**Time: 3 Hours**

**Financial Management**  
**Paper Code: 2.6**

**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.

**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.

**Note:**

1. Four case studies will be discussed in a paper by the concerned teacher in the class.
2. **Instructions for External Examiner:** The question paper will have two sections. Section 'A' shall comprise eight questions (two questions from each unit). The candidates will be required to attempt four questions (selecting one question from each unit). Section 'B' will contain one **CASE STUDY** which will be compulsory. All five questions will carry equal marks.

**Written Exam: 70**  
**Internal Assessment: 30**  
**Time: 3 Hours**

**Project Economics and Management**  
**Paper Code: 3.1**

**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. Vasant Desai, Project Management, Himalaya.

Only latest editions of the above are recommended.

**Note:**

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**Written Exam: 70**  
**Internal Assessment: 30**  
**Time: 3 Hours**

**Entrepreneurship Development**  
**Paper Code: 3.2**

**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.

Only latest editions of the above are recommended.

**Note:**

1. Four case studies will be discussed in a paper by the concerned teacher in the class.
2. **Instructions for External Examiner:** The question paper will have two sections. Section 'A' shall comprise eight questions (two questions from each unit). The candidates will be required to attempt four questions (selecting one question from each unit). Section 'B' will contain one **CASE STUDY** which will be compulsory. All five questions will carry equal marks.

**Written Exam: 50**  
**Internal Assessment/Practical: 50**  
**Time: 3 Hours**

**Business Research Methods**  
**Paper Code: 3.3**

**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,  $\chi^2$  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.

Only latest editions of the above are recommended.

**Note:** The examiner will set eight questions in all, selecting two questions from each unit. Candidates will be required to attempt five questions selecting at least one question from each unit. All five questions will carry equal marks.

**Written Exam: 70**  
**Internal Assessment: 30**  
**Time: 3 Hours**

**Consumer Behaviour**  
**Paper Code: 3A1**

**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, Jooan, C., Consumer Behaviour, MacMillan, New York.
4. Schiffman, L.G. and L.L. Kanuk, Consumer Behaviour, Prentice Hall, New Delhi.

Only latest editions of the above are recommended.

**Note:**

1. Four case studies will be discussed in a paper by the concerned teacher in the class.
2. **Instructions for External Examiner:** The question paper will have two sections. Section 'A' shall comprise eight questions (two questions from each unit). The candidates will be required to attempt four questions (selecting one question from each unit). Section 'B' will contain one **CASE STUDY** which will be compulsory. All five questions will carry equal marks.

**Written Exam: 70**  
**Internal Assessment: 30**  
**Time: 3 Hours**

**Marketing of Services**  
**Paper Code: 3A2**

**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, Valarie, 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.

Only latest editions of the above are recommended.

**Note:**

1. Four case studies will be discussed in a paper by the concerned teacher in the class.
2. **Instructions for External Examiner:** The question paper will have two sections. Section 'A' shall comprise eight questions (two questions from each unit). The candidates will be required to attempt four questions (selecting one question from each unit). Section 'B' will contain one **CASE STUDY** which will be compulsory. All five questions will carry equal marks.

**Written Exam: 70**  
**Internal Assessment: 30**  
**Time: 3 Hours**

**Training and Development Systems and Practices**  
**Paper Code: 3B1**

**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.

Only latest editions of the above are recommended.

**Note:**

1. Four case studies will be discussed in a paper by the concerned teacher in the class.
2. **Instructions for External Examiner:** The question paper will have two sections. Section 'A' shall comprise eight questions (two questions from each unit). The candidates will be required to attempt four questions (selecting one question from each unit). Section 'B' will contain one **CASE STUDY** which will be compulsory. All five questions will carry equal marks.

**Written Exam: 70**  
**Internal Assessment: 30**  
**Time: 3 Hours**

**Performance Appraisal Systems and Practices**  
**Paper Code: 3B2**

**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.

Only latest editions of the above are recommended.

**Note:**

1. Four case studies will be discussed in a paper by the concerned teacher in the class.
2. **Instructions for External Examiner:** The question paper will have two sections. Section 'A' shall comprise eight questions (two questions from each unit). The candidates will be required to attempt four questions (selecting one question from each unit). Section 'B' will contain one **CASE STUDY** which will be compulsory. All five questions will carry equal marks.

**Written Exam: 70**  
**Internal Assessment: 30**  
**Time: 3 Hours**

**Security Analysis and Portfolio Management**  
**Paper Code: 3C1**

**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.

Only latest editions of the above are recommended.

**Note:**

1. Four case studies will be discussed in a paper by the concerned teacher in the class.
2. **Instructions for External Examiner:** The question paper will have two sections. Section 'A' shall comprise eight questions (two questions from each unit). The candidates will be required to attempt four questions (selecting one question from each unit). Section 'B' will contain one **CASE STUDY** which will be compulsory. All five questions will carry equal marks.

**Written Exam: 70**  
**Internal Assessment: 30**  
**Time: 3 Hours**

**Financial Markets and Institutions**  
**Paper Code: 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.

Only latest editions of the above are recommended.

**Note:**

1. Four case studies will be discussed in a paper by the concerned teacher in the class.
2. **Instructions for External Examiner:** The question paper will have two sections. Section 'A' shall comprise eight questions (two questions from each unit). The candidates will be required to attempt four questions (selecting one question from each unit). Section 'B' will contain one **CASE STUDY** which will be compulsory. All five questions will carry equal marks.

**Written Exam: 70**  
**Internal Assessment: 30**  
**Time: 3 Hours**

**Foreign Exchange Management**  
**Paper Code: 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.

Only latest editions of the above are recommended.

**Note:**

1. Four case studies will be discussed in a paper by the concerned teacher in the class.
2. **Instructions for External Examiner:** The question paper will have two sections. Section 'A' shall comprise eight questions (two questions from each unit). The candidates will be required to attempt four questions (selecting one question from each unit). Section 'B' will contain one **CASE STUDY** which will be compulsory. All five questions will carry equal marks.

**Written Exam: 70**  
**Internal Assessment: 30**  
**Time: 3 Hours**

**International Marketing**  
**Paper Code: 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.

Only latest editions of the above are recommended.

**Note:**

1. Four case studies will be discussed in a paper by the concerned teacher in the class.
2. **Instructions for External Examiner:** The question paper will have two sections. Section 'A' shall comprise eight questions (two questions from each unit). The candidates will be required to attempt four questions (selecting one question from each unit). Section 'B' will contain one **CASE STUDY** which will be compulsory. All five questions will carry equal marks.

**Written Exam: 70**  
**Internal Assessment: 30**  
**Time: 3 Hours**

**Retail Business Management**  
**Paper Code: 3E1**

**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.

Only latest editions of the above are recommended.

**Note:**

1. Four case studies will be discussed in a paper by the concerned teacher in the class.
2. **Instructions for External Examiner:** The question paper will have two sections. Section 'A' shall comprise eight questions (two questions from each unit). The candidates will be required to attempt four questions (selecting one question from each unit). Section 'B' will contain one **CASE STUDY** which will be compulsory. All five questions will carry equal marks.

**Written Exam: 70**  
**Internal Assessment: 30**  
**Time: 3 Hours**

**Agri-Business Operations and Management**  
**Paper Code: 3E2**

**Unit-1**

Nature and classes of agri-business; nature of agricultural markets; value added agri- products; risk and uncertainty in agri-business; major activities allied to agriculture; rural and agricultural infrastructure; socio-cultural influences on agri-business; structure of food and non-food industry segments; international food market.

**Unit-II**

Market structure in agri-business; aspects of transportation, grading, standardization, storage warehousing and processing of agricultural products; food chains: marketing channels and intermediaries in agri-business; marketable and marketed surplus; mal- practices and producer exploitation in trader-producer relations; state intervention for market regulation; institutional arrangement for agricultural marketing.

**Unit-III**

Aspects of cost and price determination for agri-business products; minimum support and procurement pricing; factors affecting price spreads; aspects of price control by government, value-addition and pricing decisions; forward markets in agriculture; commodities future trading; subsidies in agri-business; rural business financing.

**Unit-IV**

Marketing aspects- livestock products, milk and diary products, poultry, food grains, cotton, tobacco, fruits and vegetables, edible oils and farm inputs including fertilizers, seeds, pesticides and farm machinery; value addition in agri-business; challenges facing agro-based industry in India.

**Suggested Readings:**

1. Connor, J.M. and W.A. Schiek, Food Processing: An Industrial Powerhouse in Transition, John Wiley, New York.
2. Bredahl, M.E., Competitiveness in International Food Markets, Westview Press, Boulder Co.
3. Tomek, W.G. and K.L. Robinson, Agricultural Product Prices, Cornell University Press, ITHACA, New York.
4. Kohls, R.L. and U.N. Joseph, Marketing of Agricultural Products, Prentice Hall, New Delhi.

Only latest editions of the above are recommended.

**Note:**

1. Four case studies will be discussed in a paper by the concerned teacher in the class.
2. **Instructions for External Examiner:** The question paper will have two sections. Section 'A' shall comprise eight questions (two questions from each unit). The candidates will be required to attempt four questions (selecting one question from each unit). Section 'B' will contain one **CASE STUDY** which will be compulsory. All five questions will carry equal marks.

**Written Exam: 70**  
**Internal Assessment: 30**  
**Time: 3 Hours**

**Business Econometrics**

**Paper Code: 4.1**

**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 SMAC production functions; estimation of costs 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:** The examiner will set eight questions in all, selecting two questions from each unit. Candidates will be required to attempt five questions selecting at least one question from each unit. All five questions will carry equal marks.

**Written Exam: 70**  
**Internal Assessment: 30**  
**Time: 3 Hours**

**Business Strategy**  
**Paper Code: 4.2**

**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.

Only latest editions of the above are recommended.

**Note:**

1. Four case studies will be discussed in a paper by the concerned teacher in the class.
2. **Instructions for External Examiner:** The question paper will have two sections. Section 'A' shall comprise eight questions (two questions from each unit). The candidates will be required to attempt four questions (selecting one question from each unit). Section 'B' will contain one **CASE STUDY** which will be compulsory. All five questions will carry equal marks.

**Written Exam: 70**  
**Internal Assessment: 30**  
**Time: 3 Hours**

**Advertising and Brand Management**  
**Paper Code: 4A3**

**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.

Only latest editions of the above are recommended.

**Note:**

1. Four case studies will be discussed in a paper by the concerned teacher in the class.
2. **Instructions for External Examiner:** The question paper will have two sections. Section 'A' shall comprise eight questions (two questions from each unit). The candidates will be required to attempt four questions (selecting one question from each unit). Section 'B' will contain one **CASE STUDY** which will be compulsory. All five questions will carry equal marks.

**Written Exam: 70**  
**Internal Assessment: 30**  
**Time: 3 Hours**

**Sales and Distribution Management**  
**Paper Code: 4A4**

**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.

Only latest editions of the above are recommended.

**Note:**

1. Four case studies will be discussed in a paper by the concerned teacher in the class.
2. **Instructions for External Examiner:** The question paper will have two sections. Section 'A' shall comprise eight questions (two questions from each unit). The candidates will be required to attempt four questions (selecting one question from each unit). Section 'B' will contain one **CASE STUDY** which will be compulsory. All five questions will carry equal marks.

**Written Exam: 70**  
**Internal Assessment: 30**  
**Time: 3 Hours**

**Strategic Human Resource Management**  
**Paper Code: 4B3**

**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.

Only latest editions of the above are recommended.

**Note:**

1. Four case studies will be discussed in a paper by the concerned teacher in the class.
2. **Instructions for External Examiner:** The question paper will have two sections. Section 'A' shall comprise eight questions (two questions from each unit). The candidates will be required to attempt four questions (selecting one question from each unit). Section 'B' will contain one **CASE STUDY** which will be compulsory. All five questions will carry equal marks.

**Written Exam: 70**  
**Internal Assessment: 30**  
**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.

Only latest editions of the above are recommended.

**Note:**

1. Four case studies will be discussed in a paper by the concerned teacher in the class.
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**Written Exam: 70**  
**Internal Assessment: 30**  
**Time: 3 Hours**

**Business Taxation**  
**Paper Code: 4C3**

**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; taxation of fringe benefits.

**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. Singhania, Kapil and Singhania, Direct Tax Planning and Management, Taxman Publications, New Delhi
2. Mahrotra and Goyal, 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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**Written Exam: 70**  
**Internal Assessment: 30**  
**Time: 3 Hours**

**Financial Derivatives**  
**Paper Code: 4C4**

**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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**Written Exam: 70**  
**Internal Assessment: 30**  
**Time: 3 Hours**

**International Financial Management**  
**Paper Code: 4D3**

**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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**Written Exam: 70**  
**Internal Assessment: 30**  
**Time: 3 Hours**

**International Logistics**  
**Paper Code: 4D4**

**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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**Written Exam: 70**  
**Internal Assessment: 30**  
**Time: 3 Hours**

**Banking and Insurance Operations**  
**Paper Code: 4E3**

**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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**Written Exam: 70**  
**Internal Assessment: 30**  
**Time: 3 Hours**

**Hospitality Business**  
**Paper Code: 4E4**

**Unit-1**

Nature and scope of hospitality industry; hospitality products; hospitality in relation to travel and tourism; business environment for hospitality industry; cultural factors in hospitality business; business planning for hospitality.

**Unit-II**

Nature of lodging industry; basic hotel management and operations; contemporary culinary arts and foodservice operations; serving alcoholic and non-alcoholic beverages; hosting meetings and conferences; managing leisure activities, risk, health and safety aspects in hospitality business.

**Unit-III**

Consumer behaviour for hospitality services; organizational buying decisions for hospitality; segmentation of hospitality market; positioning strategies; branding decisions; hospitality service quality and customer retention; aspects of capacity and demand management.

**Unit-IV**

Approaches to hospitality service pricing; marketing intermediates in hospitality business; channel behaviour and channel relations; aspects of supply chain management; advertising and promoting hospitality products; direct marketing decisions; HR issues in hospitality business

**Suggested Readings:**

1. Kotler, P., Hohn Bowen and James Maken, Marketing for Hospitality and Tourism, Pearson Education, New Delhi.
2. Lewis, R., The Practice of Hospitality Management, Westport, CT: AVI
3. Chon, K.S. and T. S Raymond, Welcome to Hospitality-An Introduction, Thomson Learning, Australia.
4. Morrison, A., Hospitality and Travel Marketing, Delmar Publishers, New York.

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