



**UNIVERSITY OF RAJASTHAN  
JAIPUR**

**SYLLABUS**

**MASTER OF BUSINESS ADMINISTRATION**

**(Services Management)**

**Semester I & II – 2015-2016**

**Semester III & IV – 2016-2017**

Prepared by - 

Checked by -

**Choice Based Credit System for  
Master of Business Administration (Services Management)  
w.e.f. Session 2015-16.**

The details of the courses with code, title and the credits assign are as given below.

Abbreviations Used

**Course Category:**

CCC : Compulsory Core Course

ECC: Elective Core Course

OEC: Open Elective Course

SC : Supportive Course

SSC: Self Study Core Course

SEM: Seminar

PRJ: Project Work

RP: Research Publication

PRE: Presentation

**Contact Hours:**

L : Lecture

T: Tutorial

P: Presentation

S: Self Study

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Master of Business Administration (Services Management)

Master of Business Administration (MGS)

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## Semester-I

S. No.	Subject Code	Course Title	Course Category	Credit	Contact Hours Per Week			EoSE Duration (Hrs.)		Prerequisite
					L	T	P	T	P	
1	MGS101	Organizational Structure and Behaviour	CCC	4	3	1	0	3	0	-
2	MGS102	Quantitative Techniques	CCC	4	3	1	0	3	0	-
3	MGS103	Economics for Managerial Decisions	CCC	4	3	1	0	3	0	-
4	MGS104	Human Resource Management	CCC	4	3	1	0	3	0	-
5	MGS105	Marketing Management	CCC	4	3	1	0	3	0	-
6	MGS106	Managerial Accounting	CCC	4	3	1	0	3	0	-
7		Core Elective-I	ECC	4	3	1	0	3	0	-
8		Core Elective-II	ECC	4	3	1	0	3	0	-
Total Credits in the Semester				32						

Electives in Semester-I : MGS A01- Computer Application in Management  
MGS A02- Services Orientation

## Semester-II

S. No.	Subject Code	Course Title	Course Category	Credit	Contact Hours Per Week			EoSE Duration (Hrs.)		Prerequisite
					L	T	P	T	P	
1	MGS201	Human Resource Planning and Development	CCC	4	3	1	0	3	0	-
2	MGS202	Production and Operations Management	CCC	4	3	1	0	3	0	-
3	MGS203	Research Methods in Management	CCC	4	3	1	0	3	0	-
4	MGS204	Financial Management	CCC	4	3	1	0	3	0	-
5		Core Elective-III	ECC	4	3	1	0	3	0	-
6		Core Elective-IV	ECC	4	3	1	0	3	0	-
7		Core Elective-V	ECC	4	3	1	0	3	0	MGS A01
8		Core Elective-VI	ECC	4	3	1	0	3	0	-
Total Credits in the Semester				32						

Electives in Semester-II : MGS B01- Service Environment  
MGS B02- Global Business Management  
MGS B03- Organizational Change and Effectiveness  
MGS B04- Entrepreneurship Development and Management

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## Semester-III

S. No.	Subject Code	Course Title	Course Category	Credit	Contact Hours Per Week			EoSE Duration (Hrs.)		Prerequisite
					L	T	P	T	P	
1	MGS301	Strategic Analysis and Choice	CCC	4	3	1	0	3	0	-
2	MGS302	Project Formulation and Implementation	CCC	4	3	1	0	3	0	-
3	MGS303	Summer Training Project	PRJ	4	3	1	0	3	0	-
4		Core Elective-VII	ECC	4	3	1	0	3	0	MSGB01
5		Core Elective-VIII	ECC	4	3	1	0	3	0	Functional Area
6		Core Elective-IX	ECC	4	3	1	0	3	0	Functional Area
7		Core Elective-X	ECC	4	3	1	0	3	0	Functional Area
8		Core Elective-XI	ECC	4	3	1	0	3	0	Functional Area
Total Credits in the Semester				32						

Electives in Semester-III : MGSC01- Business Legislation  
Other Electives as per functional area. (See Program Administration point No. 14)

## Semester-IV

S. No.	Subject Code	Course Title	Course Category	Credit	Contact Hours Per Week			EoSE Duration (Hrs.)		Prerequisite
					L	T	P	T	P	
1	MGS401	Management of technology and Innovation	CCC	4	3	1	0	3	0	-
2	MGS402	Integrated Term Paper (Based on Service Segment with Viva-Voce)	SSC	4	3	1	0	3	0	-
3		Core Elective-XII	ECC	4	3	1	0	3	0	-
4		Core Elective-XIII	ECC	4	3	1	0	3	0	-
5		Core Elective-XIV	ECC	4	3	1	0	3	0	Functional Area
6		Core Elective-XV	ECC	4	3	1	0	3	0	Functional Area
7		Core Elective-XVI	ECC	4	3	1	0	3	0	Functional Area
Total Credits in the Semester				28						

Electives in Semester-IV: MGSD01 -Corporate Social Responsibility and Governance  
MGSD02- Strategic Execution and Change  
Other Electives as per functional area. (See Program Administration point No. 14)

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## Elective Core Courses

### Specialization Clusters:

- A. First Semester Electives
- B. Second Semester Electives
- C. Third Semester Electives
- D. Fourth Semester Electives
- E. Marketing Specialization
- F. Human Resource Specialization
- G. Finance Specialization
- H. Rural Development Specialization
- I. Information Technology Specialization


Elective Course Code	Specialization	Paper Title	Prerequisite	Semester
MGSA01	First Semester Electives	Computer Application in Management	-	I
MGSA02	First Semester Electives	Service Orientation	-	I
MGSB01	Second Semester Electives	Service Environment	-	II
MGSB02	Second Semester Electives	Global Business Management	-	II
MGSB03	Second Semester Electives	Organizational Change and Effectiveness	MSG A01	II
MGSB04	Second Semester Electives	Entrepreneurship Development and Management	-	II
MGSC01	Third Semester Electives	Business Legislation	MGSB01	III
MGSD01	Fourth Semester Electives	Corporate Social Responsibility and Governance	-	IV
MGSD02	Fourth Semester Electives	Strategic Execution and Change	-	IV
MGSE01	Marketing	Consumer Behaviour	MGSB01, M GSB02	III / IV
MGSE02	Marketing	Advertising Management	MGSB01, M GSB02	III / IV
MGSE03	Marketing	International Marketing	MGSB01, M GSB02	III / IV
MGSE04	Marketing	Sales and Distribution Management	MGSB01, M GSB02	III / IV
MGSE05	Marketing	Marketing of Services	MGSB01, M GSB02	III / IV
MGSE06	Marketing	Brand Management	MGSB01, M GSB02	III / IV
MGSF01	HR	Management of Industrial Relations	MGSB03	III / IV
MGSF02	HR	Manpower Development for Technological Change	MGSB03	III / IV
MGSF03	HR	Management Training and Development	MGSB03	III / IV
MGSF04	HR	Organizational Change and Intervention Strategies	MGSB03	III / IV
MGSF05	HR	Human Resource Development: Strategies and Systems	MGSB03	III / IV

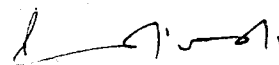
MGSF06	HR	Strategic Human Resource Management	MGSB03	III / IV
MGSF07	HR	Compensation Management	MGSB03	III / IV
MGSF08	HR	Human Resource Planning and Development	MGSB03	III / IV
MGSF09	HR	Evolution of managerial thought & related interdisciplinary concepts	MGSB03	III / IV
MGSG01	Finance	Financial Decisions Analysis	MGSA01, MGSB01	III / IV
MGSG02	Finance	Investment Management and Security Analysis	MGSA01, MGSB01	III / IV
MGSG03	Finance	Portfolio Management	MGSA01, MGSB01	III / IV
MGSG04	Finance	Management of Financial Services	MGSA01, MGSB01	III / IV
MGSG05	Finance	Financial and Commodity Derivatives	MGSA01, MGSB01	III / IV
MGSG06	Finance	Management of Financial Institutions	MGSA01, MGSB01	III / IV
MGSH01	Rural Dev.	Management of Rural Development	MGSB01	III / IV
MGSH02	Rural Dev.	Management of Rural and Agro Based Industries	MGSB01	III / IV
MGSH03	Rural Dev.	Rural Credit and Finance	MGSB01	III / IV
MGSH04	Rural Dev.	Rural Marketing	MGSB01	III / IV
MGSH05	Rural Dev.	Rural Services	MGSB01	III / IV
MGSI01	IT	Information Technology for Management	MGSB03	III / IV
MGSI02	IT	Data Communication and Application	MGSB03	III / IV
MGSI03	IT	Data Base Management System	MGSB03	III / IV
MGSI04	IT	Internet and Services	MGSB03	III / IV
MGSI05	IT	Strategic Management of Information Technology	MGSB03	III / IV

  
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## Programme Administration

1. The medium of instruction and examinations shall be English.
2. There will be a component of continuous assessment as per University rules. This will be conducted by the Institute under supervision of the Director. This will carry 20% weightage in the calculation of the final result.
3. The rules of passing, readmission and EoSE (End Term Semester Exam) will be as per University rules and guidelines.
4. Courses/papers are inter-changeable from one year to another. The optional are given separately for each semester.
5. The Optional Groups (Electives) for functional area to be introduced will be announced in the beginning of Semester-III. It is not necessary to introduce all the optional groups. Only a few optional groups will be introduced, keeping in view the teaching faculty position.
6. The question paper pattern for EOSE Examination will be as follows:
  - For Semester- I & II Examination: There will be 07 questions out of which the candidate is required to answer 05 questions. 07<sup>th</sup> question will be a case/ problem which will be compulsory. The case/ problem can be from any part of the syllabus.
  - For Semester- III & IV Examination: There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus.
7. No candidate shall be considered to have pursued a regular course or study unless he is certified by the Director of the Institute to have attended 75% of the total number of lectures, tutorials, seminars and case discussions in each year during the course of study.
8. Promotion from one semester to another will be as per University rules.
9. The CGPA (of the end term University exam EoSE and internal continuous assessment) will be determined as per University rules and guidelines.
10. The student will submit the choice of papers as per university guidelines and by the date announced by the institute.
11. There will be a credit monitoring committee of the Institute whose decisions regarding credits and allied domain will be final and binding.
12. Credit registration at least once in all compulsory credit courses shall be binding but earning all CCC credits for accumulation of minimum 120 credits.
13. All students are required to fill in readmission and examination form for each semester complete in all respects by the due date/ late fee date as announced by the Director of the Institute. Incomplete examination forms are likely not to be forwarded to the University.
14. A student will opt for total 7 specialization papers. 4 out of these will be from one functional area and 3 from another. He/She cannot choose from more than two functional areas.
15. Functional Area Electives will be announced at the beginning of the semester.
16. There should be adequate number of students willing to opt for an elective (if the number is less than 5 then the elective will not be offered).

  
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## MBA : Semester-I

### ORGANIZATIONAL STRUCTURE AND BEHAVIOR

Course Code: MGS  
Subject Code: MGS101  
Total Credits: 04

**Note:** There will be 07 questions out of which the candidate is required to answer 05 questions. 07<sup>th</sup> question will be a case/ problem which will be compulsory. The case/ problem can be from any part of the syllabus.

#### Course contents

Basis of organization structure, functions of structure. New structure forms, Virtual organizations and network structures.

Personality and individual differences, implications, attitude, perception, role and motivation in organization (conceptual constructs and implications), Leadership.

Groups and teams. Team cohesion and disruption. Emotional and social intelligence, Organizational effectiveness.

#### References:

1. Goleman, Daniel. Emotional Intelligence.
2. Pareek, Udai. Organization Behavior, Oxford.
3. Hicks and Gullet. Organizations.

### QUANTITATIVE TECHNIQUES

Course Code: MGS  
Subject Code: MGS102  
Total Credits: 04

**Note:** There will be 07 questions out of which the candidate is required to answer 05 questions. 07<sup>th</sup> question will be a case/ problem which will be compulsory. The case/ problem can be from any part of the syllabus.

#### Course contents

Time Series Analysis. Decision theory decision under uncertainty. Criterion of Min., Maximum, Maximax. Decision making under risk Bayesian approach.

Game theory – Types of Games, Two person zero sum games. Mixed strategy. Probability theory and problems.

Linear Programming. Problem formulation and geometric methods of solution, simplex method, two phase method, elementary ideas about duality.

#### Reference:

1. C.R. Kothari – Quantitative Techniques

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2. Levor and Kirkpetuck – Quantitative approach to Management
3. Sharma: Quantitative Techniques for Managerial Decisions – MacMillan, New Delhi
4. Richard Irwin – Statistical Methods
5. Bierman Bonini and Hausman – Quantitative Analysis for Business decisions.

## ECONOMICS FOR MANAGERIAL DECISIONS

Course Code: MGS  
 Subject Code: MGS103  
 Total Credits: 04

**Note:** There will be 07 questions out of which the candidate is required to answer 05 questions. 07<sup>th</sup> question will be a case/ problem which will be compulsory. The case/ problem can be from any part of the syllabus.

### Course contents

Nature and Scope of Managerial Economics, The fundamental Concepts of Managerial Economics.

Demand Analysis – Types of Demand, Determinants of Demand, Elasticity of Demand, Demand Forecasting- Methods and techniques.

Costs and Concepts, Types and Break-even Analysis, Revenue.

Market Structure and Pricing Decisions – Pricing under Perfect Competition, Monopoly, Differentiated Monopoly, Monopolistic Competition and Oligopoly. Collective and Non-Collective oligopoly and Solution of Oligopoly Problem.

Market references – Concepts, Background and the status in India.

Managing demand and capacity. Scope of inventory capability understanding demand patterns. Matching capacity to demand locating time strategy.  
**Cases / Problems.**

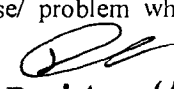
### Reference:

1. H. Craig Peterson and W. Cris Lewis: Managerial Economics, Prentice Hall of India Pvt. Ltd., New Delhi
2. VL Mote, Samuel Paul & G.S. Gupta: Managerial Economics – Concepts and Cases, Tata McGraw Hill Publishing Company Ltd., New Delhi.
3. D.N. Dwivedi: Managerial Economics, Vikas Publishing House Pvt. Ltd., New Delhi.
4. R.L. Varshney and K.L. Maheshwari: Managerial Economics, Sultan Chand & Sons, New Delhi.
5. P.L. Mehta: Managerial Economics, Sultan Chand & Sons, New Delhi.
6. M.L. Seth: Micro Economics, Laxmi Narain Agarwal, Agra.

## HUMAN RESOURCE MANAGEMENT

Course Code: MGS  
 Subject Code: MGS104  
 Total Credits: 04

**Note:** There will be 07 questions out of which the candidate is required to answer 05 questions. 07<sup>th</sup> question will be a case/ problem which will be compulsory. The case/ problem can be from any part of the syllabus.

  
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**Course contents**

Human Resource Management. Introduction, Scope. HRM Environment in India. Diagnostic Approach to HRM. Job Analysis. Job Description. Job Specification.

Human Resource Procurement- Recruitment, Selection and Induction.

Performance Appraisal- Uses, Process, Methods, MBO. Internal Mobility- Promotion. Transfer and Demotion. Discipline-Meeting, Forms. Process and Causes of Indiscipline. Employee Grievances. Grievance Handling Procedure. Employee Compensation- Components. Voluntary Retirement. Managing Employee Exit- Workers, Managers, CEO.

Case and Problems.

Note: The text books and reference books will be announced in the class at the beginning of the course by the teacher.

**MARKETING MANAGEMENT**

Course Code: MGS  
Subject Code: MGS105  
Total Credits: 04

Note: There will be 07 questions out of which the candidate is required to answer 05 questions. 07<sup>th</sup> question will be a case/ problem which will be compulsory. The case/ problem can be from any part of the syllabus.

**Course contents**

Nature and Scope of Marketing, Core Marketing Concepts (Market, Needs, Wants and Demand, Value and Satisfaction, Consumer and Customer, Goods and Services, Competition, Company orientation towards marketplace), The Marketing Environment (External and Internal)

Consumer buying decision process and Basics of Market Research, Levels of marketing planning, Segmentation, Targeting and Positioning, Marketing Mix of Goods and Services

Developing products (Introduction to product, Product levels, Product Classification, Product life cycle, Product Line and Mix, Packaging and Labeling, Product Quality) Concept and Role of Brands, Pricing Decisions (Introduction to price, Process of pricing, Methods of pricing)

Value Chain Model, Market Channels (Importance, Levels, Functions and Flow, Service Sector channels, Channel Design, Management and Integration, E-Commerce channels) Retailing and Wholesaling, Marketing Communications (Role, Process, Mix, Measuring results, and integrated marketing communications)

Marketing Evaluation and Control, Fundamentals of Relationship Marketing, Digital Marketing, Not-for-profit marketing, Retail Marketing, Rural Marketing, Industrial Marketing, Sustainability and Ethics in marketing.

**Reference:**

1. Enis, B M.; *Marketing Classics: A Selection of Influential Articles*. New York, McGraw Hill, 1991.
2. Kotler, Philip and Armstrong, G.; *Principles of Marketing*. New Delhi, Prentice Hall of India, 1997.

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3. Kotler, Philip; *Marketing Management: Analysis, Planning, Implementation and Control*. New Delhi, Prentice Hall of India, 1994.
4. Ramaswamy, V S and Namakumari, S.; *Marketing Management: Planning, Control*, New Delhi, MacMillan, 1990.
5. Neelamegham, S.; *Marketing in India: Cases and Readings*. New Delhi, Vikas, 1988.

## MANAGERIAL ACCOUNTING

Course Code: MGS  
Subject Code: MGS106  
Total Credits: 04

**Note:** There will be 07 questions out of which the candidate is required to answer 05 questions. 07<sup>th</sup> question will be a case/ problem which will be compulsory. The case/ problem can be from any part of the syllabus.

### Course Content

Accounting – Functions and scope of Accounting, Accounting concepts and conventions; Accounting Process – Double Entry system, Journal, Ledger, Trial Balance. Capital and Revenue expenditure/receipts; Preparation of Final Accounts with adjustments. Inventory Valuation, Depreciation. Overview of International Financial Reporting Standards (IFRS). Regulatory framework governing accounting and reporting practices

Analysis of Financial Statements – Ratio Analysis, Analysis of Corporate performance and drawing inferences; Cash Flow Statement – preparation and analysis.


Cost and Management Accounting – Cost Concepts and Classification; Cost Structure analysis through Cost Sheet; Techniques of Costing; Marginal Costing; Budgetary Control. Contemporary issues in Cost and Management Accounting

### Reference:

1. Narayanaswamy, R.; *Financial Accounting - A Managerial Perspective*, PHI Learning, New Delhi
2. Rajasekaran, V. and Lalitha, R.; *Financial Accounting*, Pearson
3. Anthony, Robert N., Hawkins, David F. and Merchant, Kenneth A.; *Accounting: Text and Cases*, Tata McGraw Hill Publishing Company Limited, New Delhi
4. Banerjee, A.; *Financial accounting - A Managerial Emphasis*, Excel Books
5. Khan, M. Y. and Jain, P. K.; *Management Accounting*, Tata McGraw-Hill, New Delhi
6. Anthony, Robert: *Management Accounting*
7. Hunt, Williams and Donaldson: *Basic Business Finance*
8. Wheldon: *Cost Accounting and Cost Methods*

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## MBA : Semester-II

### HUMAN RESOURCE PLANNING AND DEVELOPMENT

Course Code: MGS  
Subject Code: MGS201  
Total Credits: 04

**Note:** There will be 07 questions out of which the candidate is required to answer 05 questions. 07<sup>th</sup> question will be a case/ problem which will be compulsory. The case/ problem can be from any part of the syllabus.

#### Course contents

Human Resource Development – Concept, Need, Mechanism, HRD as a total system. Principles in designing HRD System.

Human Resource Planning – Concept, Process, Linking HRD with Strategic Planning, Job Design – Concept and Approaches. Job characteristic, Model to Work Motivation.

Employee Training and Development – Training Phases, Need Assessment, Establishment of Training Objectives, Training Methods, Lecture, Case, Role Play, Business Games, In Basket, Sensitivity, Syndicate, T.A. Evaluation of a Training Programme, Designing Training Programme, Employee Empowerment, Concept and Approaches, Human Resources Audit.

#### References:

1. Edwin B. Flippo: Principles of Personnel Management
2. Hioy, S. Pyars & Leslie W. Rue: Human Resource and Personnel Management, Richard D. Irwin Inc.
3. Randeil, S.Schuler: Effective Personnel Management – West Publishing Company
4. Paul Pigors & Charles A. Myers Personnel Administration McGraw Hill Kogakusha
5. Arun Monappa & Mirze S. Saiyadmin Personnel Management, Tata McGraw Hill
6. Ivancevich & Gullock: Functions of Personnel: Human Resource Management
7. Pareek U & T.V. Rao – Designing and Managing Human Resource Systems, Oxford & Hill Pub. Co. New Delhi.

### PRODUCTION AND OPERATIONS MANAGEMENT

Course Code: MGS  
Subject Code: MGS202  
Total Credits: 04

**Note:** There will be 07 questions out of which the candidate is required to answer 05 questions. 07<sup>th</sup> question will be a case/ problem which will be compulsory. The case/ problem can be from any part of the syllabus.

#### Course contents

Nature and scope of Production and Operations Management, Operations as a Strategy- Product and Service Design Factors, Types of Production, Location of Facilities, Types of Production Systems, Plant Layout, Scheduling Production Planning, Method study, Work Simplification and Work Measurement and Control, Aggregate Planning

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Value and Analysis and Management, Inventory Management

Models and Applications, Lean Manufacturing.

Network Techniques – Project Planning & control, project monitoring through network techniques, PERT & CPM, Concept of Time estimates, and Project Costs,

Quality Management- Techniques and Tools, Total Quality Management Systems (TQMS), Types of International standards on quality systems, ISO 9000:2000. Standards, Total Quality and Safety..

Cases/Problems

### References:

1. Stevenson, W. J. (2008). Operations management (10th ed.). New Delhi: Tata McGraw Hill.
2. Heizer, J. & Render, B. (2004). Operations management. New Jersey: Prentice Hall.
3. Chary, S. N. (2007). Production and operations management (3rd ed.). New Delhi: Tata McGraw Hill.
4. Gaither, N., & Frazier, G. (2005). Operations management (9th ed.). USA: Thomson South – Western.
5. Greasley, A. (2009). Operations management in business (2nd ed.). London: Sage.
6. Davis, M. M., Aquilano, N. J., & Chase, R. B. (2003). Fundamentals of operations management (4th ed.). New York: McGraw- Hill.
7. Schroeder, R. G. (2006). Operations management: Contemporary concepts and cases (3rd ed.). New Delhi: McGraw Hill.
8. Wild, R. (2003). Operations management text and CD-ROM (6th ed.). UK: Thomson Learning.

## RESEARCH METHODS IN MANAGEMENT

Course Code: MGS

Subject Code: MGS203

Total Credits: 04

**Note:** There will be 07 questions out of which the candidate is required to answer 05 questions. 07<sup>th</sup> question will be a case/ problem which will be compulsory. The case/ problem can be from any part of the syllabus.

### Course Content

Nature and Scope of Research Methodology, Problem Formulation and Statement of Research Objectives; Value and Cost of Information

Sampling Fundamentals: Census and Sampling Methods, Sampling Design, Size of Sample, Probability and Non Possibility, Sampling Techniques.

Processing of Data: Editing and Scrutiny of Data, Classification, Tabulation and Presentation of Data.

Analysis of Data: Univariate Data Analysis- Measurement of Central Tendencies and Variability, Bivariate Data Analysis- Correlation, Linear Regression and Association Analysis.

Testing of Hypothesis: Null Hypothesis and Alternative Hypothesis, Type of Errors, P Values, Parametric Test- t-Test,  $\chi^2$  - Test, analysis of Variance, Z-Test, Non Parametric Test- Sign Test. Run Test, Mann Whitney U-Test, Kruskal Wallis Test, Kolmogorov-Smirnov Test.

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Report Writing: components of the Report, Layout of Research Report, Bibliography, Reference, Webliography, Contents, Presentation of Plagiarism Checks, Findings, Conclusions, Recommendation and Suggestions in the Report.

Cases/Problems.

### References:

1. Goode, W.J. and Paul Hatt; Methods in Social Research, McGraw Hill Book Co, Auckland.
2. Siggal and N.Castallan: Non Parametric Statistics for the Behavioural Sciences
3. McGraw Hill International Edition, New York.
4. Maxwell, Joseph: Qualitative Research Design. An interactive Approach. Sage Publications, London.
5. Galting, John: Theory and Methods in Social Research
6. Gupta S.P: Statistical Methods
7. Dwivedi: Research Methods in Behavioural Science - MacMillan

## FINANCIAL MANAGEMENT

Course Code: MGS  
Subject Code: MGS204  
Total Credits: 04

Note: There will be 07 questions out of which the candidate is required to answer 05 questions. 07<sup>th</sup> question will be a case/ problem which will be compulsory. The case/ problem can be from any part of the syllabus.

### Course Content

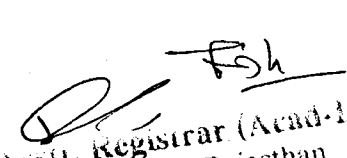
Understanding contemporary financial environment (Financial Markets, Financial Institutions, Financial Instruments and Financial Services); Objectives of Financial Management; Financing and Investment decisions

Understanding the concept of Time Value of Money; Risk – Return relation and Valuation of Securities; Working Capital Management; Inventory Management; Receivables Management; Cash Management

Cost of Capital; Leverage; Capital Structure; Capital Budgeting, Risk Analysis in Capital Budgeting; Dividend Policy decision

### Reference:

1. Brealey, Richard A. and Myers Stewart C.; Principles of Corporate Finance; Tata McGraw Hill
2. Archer, Stephen H. etc.; Financial Management; John Wiley, New York
3. Bhalla V. K.; Financial Management and Policy; Anmol, New Delhi
4. Chandra, Prasanna; Financial Management; Tata McGraw Hill
5. Pandey, I. M.; Financial Management, Vikas Publishing House Pvt. Ltd.
6. Hampton, John; Financial Decision Making; Prentice Hall Inc., New Jersey
7. Horne, James C.; Financial Management and Policy; Prentice Hall of India, New Delhi
8. Damodaran Aswath; Corporate Finance; Wiley

  
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## MBA : Semester-III

### STRATEGIC ANALYSIS AND CHOICE

Course Code: MGS  
Subject Code: MGS301  
Total Credits: 04

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

#### Course contents

The External Context of Strategic Decisions - Industry Structure and Analysis. Competitors and Complementors, Strategic Groups, Dynamics of Competition.

The Internal Context – Resources, Capabilities and Core Competence, Resource Based View of the Firm.

Corporate and Business Strategies, Diversification Mergers Acquisitions, Strategic Alliance, Competitive Strategies, Cooperative Strategies. Analytical and Human Issues in Strategy Formulation (Indian Context)

Strategy in a Global Environment. Global and National Environment. Patterns of Global Expansion and Entry Mode. Emerging Markets.

#### References:

1. An Integrated Approach to Strategic Management Cengage Learning, New Delhi, 2008.
2. Wheelon Thompson and David Hunger, Strategic Management and Business Policy, Pearson, New Delhi 2004.
3. Ramaswamy and Namakumari; Strategic Planning – Formulation of corporate strategy; MacMillan India Ltd., New Delhi 1999
4. Azhar Kazmi, Business Policy; Tata McGraw- Hill Publishing Co. Ltd., New Delhi

### PROJECT FORMULATION AND IMPLEMENTATION

Course Code: MGS  
Subject Code: MGS302  
Total Credits: 04

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

#### Course contents

Concepts, Characteristics, Life Cycle. Identification of Project Opportunities, Market, Technical and Financial Feasibility Analysis, NNVP, IRR and Payback. Sensitivity Analysis. Social Cost Benefit Analysis- rationale. Concept of Shadow Pricing. Value of Foreign Exchange, Shadow Price of

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Investment, Social Rate of Discount, Role of Development, Financial Institutions, Work Breakdown Structure (WBS), Contractor Schedule, Project Planning Programming Budgeting System (PPBS), Accomplishment Cost Procedure (ACP), Project Training and Control, Project Management Information Systems (PMIS), Project Audit, Ex-Post Evaluation.

### Reference:

1. Matto P.K.; *Project Formulation in Developing Countries*.
2. Little I.M.D. and J.A. Mirrless; *Project Appraisal and Planning for Developing Countries*.
3. Mishan E.J.; *Cost Benefit Analysis*.
4. Cleland D.I. and W.R. King ; *System Analysis and Project Management*.
5. Dasgupta, P.S. Marglin and A. Sen; *Guidelines for Project Evaluation (UNIDO)*.
6. Sudgen R. and A. Williams; *The Principles of Cost Benefit Analysis*.
7. Little I.M.D. and J.A. Mirrless; *Manual of Industrial Project Analysis in Developing Contries (OECD)*.
8. Chitale V.P.; *Project Viability in Inflationary Conditions*.
9. Chandra, Prasanna ; *Project: Preparation, Appraisal, Budgeting and Implementation*. 3<sup>rd</sup> ed., New Delhi, Tata McGraw Hill, 1987.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of course.

## SUMMER TRAINING PROJECT REPORT

Course Code: MGS  
Subject Code: MGS303  
Total Credits: 04


### Guidelines

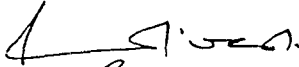

At the end of second semester, all students will have to undergo summer training of 8-10 weeks with an Industrial, Business or Service Organization by taking up a project study, as approved by the Institute from time to time. Report must be based on primary and secondary data, must be an original work and reflect capability for working independently using computers and software. The project report will contain the following:

- o Certificate from the Organization
- o Certificate by the Guide
- o Acknowledgement
- o Contents
- o Executive Summery
- o Brief Introduction to the Organization
- o Analysis of the work done by the Student
- o Conclusions and Recommendations
- o Bibliography
- o Annexure (of the data collected, questionnaire etc.)
- o The project report will be of 30-35 pages (maximum).

### Evaluation:

The Project report will be evaluated by an external examiner appointed by the University. The evaluation will be based on four components viz. Content, Presentation, Analysis and Viva-Voce. The viva-voce will be conducted at the Institute.

  
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## MBA : Semester-IV

### MANAGEMENT OF TECHNOLOGY AND INNOVATION

Course Code: MGS  
Subject Code: MGS401  
Total Credits: 04

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

#### Course contents

Technological Environment, Process of Technological Change- Internal and External development of Technology. Technology Strategy, Appropriation of Technology, Technology Transfer- Types, Modes.

Managing Technology Transfer- Technology Transfer Agreement (Basic idea)

Organizing for Innovation, Process Innovation, Product Innovation, Embedding Innovation in Organizational Culture. Economics of Innovation; Innovation Strategies. Relevance of Innovation and Innovation as Competitive Advantage.

#### References:

1. Narayanan V.K., "Managing Technology and Innovation for Competitive Advantage, Pearson: 2001.
2. Govindarajan and Chris Trimble, 10 Rules for Strategic Innovations, HBS, 2007.
3. Tushman M.L. and P.R. Lawrence; Managing Strategic Innovation and Change.
4. Jones, T.; Innovation at the Edge: How Organizations Evolve and Embed Innovation, Capacity, Bulterworth, U.K.
5. Ajad, R.R.; Technology Transfer and Joint Ventures abroad.

### INTEGRATED TERM PAPER

Course Code: MGS  
Subject Code: MGS402  
Total Credits: 04

#### Objective of Term paper:

The objective of the integrative term paper is to; enable a student to explore in-depth the conceptual foundations of the topics through guidance and self study.

- Enable the student to conceptualize a concept / problem/ issues and explore the multiple dimensions associated with it.
- Analyze the concepts and present a written report which is concise, complete, lucid and based on in-depth understanding.
- Develop in the student writing skills of a high order. The term paper is expected to have an executive summary, literature review, practice and precedence review, analysis proper

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presentation of data, supported with due acknowledgements/ use of statistical packages (if used), bibliography. The footnotes/ end notes / references bibliography have to be as per the APA guidelines.

- Evaluation of the term paper will be based on content/ presentation/ analysis (25 marks each) and viva-voce. The viva-voce will be of 25 marks.
- The viva-voce will be conducted by the external examiner appointed by the university. The external examiner will evaluate the project report alongwith the viva-voce examination.

Indicative List of Service Sector for Integrative Term paper.

1. Retail
2. Hospitality
3. Entertainment
4. Events
5. BPO
6. KPO
7. Other ITES services.
8. Public Services such as police, urban sanitation, water and electricity supply, transportation.
9. Media
10. Education
11. Health
12. Nursing Care
13. Beauty and Health (SPA)
14. Aviation
15. Travel
16. Tourism
17. Communication
18. Well Being
19. Banking
20. Insurance
21. Mortgage
22. Wealth Management

### Core Elective Group: (A) – First Semester Electives

### COMPUTER APPLICATION IN MANAGEMENT

Course Code: MGS

Subject Code: MGSA01

Total Credits: 04

**Note:** There will be 07 questions out of which the candidate is required to answer 05 questions. 07<sup>th</sup> question will be a case/ problem which will be compulsory. The case/ problem can be from any part of the syllabus.

#### Course contents

Computer System Architecture and Configuration; Overview and functions Operating System; Commonly used Applications Software: Text Processing for Document Preparation; Electronic Spreadsheet for Data Analysis (Creating workbook, calculation using formula and functions, sum, average, count, if, vlookup/ hlookup, sort, filter, Pivot table, simple charts); Presentation Software (All these software will have practical classes also).

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Database Management System - Objectives of DBMS, Advantages and Disadvantages of DBMS; Database Models: Overview of Hierarchical Model, Network Model and Relational Data Base Model; ER Model; Relational Data Base: SQL – creating tables, select, update, delete, alter table, Drop; Overview of Client Server System, Distributed Database and Object Oriented Database; Concept of Data Mining, and Data Warehousing. (There will be practical classes on SQL)

Telecommunication Concepts - Overview of Data Communication and OSI Layers; Communication Channels; Types of Communication Network: Based on Geographical Area and Topology; Overview of IP Addressing.

#### Reference:

1. Lucas Henry.C: Information Technology for Management, TMH, New Delhi.
2. Raja Ram V: Fundamentals of Computers, PHI, New Delhi.
3. Barihoke Deepak: Fundamentals of IT, Excel Books.
4. ITLESL – Introduction to Inforamtion Technology – Pearson Education
5. Microsoft Press – MS Excel – Step by Step
6. Microsoft Press – MS Access – Step by Step
7. Microsoft Press – MS Word – Step by Step
8. Microsoft Press – MS Power Point– Step by Step
9. S K Singh: Database System – Concept Design and Applications, Pearson Education.

### SERVICES ORIENTATION

Course Code: MGS  
Subject Code: MGSA02  
Total Credits: 04

Note: There will be 07 questions out of which the candidate is required to answer 05 questions. 07<sup>th</sup> question will be a case/ problem which will be compulsory. The case/ problem can be from any part of the syllabus.

#### Course contents

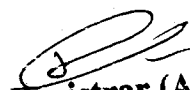
Concept of services. Understanding the services phenomenon. Products and services- Differences, and convergence. The classification of services.

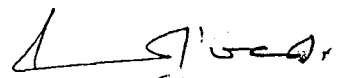

Role of service growth in Indian economy. Overview of service sector. Service sector growth- Challenges, Skill development for services.

Technology and services- Role of technology in service enhancement, Application of technology to service.

Growth of IT, ITES; Health; Hospitality and Professional services (profit study of any two to be prepared by the student)

Concept of public services.

  
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**Core Elective Group: (B) – Second Semester Electives**

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**SERVICE ENVIRONMENT**

Course Code: MGS  
Subject Code: MGSB01  
Total Credits: 04

**Note:** There will be 07 questions out of which the candidate is required to answer 05 questions. 07<sup>th</sup> question will be a case/ problem which will be compulsory. The case/ problem can be from any part of the syllabus.

**Course contents**

The Service Environment- Macro Context, Social, Economic, Political, Legal, Technological, competitive context of Service Environment.

The Business Context of Service Environment, Service Environment Factor as Applicable to Retail (location + real-estate), Consistency (intellectual, economic) hospitality Environment Education (regulatory) Environment Services (location + environment) Telecom and Select Public Services (With project work, field visits etc.)

**Reference:**

1. Website of Companies
2. Government of India Website related to Industry.
3. Newspapers, Journals, Articles to be announced in class.

**GLOBAL BUSINESS MANAGEMENT**

Course Code: MGS  
Subject Code: MGSB02  
Total Credits: 04

**Note:** There will be 07 questions out of which the candidate is required to answer 05 questions. 07<sup>th</sup> question will be a case/ problem which will be compulsory. The case/ problem can be from any part of the syllabus.

**Course Content**

Globalisation (Concept, Evolution, Drivers, Challenges, Opportunities and Stages of global involvement- EPRG framework), International Trade Theories

Socio-Cultural Environment and its impact on business, Political Environment and Systems, Technological, Demographic, Natural, Legal Environment and their impact on Business.

Economic Environment (Economic Systems, Global Financial Institution- *WTO, World Bank, IMF, UNCTAD, Asian Development Bank*, Global Monetary System- *Foreign Exchange Market, Foreign Investment, Balance of Payment and Balance of Trade* and Regional Economic Integrations- *ASEAN, SAARC, BRICS, MINT, EU, NAFTA*)

Global Market selection and entry strategies, Issues in Global marketing (Product decisions, Pricing decisions, Promotion decisions), Issues in Global Human Resource Management, Global operations and logistics.

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India- an emerging market, Global trade in pre-liberalisation and liberalisation era, India's Export performance and direction, Indian Trade Policy and Economic Regulation in India.

**Reference:**

1. Charles Hill and Arun Jain, '*International Business*', McGraw-Hill.
2. John D. Daniels and Lee H. Radebaugh, '*International Business*', Pearson.
3. Francis Cherunilam, '*International Business*', PHI.
4. Warren J Keegan, '*Global Marketing*', Pearson.
5. Rakesh Mohan Joshi, '*Global Business Management*', Oxford Press.
6. Cateora, Graham and Salwan, '*International Marketing Management*', McGraw Hill.

**ORGANIZATIONAL CHANGE AND EFFECTIVENESS**

Course Code: MGS  
Subject Code: MGSB03  
Total Credits: 04

**Note:** There will be 07 questions out of which the candidate is required to answer 05 questions. 07<sup>th</sup> question will be a case/ problem which will be compulsory. The case/ problem can be from any part of the syllabus.

**Course contents**

Organization Change- Process of Change

Resistance to Change- Management of Resistance, Change at Organizational Level, Individual Level, Transactional and Transformational Change, Challenges to Change.

Organizational Learning- Methods, Theories. Embedding Learning Creativity- Concept Necessity and Management. Diversity in Organizations- Gender, Cultural, Regional Diversity, Age, Cross Cultural Dimensions. Integrating Diversity. The Millennials in Workplace.

Organization Effectiveness Models, Creating and Sustaining Effectiveness.

**Reference:**

1. Anderson, A H and Barker D.; *Effective Enterprise and Change Management*. Oxford, Blackwell Publishers Ltd. 1996.
2. French, W E and Bell, C H; *Organization Development*, New Delhi, Prentice Hall of India, 1995.
3. Khandwalla, P N; *Organisation Design for Excellence*. New Delhi, Tata McGraw Hill, 1992.
4. Luthans, F.; *Organizational Behaviour*. 7th ed., New York, McGraw Hill, 1995.
5. Robbins, S P.; *Organizational Behaviour*. 7th ed., New Delhi, Prentice Hall of India, 1996.
6. Senge, Peter: *The Fifth Discipline: The Art and Practice of Learning Organizations*.
7. Schien, Edger; *Organizational Psychology*.

**ENTREPRENEURSHIP DEVELOPMENT AND MANAGEMENT**

Course Code: MGS  
Subject Code: MGSB04  
Total Credits: 04

**Note:** There will be 07 questions out of which the candidate is required to answer 05 questions. 07<sup>th</sup> question will be a case/ problem which will be compulsory. The case/ problem can be from any part of the syllabus.

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## Course Content

Entrepreneurship (Nature, Importance, Drawbacks, Evolution), The Entrepreneurial Process, Creativity (Concept and Process), Innovation, Entrepreneurial Traits and Competences, Types of Entrepreneurs, Corporate Entrepreneurship, Role of entrepreneurship in Society and Economy

Idea and Opportunity Identification (Sources, Methods), Feasibility Analysis (Technological, Legal, Financial, Market, Managerial),

Business Plan (Objectives, Features, Structure- Overview, Marketing Plan, Organisational Plan, Financial Plan)

Choice of ownership, Sources of Capital (Equity and Debt Financing, Venture Capital, Angel Investor) and Financial Management issues, Operations and Production issues, Marketing issues- Guerrilla Marketing Strategies, HR issues, Information Management and Intellectual Property Rights related issues, E-Commerce issues, Quality Management issues,

Growth and Stabilisation strategies, Managing Competitive Advantage, Institutional Assistance to New Enterprises, Managing Family and Small Enterprises, Succession Planning, Exit Strategies

Cases and Problems.

## References:

1. *Zimmerer and Scarborough, 'Essentials of Entrepreneurship and Small Business Management', Prentice Hall of India.*
2. *Hisrich, Peters, Shepherd, 'Entrepreneurship', McGraw-Hill.*
3. *Rajeev Roy, 'Entrepreneurship', Oxford Publication.*
4. *Dipesh D. Uike, 'Entrepreneurship Development', Himalaya Publication House.*
5. *David H. Halt, 'Entrepreneurship – New Venture Creation', Prentice Hall of India.*
6. *Vasant Desai, 'Dynamics of Entrepreneurship Development and Management', Himalaya Publishing House.*
7. *Don Steinhott and John F Burgess, 'Small Business Management Fundamentals', McGraw-Hill.*

## Core Elective Group: (C) – Third Semester Electives

### BUSINESS LEGISLATION

Course Code: MGS  
Subject Code: MGSC01  
Total Credits: 04

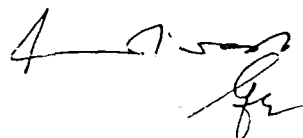
Note: "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

## Course Content

Indian Contract Act. 1972- Meaning of Agreement and Contract, Offer, Acceptance, Consideration Frustration of Contract, Quasi-contract and Remedies on Breach of Contract and Void Agreements.

Indian Companies Act- Formation of Company, Memorandum and Articles of Association, Prospectus, Directors, Meetings and CSR in Companies Act

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Negotiable Instrument Act, 1981- Kinds of Negotiable Instruments like Bill of Exchange, Promissory Notes, Cheques, Draft, Holder in Due Course, Pre-Cautions by and protection of Bankers in making payment of cheques.

Sale of Goods Act & Partnership Act.- Some Important Provisions like Meaning of Sale, Passing of Risk, Caveat emptor, Guarantees and warranties, Rights of unpaid seller, formation & Essentials of Partnership, Implied Authority, Minor as Partner and Dissolution of Firm.

Salient Features of Consumer Protection Act and Law Relating to Intellectual Property, Protection of Women at Workplace (Relevant Act.)

#### Reference:

1. Avtar Singh; *Company Law*, 11<sup>th</sup> ed., Lucknow, Eastern, 1996.
2. Khergamwala, J S.; *The Negotiable Instrument Acts.*, Bombay, N.M. Tripathi, 1980.
3. Ramaiya, A.; *Guide to the Companies Act.*, Nagpur, Wadhwa, 1992.
4. Shah, S M.; *Lectures on Company Law*, Bombay, N.M. Tripathi, 1990.
5. Tuteja, S K.; *Business Law For Managers*. New Delhi, Sultan Chand, 1998.
6. Taxman Guide to Company Act.

### Core Elective Group: (D) – Fourth Semester Electives

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#### CORPORATE SOCIAL RESPONSIBILITY AND GOVERNANCE

Course Code: MGS  
Subject Code: MGD01  
Total Credits: 04

Note: "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

#### Course contents

Corporate- An Overview, Corporate Performance, Role of Board of Directors in Improving Standards of Economic and Social Performance.

Corporate Governance- An Overview, Mechanism, Models, Code, Stakeholders. Board Structure and Style, Role and Responsibility of Board of Directors, Role of Audit Committee,

Corporate Ethics- An Overview, Importance, Ethical Organization and Corporate Code, Ethics and Rule of Law, Business Ethics and Environment, Ethical Issues in Business, Work Ethics V/s Ethics in Work.

Corporate Social Responsibility (CSR)- An Overview, Models, Impact on Business and Society.

#### References:

1. Chakrabarti S.K., *Management by Values Towards Cultural Congruence*. Oxford University Press, 1991.
2. Hill, Charles Gareth R. Jones, *An Integrated Approach to Strategic Management* Cengage Learning, New Delhi, 2008.
3. Ackerman; *The Social Challenge to business.*
4. HBR Articles.

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*[Signature]*

## STRATEGIC EXECUTION AND CHANGE

Course Code: MGS  
Subject Code: MGSD02  
Total Credits: 04

Note: "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

### Course contents

Overview- Making Strategy Work, Role of Organizational Structure, Leadership, Effective Coordination Information Networks and Resource Allocation in Effective Implementation.

Implementing Strategy in Companies that Compete in a Single Industry, Across Industries and Countries. Defining Operational Strategies, Balance Scorecard to Implement Strategy.

Knowledge Management and Information Strategy and Communication for effective execution. Strategy Evaluation -Methods and Challenges.

### References:

1. Ram Charan: Execution.
2. Lawrence G. Hrebiniak. Making Strategy work, Wharton, 2005 (Indian reprint)

## Core Elective Group: (E) -Marketing

### CONSUMER BEHAVIOUR

Course Code: MGS  
Subject Code: MGSE01  
Total Credits: 04

Note: "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

### Course contents

Introduction to Consumer Behaviour; Consumer Behaviour and Marketing Strategy; Consumer Involvement and Decision Making Information Search Process; Evaluative Criteria and Decision Rules.

Consumer Motivation; Information Processing and Consumer Perception; Consumer Attitudes and Attitude Change.

Influence of Personality and Self Concept on Buying Behaviour; Psychographics and Lifestyle; reference Group Influence; Diffusion of Innovation and Opinion Leadership Family Decision Making.

Industrial Buying Behaviour; Models of Consumer Behaviour; Consumer Behaviour Audit; Consumer Behaviour Studies in India.

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**Reference:**

1. Assael, H.; *Consumer Behaviour and Marketing Action*. Ohio, South Western, 1995.
2. Engle, J F. etc.; *Consumer Behaviour*, Chicago, Dryden Press, 1993.
3. Howard, John A. etc.; *Consumer Behaviour in Marketing*, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1989.
4. Hawkins, D I. etc.; *Consumer Behaviour- Implications for Marketing Strategy*. Texas, Business, 1995.
5. Mowen, John C.; *Consumer Behaviour*. New Your, MacMillan, 1993.
6. Schiffman, L G and Kanuk, L L.; *Consumer Behaviour*. New Delhi, Prentice Hall of India, 1994.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of course.

**ADVERTISING MANAGEMENT**

Course Code: MGS  
Subject Code: MGSE02  
Total Credits: 04

Note: "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

**Course contents**

Role of advertising in Marketing Process, Advertising and IMC Today, The Evolution of IMC, Economic , Social, Ethical, Legal and Regulatory Aspects (Role of ASCI)  
The Foundations of Advertising, Advertising and Consumer Behavior : Cognitive dissonance, Determinants of Advertising Strategy, Research for Advertising Planning, Planning for Media and the Message, Role of Headline, Body copy, Logo, layout, various appeals . Advertising and Media planning: objective, positioning and target audience, Advertising effectiveness and measurement.  
Creative Strategy and the Creative Process, Execution through copy and artwork, Use of Print, Electronic, Outdoor and Digital Media, Emerging Media –digital marketing and trends : social media advertising and role of stakeholders. Advertising thinkers and impact on creativity process, Advertising for retail, cooperative, political, non- profit, International, and Public-service  
Role of Advertising in Relationship Building for Direct Marketing, Personal Selling, Sales Promotion, Sponsorship, and Corporate advertising, Role and functions of Advertising agencies.

**Reference:**

1. William F. Arens, Michael F. Weigold, Christian Arens, Contemporary Advertising & Integrated Marketing Communications, 14/e McGraw-Hill Higher Education
2. William D. Wells, John Burnett, Sandra Moriarty, Advertising-Principles and Practice, Seventh edition, Pearson Education, Inc 9<sup>th</sup> impression (2013)
3. George Belch, Michael Belch, Advertising and Promotion: An Integrated Marketing Communications Perspective, 7<sup>th</sup> edition, Tata McGraw Hill Education Private Limited
4. Aaker David, Advertising Management, 4<sup>th</sup> Edition, New Delhi Prentice Hall
5. Rajiv Batra, John.G.Myers, David.A.Aaker 'Advertising Management' published by Dorling Kindersley India Pvt. Ltd. 5<sup>th</sup> impression (2009)

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## INTERNATIONAL MARKETING

Course Code: MGS  
Subject Code: MGSE03  
Total Credits: 04

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

### Course Content

International Marketing- Concept, Importance, Challenges and opportunities, International Marketing Environment, Stages of International Marketing involvement (EPRG), International Market Segmentation, Targeting and Positioning, Screening and Selection of Markets.

International Trade Theories, Trade blocks, Global marketing information system and research, International Market- Entry strategies (Exporting, licensing, Contract Manufacturing, Joint Venture M & A, Setting-up of Wholly-Owned Subsidiaries Aboard, Strategic Alliances)

Developing products (Standardisation, Adaptation, Product strategies, Product launch and Product life cycle in international markets, Packaging and Labelling, Product Quality), Branding Decisions (Role, Importance and strategies), Pricing Decisions (Factors influencing, Pricing approaches, Terms of payment in international transaction, Grey marketing, Dumping, Transfer pricing and Counter Trade)

Channels of International Distribution (Direct and Indirect), Selection of Channels, Market Intermediaries, International Retailing, International Marketing communication strategies, factors influencing international marketing communications, Impact of ICT revolution in International marketing communications

Negotiating with International customers, partners and regulators, Export and Import procedure and documentation, Institutional support for International Trade, Recent trends and contemporary issues in International Trade

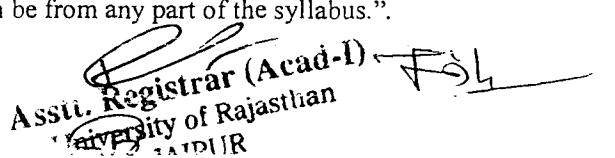
### Reference:

1. Cateora, Graham & Salwan- International Marketing.
2. Charles Hill & Arun Jain- International Business.
3. Warren Keegan- Global Marketing.
4. Varshney & Bhattacharyya- International Marketing
5. Kotler, Kelly & Koshi- Marketing Management.
6. Ramaswamy & Namakumari- Strategic Planning.

## SALES AND DISTRIBUTION MANAGEMENT

Course Code: MGS  
Subject Code: MGSE04  
Total Credits: 04

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

  
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## Course contents

The sales process- prospecting, negotiation, persuasion, closing and evaluation. Setting and Formulating personal selling objectives- Recruitment and selection, developing and conducting sales training program. Supervision, motivation and appraisal of salesmen, Sales meetings and their effectiveness, Compensation and incentive plans

Sales forecasting and budgeting, sales objectives and quotas, Concept of key account management, Developing and managing sales evaluation programs, cost of sales analysis.

Designing and management of territories

Overview of marketing channels, systems, structures, functions and relationships. Channel planning. Channel intermediaries, Whole selling and retailing (to be expanded) Formats of retailing and their usefulness, Indian context in organized retailing

## Reference:

1. Anderson, R.; *Professional Sales Management*. Englewood Cliffs, New Jersey, Prentice Hall Inc. 1992.
2. Buskirk, R H and Stanton, W. J.; *Management of Sales Force*. Homewood Illinois, Richard D. Irwin, 1983.
3. Still, Cundiff, Govoni, *Sales Management: Decisions, Strategies and Cases*, 5th Edition, Prentice Hall India and Pearson Education (2011)
4. David Jobber, Geoff Lancaster, *Selling and Sales Management*, Pearson Education (2011)
5. Coughlan, *Marketing Channels*, 7th Edition, Dorling Kindersley (India) Pvt. Limited
6. Stanton, William J. etc.; *Management of a Sales Force*. Chicago, Irwin, 1995.

## MARKETING OF SERVICES

Course Code: MGS

Subject Code: MGSE05

Total Credits: 04

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

## Course contents

Distinction between goods and service marketing, Extension of the product concept and the services concept. Nature of Services and significance of service marketing Challenges in service marketing Service triangle and extended marketing mix

Classification of services, Service quality: definition evaluation and models SERU-QUAL and Gap Analysis, Service standardization and customization, service encounter, service distribution, Physical Evidence, Servicescape, Service expectations and service satisfaction, Pricing of Services & Service Distribution, complaint handling, Service Recovery Strategies, Targeting consumers, Relationship Marketing, Customer Lifetime Value, Yield management, Marketing Research in Services, Service Satisfaction measurement

## References:

1. Lovelock, *Services Marketing, (People, Technology, Strategy)* 7 Edition, Pearson
2. Zeithmal, *Services Marketing*, 6th Edition, Tata McGraw Hill

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3. F. Frei, A. Morris, Uncommon Service: How to Win by Putting Customers at the Core of Your Business, HBR Press (2012)
4. Venkat Ramaswamy, Francis Gouillart, The Power of co-creation, Free Press Business (2010)
5. David Maister, Managing the professional service firm, Free Press Business (2003)

### BRAND MANAGEMENT

Course Code: MGS  
 Subject Code: MGSE06  
 Total Credits: 04

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

#### Course contents

The product, Product extensions and hierarchy, New product development-Evolution and stages of development, Understanding Brand and Brand Hierarchy, Brand personality, Brand Image, Brand identity, brand positioning, brand equity, value addition from branding, Brand –consumer relationships, brand loyalty and customer loyalty  
 Managing Brands, Brand creation, brand extensions, Brand –product relationships, brand portfolio.  
 Product and Brand Management concepts and organization  
 Research and measurement of brands- identity, positioning, image, personality, and brand equity valuation, Branding strategies in different sectors- consumer, industrial and service brands, Brand value chain, Brand tracking studies and brand equity management system. Managing Brands Overtime- Reinforcement and revitalization of Brands

#### Reference:

1. David A. Aaker, Building Strong Brands, Pocket Books
2. Kevin Lane Keller, Strategic Brand Management, 4 th edition, Pearson Prentice Hall
3. Issac Jacob, Strategic Brand Management, 3 rd edition, Pearson
4. Keller, **Strategic Brand Management and Best Practice Cases in Branding**, Pearson
5. Marketing Warfare, Al Ries & Jack Trout, McGraw Hill

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#### Core Elective Group: (F) -Human Resource

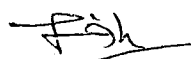
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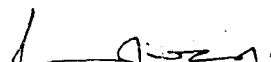
### MANAGEMENT OF INDUSTRIAL RELATIONS

Course Code: MGS  
 Subject Code: MGSF01  
 Total Credits: 04

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

  
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**Course Content**

Origin of Industrial Relations and its Socio-Economic Dimensions, Role of State in Industrial Relations.

Legal Framework of Industrial Relations- Machinery for Settlement of Disputes, Regulation of Trade Unions.

Meaning of Trade Unions, their functions and activities. Political dimensions of Trade Unions, Employers' Association, Social responsibilities of Trade Unions, Problems of Trade Unions in India.

Collective Bargaining & Negotiation, Discipline- Meaning and its management, Grievance management. Industrial Conflicts- Reasons and Impact Analysis. Negotiation techniques

Participative Management- Significance and its progress in India, Employee Empowerment. Industrial Relations and Technological change. Latest Trends in Industrial Relations.

**References:**

1. Kochman, T.A. & Katz Henry. *Collective Bargaining and Industrial Relations*. 2nd ed. Homewood, Illinois, Richard D Irish, 1988.
2. Mamkoottam, K; *Trade Unionism. Myth and Reality*, New Delhi, Oxford University Press, 1982.
3. Niland J.R. etc.; *The Future of Industrial Relations*, New Delhi, Sage, 1994.
4. Papola, T.S. & Rodgers, G.; *Labour Institutions and Economic Development in India*. Geneva, ILO, 1992.
5. Ramaswamy, E.A. The Rayon Spinners; *The Strategic Management of Industrial Relations*. New Delhi, Oxford University Press, 1994.
6. Virmani, B.R.; *Participative Management Vs. Collective Bargaining*, New Delhi, Vision Books, 1988.
7. Webb, Sidney & Webb, Beatrice. *Industrial Democracy*, Melbourne, Longman, 1987.

**MANPOWER DEVELOPMENT FOR TECHNOLOGICAL CHANGE**

Course Code: MGS

Subject Code: MGSF02

Total Credits: 04

Note: "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

**Course contents**

Manpower Management in the 21st Century; Environmental Context of Human Resource Management; The Emerging Profile of Human Resources; Special Features of new Technology.

Concept and Process of Technological Innovation; Organizational Implications of Technological Change.

Human Resource Implications of Technological Change; Performance/Potential Evaluation in the Context of New Technology.

Technology Transfer with Human Face; New Issues in Manpower Training and Career Development.

**Reference:**

1. Clark, Jon; *Managing Innovation and Change*. University of Southampton, 1995.

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2. Clark, Jon.; *Human Resource Management and Technological Change*. London, Sage, 1993.
3. Campbell, A. and Warner, M.; *New Technology, Skills and Management*, London, Routledge, 1992.
4. Rastogi, P.N.; *Management of Technology and Innovation*. New Delhi, Sage, 1995.
5. Warner, M.; *New Technology and Manufacturing Management*. London, Wiley, 1990.
6. Womack, J.P. etc.; *The Machine That Changed the World*. New York, Maxwell Macmillan, 1990.
7. Whittakar, D.H.; *Managing Innovation*. Cambridge University Press, 1990.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

### MANAGEMENT TRAINING AND DEVELOPMENT

Course Code: MGS  
Subject Code: MGSF03  
Total Credits: 04

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

#### Course contents

Training Process- an Overview; Role, Responsibilities and Challenges to Training Managers; Organization and Management of Training Function.

Training Needs Assessment and Action Research Instructional Objectives and Lesson Planning; Learning Process.



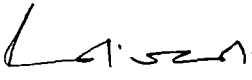
Training Climate and Pedagogy; Developing Training Modules; Training Methods and Techniques.

Organizational support required, Transfer climate, Role of line managers

Facilities Planning and Training Aids; Training Communication; Training Evaluation; Training and Development in India.

#### References:

1. Training & Development, Goldstein
2. Beunet, Roger ed.; *Improving Training Effectiveness*. Aldershot, Gower, 1988.
3. Buckley R. & Caple, Jim.; *The Theory & Practice of Training*. London, Kogan & Page, 1995.
4. Lynton, R. Pareek, U.; *Training for Development*. 2nd ed. New Delhi, Vistaar, 1990.
5. Pepper, Allan D.; *Managing the Training and Development Function*. Aldershot, Gower, 1984.
6. Rae, L.; *How to Measure Training Effectiveness*. Aldershot, Gower, 1986.
7. M.A. etc.; *Training Interventions: Managing Employee Development*. 3rd ed. London, IPM, 1992.
8. Senge, P.; *The Fifth Discipline: The Art and Practice of the Learning Organization*. London, Century, 1992.

    
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## ORGANIZATIONAL CHANGE AND INTERVENTION STRATEGIES

Course Code: MGS  
Subject Code: MGSF04  
Total Credits: 04

Note: "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

### Course contents

Organization Change- an Overview; Approaches to Problems Diagnosis.  
Some Major Techniques of Planned Change; Steps in OD.  
General OD Competencies, OD Skills, Designing Interventions- Interpersonal, Team, Intergroup and Systems.  
Evaluation of OD, Ethics of OD Professional, Future of OD.

### Reference:

1. Abad, Ahmad. Etc.; *Developing Effective Organization*. New Delhi, Sri Ram Centre for Industrial Relations, 1980.
2. De Nitish.; *Alternative Designs of Human Organization*. London, Sage, 1988.
3. French, W.H. and Bell, CH.; *Organisation Development*. New Delhi, Prentice Hall of India, 1991.

## HUMAN RESOURCE DEVELOPMENT: STRATEGIES AND SYSTEMS

Course Code: MGS  
Subject Code: MGSF05  
Total Credits: 04

Note: "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

### Course contents

Field of HRD- Concepts, Goals, Challengers; HRD Climate and Practices in India.  
Staffing HRD Function; Developing HR Strategies; HRD System Design Principles.  
Design & Administration of Select HRD Systems; HRD for Workers.  
HRD Intervention; HRD Approaches for coping with Organizational Changes; Case Studies of HRD in Indian Organizations.

### Reference:

1. Dayal, Ishwar; *Successful Applications of HRD*. New Delhi, Concepts, 1996.
2. Dayal, Ishwar; *Designing HRD Systems*. New Delhi, Concept, 1993.
3. Kohli, Uddesh & Sinha, Dharni P.; *HRD- Global Challenges & Strategies in 2000 A.D.*, New Delhi, ISTD, 1995.
4. Maheshwari B.L. & Sinha, Dharni P.; *Management of Change Through HRD*. New Delhi, Tata McGraw Hill, 1991.

## STRATEGIC HUMAN RESOURCE MANAGEMENT

Course Code: MGS  
Subject Code: MGSF06  
Total Credits: 04

Note: "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

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**Course contents**

Understanding SHRM: Meaning, Need & importance of SHRM, Linking HR strategy with Business strategy. (SHRM- Strategic Human Resource Management)

Strategizing HR Processes: Recruitment & retention, Training & Development, Compensation & Performance Management Strategies

Manifestation of HR strategies: HR and Change Management, HR and OD Initiatives, Human Side of Mergers & Acquisitions.

Evaluating the HR function: Scope & Importance of evaluating HRM, The 5-C model, HR scorecard, Challenges in measuring the impact of HRM.

Developing HR as a Strategic Value addition function: Gaining competitive advantage through HR, the VRIO framework, future challenges.

Cases & Problems

**Reference:**

1. Strategic Human Resource Management, Monica Belcourt & Kenneth McBey, Cengage Learning.
2. Strategic Human Resource Management, Rajib Singh Lochan, Excel Books.

**COMPENSATION MANAGEMENT**

Course Code: MGS

Subject Code: MGSF07

Total Credits: 04

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

**Course contents**

Compensation: Role, Economic & Behavioral Issues, Wage concepts, Components of Compensation- Basic, Dearness Allowance, Fringe benefits, Bonus, Incentives etc.

Administration of compensation: Linkage between Job analysis & Job description And compensation, Developing a compensation plan, Cafeteria Approach, Profit sharing & stock option, Team based compensation, Internal & external equity.

Corporate Compensation: Globalisation, Diversity & Compensation, Executive Compensation, Voluntary Retirement Scheme, Severance pay, Downsizing.

Recent Trends: International Compensation Management, Strategic Compensation Management, HRIS & Compensation.

Laws relating to compensation : main features

Payment of wages Act 1936, Minimum wages Act 1948, Bonus Act 1965, Provident fund Act, Employee State Insurance Act 1948

**CASE STUDIES**

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**Reference:**

1. George.T.Milkovich, Jery.M.Newman, Ratnam; *Compensation*, McGraw Hill. 9th edition
2. Bhattacharya, Sengupta, *Compensation management*, Excel Books, 2009
3. Henderson, Richard I, *Compensation management*, Ratson, 1976

**HUMAN RESOURCE PLANNING AND DEVELOPMENT**

Course Code: MGS  
 Subject Code: MGSF08  
 Total Credits: 04

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

**Course contents**

Manpower Planning- Introduction, Rationale, Process.  
 Manpower Planning- National, Corporate, Unit.  
 Manpower Planning and Strategic Planning.  
 Manpower Forecasting- Process Planning, Linking Business Process Planning with Human Resource Planning, Manpower Demand, Planning.  
 Manpower Supply, Simple and Change Models, Wastage analysis, Redeployment, Work analysis.  
 Management Succession- Succession Planning and Replacement Planning, Career Planning, Performance Planning, Potentials Appraisal.

**References**

1. James W. Walker; Human Resource Planning, McGraw- Hill.
2. Monica Belcourt, Kenneth J. McBey; Strategic Human Resources Planning, Change Learning India Pvt. Ltd.
3. Arthur, M.; *Career Theory Handbook*. Englewood Cliffs, Prentice Inc., 1991.

**EVOLUTION OF MANAGERIAL THOUGHT & RELATED INTERDISCIPLINARY CONCEPTS**

Course Code: MGS  
 Subject Code: MGSF09  
 Total Credits: 04

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

**Course Contents**

Classical Management Thinkers, Bureaucracy, Human Relations Movement, Fayol, Taylor, Gullick, Weber, Mayo, Follett, McGregor, McLelland, Simon, Bernard, Ulrich; Organizational Theory: Parkinson's Laws

  
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Emergence of Indian Management Thought: From Kautilya to contemporary Indian thinkers; Theories underlying cultural norms in developed & developing countries: Rensis Likert

Management vs. Administration, Management as a Science & Management as an Art; Qualities of a Manager; Personal Effectiveness & Learning, Emotional Intelligence, Business Etiquette, Social Responsibility, Professionalism, Work-life balance

Indian Cultural Context: Demographic distribution, Historical Evolution, Regional Disparities, Influence of LPG, Tenets of sensitivities & aspirations of Indian Workforce, Gender & Diversity Management

#### References:

1. Prasad & Prasad; Administrative Thinkers
2. Daniel Goleman; Emotional Intelligence
3. Sage; Human Development in the Indian Context: Volumes I & II

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### Core Elective Group: (G) -Finance

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## FINANCIAL DECISION ANALYSIS

Course Code: MGS

Subject Code: MGSG01

Total Credits: 04

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

#### Course contents

Application of Linear Programming; Goal Programming; Regression Analysis and Simulation Technique in Financial Decision Making Areas.

Corporate Debt Capacity Management Decision; Business Failure and Reorganization- Application of Multiple Discriminate Analysis; Decision Tree Analysis; Capital Expenditure Decision Under Conditions of Risk and Uncertainty.

Cost-Volume-Profit Analysis under Conditions of Uncertainty. Leasing Vs. Borrowing Decisions; Sequencing of Decisions; Replacement Decisions.

Mergers and Acquisitions; takeover code; Goodwill and Valuation of Shares; Dividend Valuation Model; Determination of the Exchange Ratio; Legal and Procedural Aspects of Merger Decision; Specific Areas and Problems in the Area of Financial Decision Making; Estimation and Projection of Working Capital Decisions.

#### Suggested Readings

1. Bhalla, V K.; *Financial Management and Policy*. 2<sup>nd</sup> ed., New Delhi, Anmol, Delhi, 1998.
2. Bierman, Harold; *Lease Vs. Buy Decision*. Englewood Cliffs, New Jersey, Prentice Hill Inc., 1982.

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3. Fogier, H and Ganpathy; *Financial Econometrics*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1982.
4. Levy H and Sarnat H.; *Capital Investment and Financial Decision*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1982.
5. Van Horne, James C.; *Financial Management and Policy*. Englewood Cliffs, New Jersey, Prentice Hall of India, 1997.

## INVESTMENT MANAGEMENT AND SECURITY ANALYSIS

Course Code: MGS  
 Subject Code: MGSG02  
 Total Credits: 04

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

### Course Content

#### Investment:

Nature and scope of investment analysis, Elements of investments. Avenues of investment, Approaches to investment analysis, Concept of return and risk, Security return and risk analysis, Measurement of risk and return.

#### Financial Assets:

Types and their characteristics, Source of financial information.

#### Public Issue:

SEBI guidelines on public issue; Size of issue; Pricing of issue; Promoters contribution; Appointment of merchant bankers; Underwriting; Brokers; Registrars; Managers, Bankers & Allotment of Shares.

#### Secondary Market:

Role, Importance, Type of brokers; Trading mechanism; Listing of security; Depository- Role, and Need; Depository Act-1996.

#### Valuation of Securities:

Bonds; Debentures; Preference Shares; and Equity Shares.

#### Fundamental Analysis:

Economic Analysis; Industry Analysis and Company Analysis.

#### Technical Analysis:

Trends, Indicators, Indices and moving averages applied in technical analysis.

Recent development in Indian Stock Markets including investors protection.

#### Reference:

1. P. Pandian : "Security analysis and portfolio management".
2. Madhumati, Rangarajan : "Investment analysis and portfolio management".
3. Agarwala, K.N. and Deeksha Agarwala: "Bulls, Bears and The Mouse", Macmillan, New Delhi.
4. Cheney, J. and E. Muses: "Fundamentals of Investments", Paul, New York.

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## PORTFOLIO MANAGEMENT

Course Code: MGS  
Subject Code: MGSG03  
Total Credits: 04

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

### Course Content

**Portfolio Management:** Meaning, importance, objectives and various issues in portfolio construction, revision of portfolio and evaluation.

**Portfolio Analysis:** Estimating rate of return and standard deviation of portfolio returns; Effect of combining securities; Markowitz risk-return optimization.

**Single Index Model:** Portfolio total risk, portfolio market risk and unique risk; Sharpe's optimization solution.

**Capital Market Theory:** Capital market line, security market line; Risk free lending and borrowing; Recent developments.

**Factor Models:** Arbitrage pricing theory, principle of arbitrage, arbitrage, arbitrage portfolios; Two factor and multi factor models.

**Efficient Market Hypothesis:** Weak, semi-strong and strong, random walk etc.

**Portfolio Construction:** techniques of portfolio construction.

**Portfolio Performance Evaluation:** Measure of return, risk adjusted measures of performance evaluation, market timing, evaluation criteria and procedures.

### Reference:

1. Barua, Raghunathan and Verma: "Portfolio Management", Tata McGraw Hill, Delhi.
2. Clark, James Francis: "Investment- Analysis and Management", McGraw Hill, International Edition, New York.
3. Fabozzi, Frank J: "Investment Management", Prentice Hall, International Edition, New York.
4. Fischer, D.E. and Jordan R.J.: "Security Analysis and Portfolio Management", Prentice Hall, New Delhi.

## MANAGEMENT OF FINANCIAL SERVICES

Course Code: MGS  
Subject Code: MGSG04  
Total Credits: 04

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

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## Course Content

Concept, Nature and scope of financial services; Regulatory frame work for financial services; Recent trends in marketing of financial services

Capital Market Services; Merchant, banking services; Managing of public issues of shares and bonds; SEBI guidelines on public issue; Size of issue; Pricing of issue; Promoters contribution; Underwriting; Brokers; Registrars; Managers, Bankers to an Issue.

Secondary Market: Role, Importance, Type of brokers; Trading mechanism; Listing of security; Depository- Role, and Need.

Other Financial Services- Leasing and Hire Purchase; Debt Securitization; housing finance; Credit Rating; Credit cards.

Mutual funds; Venture Capital, Factoring, Insurance; Tax Environment and financial services.

### Reference:

1. Khan, M.Y: "Financial Services", Tata McGraw Hill, New Delhi
2. Agashe, Anil: "Financial Services Markets and Regulations", Himalaya Publishing House Pvt. Ltd., Mumbai.
3. Avadhani, V.A.: "Financial Services in India", Himalaya Publishing House Pvt. Ltd., Mumbai.
4. Bhole, L.M.: "Financial Markets & Institutions", Tata McGraw Hill, New Delhi

## FINANCIAL AND COMMODITY DERIVATIVES

Course Code: MGS

Subject Code: MGSG05

Total Credits: 04

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

### Course Content

Introduction to Derivatives Market: Exchange traded markets, over the counter markets, types of traders: hedgers, speculators and arbitragers, Forwards, futures , options , swaps and other derivative contracts. Overview of Indian derivatives market. Financial & Commodity Mechanics of Futures and Options Markets: Background, Contract specification, Exchange clearing, Settlement and margins system, Types of traders and types of orders, Regulation, taxation.

Pricing Derivatives: Investment assets v/s consumption assets, short selling, Forward price of an investment asset, valuing forward contracts, Futures price of stock indices, forward and futures contracts on currencies, futures on commodities, interest rate futures, cost of carry model, Properties of Stock Option prices, upper and lower bound for option prices, put call parity relationship, Pricing options: Black and Scholes model, Binomial model.

Trading Strategies involving Futures, Options and Swaps: Hedging strategies using futures, basic option trading strategies, Spreads and combination strategies, Working of Future Options and Swaptions.

Derivatives Mishaps and learning: This unit covers some cases which experienced spectacular losses in derivatives market and the lessons that can be learned from them.

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**Reference:**

1. Hull, John C.; Options, Futures and Other Derivatives; Pearson
2. Gardner: Futures & Options - MacMillan
3. The Quest for value: G. Bennett Stewart: Harper Business (Harper Collins Publishers)
4. Basic Business Finance: Donaldson, Richards, D. Irwin (1971)
5. Gardner: Derivatives – MacMillan
6. Gupta, S.L.: "Financial Derivatives", PHI Learning Pvt. Ltd., New Delhi

**MANAGEMENT OF FINANCIAL INSTITUTIONS**

Course Code: MGS

Subject Code: MGSG06

Total Credits: 04

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

**Course contents**

The Role and Importance of Financial Institutions; Financial Management Models and their Applications in Financial Institutions; Evaluating Risks and Returns of Assets and Liabilities of Financial Institutions.

Flow of Fund, Analysis of the Borrowing and Lending Behaviour of Financial Institutions. Interest Rate Analysis; Interest Rates in the Financial System; Yield Curve; Risk and Inflation; Financial Management of Commercial Banks; Banking Law and Regulation; Provisions of RBI's Operations; Credit and Monetary Planning.

Insurance Companies; Thrift Institutions; Development Banks; Role of Development Banking in Industrial Financing in India; Capital Adequacy and Capital Planning; Strategy of Growth; Problems of Time and Cost Over Runs; Financial Planning of Financial Institutions; Financial Goals and Proforma Statements.

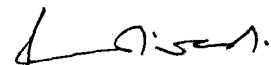
Working and Organization of Different types of Financial Institutions in India and different regulatory bodies, International Aspects of Financial Institutions.

**Reference:**

1. Bhalla, V.K.; *Indian Financial System*, Delhi, Anmol Pub. Pvt. Ltd., 1998.
2. Dougall, Herbert E and Gaumnitz; *Capital Markets and Institutions*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1980.
3. Hempel, George H and Yawitz, Jess B.; *Financial Management of Financial Institutions*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1977.
4. Kane, Joseph A.; *Development Banking*. Toronto, Lexington Books, 1984.
5. Rose, Peter S. and Fraser, Donald R.; *Financial Institutions*. Ontario, Irwin Dorsey, 1985.
6. Vij, Madhu; *Management of Financial Institutions in India*. New Delhi, Anmol, 1991.
7. Yeager, Fred C. and Seitz, Nail E.; *Financial Institution Management: Text and Cases*. 3<sup>rd</sup> ed., Englewood Cliffs, New Jersey, Prentice Hall Inc., 1989.

  
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**Core Elective Group: (H) -Rural Development**

**MANAGEMENT OF RURAL DEVELOPMENT**

Course Code: MGS  
Subject Code: MGSH01  
Total Credits: 04

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

**Course contents**

Rural Management- Key issues;

Rural Resources- Key resources and their management (overview only) (Water, land forest for e.g.)  
Role of Rural Community in growth and development. Community initiatives.

Rural Entrepreneurship- Problems/ prospects and revival

Rural Infrastructure and Development.

PURA (Success stories), Role of PPP in rural infrastructure development.

MNREGA and its role and impact on rural development, skill development.

**Reference:**

1. EPW Articles.
2. Websites and publications of Ministry of Finance, Ministry of Rural Development, Ministry of Water Resources; MOEF, Government of India
3. Experiential learning through visit to rural areas.

**MANAGEMENT OF RURAL AND AGRO BASED INDUSTRIES**

Course Code: MGS  
Subject Code: MGSH02  
Total Credits: 04

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

**Course contents**

Choice of Agro-based Industries.

Problems relating to location and size. Growth of agro based industry, Innovation, New models.

Product Development ,planning pricing ,product mix.  
Choices of appropriate technology for development of rural industries.

Manpower Development for Rural Industries  
Quality and Reliability of Rural Products.

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**Reference:**

1. Problems of Development of Tribal Areas : S.G.Deogaonker
2. Rural :Planning of one country : Black,John Donald,Vestocott
3. Rural Organization, Agriculture series and Job Opportunities in Agriculture; Un.Eca.
4. Management Research Method for Agricultural, ; Agarwal abd Heady
5. Agricultural Decision Analysis :Jack R. Anderson,John L.Dillon and Brian Hardaker
6. Agricultural Bargaining Power :George W.Ladd

**RURAL CREDIT AND FINANCE**

Course Code: MGS  
 Subject Code: MGS03  
 Total Credits: 04

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

**Course contents**

Financial management of rural industries.  
 Tools of Financial analysis and control.

Financial forecasting and budgeting.

Methods of raising rural credit.  
 Control of investment in receivables and inventories.  
 Banking micro finance -emerging role, issues and problems.

Cases/Problems.

**Reference:**

1. Transformation of Agriculture : G.B.Singh
2. Management in Agricultural Finance :S.C.Jain
3. Production Credit Management in Changing Agriculture : Desai and Desai
4. Capital and Finance in Agriculture :UN,UEDD
5. Agriculture Finance :Murray and Nelson
6. Agricultural Price Analysis :Geoffrey S. Shepherd
7. Agricultural and Economic Growth : Japan's Experience –Edited by Obkawn,Johri Ston and Kaneda

**RURAL MARKETING**

Course Code: MGS  
 Subject Code: MGS04  
 Total Credits: 04

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

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**Course contents**

Rural Markets- Demographic Analysis.  
 Rural Marketing- Nature and Scope  
 Rural Consumers- Consumer Behaviour  
 Macro Environment for Rural marketing.  
 4Ps of Rural Marketing. Emphasis on differentiation for Rural Markets. Pricing strategies. Logistics for rural markets.  
 Innovation in Distribution Channels, Setting of Rural Sales Organization.  
 Product Innovation for Rural Markets.  
 Marketing Control for rural markets.

**Reference:**

1. Loan System : T.P.S. Chaudhary and J.N.Sharma
2. Rural Reconstruction in India and China : Netra pal Jain
3. The Political Economy of Agrarian Change : Keith Griffin
4. Agricultural Bargaining power :George W.Ladd
5. Indian Journal of Agricultural Economics (Quarterly)
6. Agricultural Situation in India (Monthly)
7. EPW Articles.
8. Bijapurkar Rena; We are Like That Only.
9. Rural Development Digest – NCD : Hyderabad National institute of Community Development (Quarterly)

**RURAL SERVICES**

Course Code: MGS  
 Subject Code: MGSH05  
 Total Credits: 04

Note: "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

**Course contents**

Rural Services- Concept, key differentiators  
 Rural Services in for- Profit Domain (Telecom, health, education, any other)- Decision of service delivery, pricing, delivery of service quality, Measurement of satisfaction.

Rural Services in public services domain, e-route for delivery of public services (land rewards, bills, information for commercial use) e-mitra.

Accountability, Ensuring service quality, Empowerment for usage.

The students will be encouraged to visit rural areas for experimental learning.

**Reference:**

1. EPW Articles.
2. DOIT, Government of Rajasthan, Website
3. Government Publications.

Specific readings will be announced in class.

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## Optional Group (I) Information Technology for Management

### INFORMATION TECHNOLOGY FOR MANAGEMENT

Course Code: MGS  
Subject Code: MGSI01  
Total Credits: 04

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

#### Course contents

Introduction to Information technology. Impact of globalization in business. Introduction, Enterprise Resource Planning (ERP) System, ERP basic features, benefits of ERP, ERP selection, ERP Implementation etc.

Issues for Senior Management: Management control, decision making process, types of decisions and uses of various information systems at different levels of management, Management Issues, Security Issues etc.

Societal Implications and Future Trends: Social responsibilities, technology, applications of IT and the Impact of IT. Ethics and Information Technology and the future of IT. CYBER Laws.

#### Cases/Problems

#### Reference:

1. Mc Kenney, James L. Waves of Change: Business Evolution Through Information Technology, Boston, NBS Press, 1995.
2. Goyal: Management Information Systems – MacMillan, New Delhi
3. Lucas, Henry C. Jr. Information Technology for Management: McGraw Hill Kogakusha.
4. Donald H. Sanders: Computers Today: McGraw Hill, New Delhi.
5. Kenneth C. Laudon and Jane P. Laudon: Management Information Systems: Organization and Technology: PIII Pvt. Ltd., New Delhi.
6. W.S. Jawadekar: Management Information Systems: Tata McGraw Hill Publishing Company Ltd, New Delhi.
7. Yeates: Systems Analysis and Design – MacMillan, New Delhi
8. C.K. Somoyogi and Robert D. Galliers: Towards Strategic Information Systems: Abacus Press, UK.

### DATA COMMUNICAITON AND APPLICAITON

Course Code: MGS  
Subject Code: MGSI02  
Total Credits: 04

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

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**Course contents**

Data Communication, computer communication and networking, communication, softwares. Data transmission: Analog data, digital data, analog modulation: AM, FM, PM, Digital modulation: Pulse Code Modulation (PCM). Multiplexing: Frequency division multiplexing FDM, Time Division Multiplexing (TDM)

Introduction to Transmission Channels/Media: Twisted Pair, Coaxial Cable, Optical Fiber Cable, Radio. TV, Microwave Transmission and Satellite Channel etc. OSI Reference Model for computer networks. Characteristics of Protocols.

Data Switching Techniques: Circuit Switching, message switching and packet switching techniques. Virtual circuits and datagrams, X.25 packet format.

Cases/Problems

**References:**

1. William Stallings, "Data and Computer Communications", Prentice Hall, India (4<sup>th</sup> edn.)
2. A.S. Tanenbaum, "Computer Networks", Prentice Hall, India (2<sup>nd</sup> edn.)
3. T. Viswanathan, "Telecommunication, Switching Systems and Networks", Prentice Hall, India.

**DATA BASE MANAGEMENT SYSTEM**

Course Code: MGS

Subject Code: MGSI03

Total Credits: 04

**Note:** "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

**Course contents**

Data Processing Concepts: Data Structures: File Processing and Access Methods; Taxonomy of Data Management Systems; Various Data Base Management Models.

Evaluation of Commercially Available Software Systems with Managerial Emphasis on Tradeoffs among Cost, Capacity, and Responsiveness; Functions of Transaction Processes and their Communications Interface with Database Management Systems; Districuted Data processing Systems and a Need for Database Environment for such a System.

Physical Database Structures; Normalization and Logical Design; Query Languages for Relational Database Management Systems; Study of a Relational Data Base Management Systems for Successful Implementations of Distributed Systems; Structured Query Language.

Distributed Data Base Systems: On-line Data Bases; Object Oriented Data Bases. Managerial Issues Related to Data Base Management; Evaluation Criteria, Performance Analysis; Recovery Issues, Re-organizational Problems; Implementation and Maintenance Issues; Database Administration.

Case/Problem

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**Reference:**

1. Coad, Peter and Edward, Yourdon. Object-Oriented Analysis. 2<sup>nd</sup> ed., Eaglewood Cliff, New Jersey, Yourdon Press 1991.
2. Kroenke, David M: Database processing: fundamentals, Design, Implementation. 4<sup>th</sup> ed., New York, McMillan 1992.
3. McFadden, Fred R and Hoffer, Joffrey, A. Database Management. 3<sup>rd</sup> ed., Redwood City, Benjamin-Cummings, 1991.
4. Pratt, Philip J.A. Guide to SQL Boston, Boyd and Fraser, 1990.
5. Salcni, Joe, Client/Server Data Bases. Emeryville, California, Ziff-Davis Press, 1993.
6. Systems and Developers Manuals for an RDBMS such as Oracle.

**INTERNET AND SERVICES**

Course Code: MGS  
 Subject Code: MGS104  
 Total Credits: 04

Note: "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

**Course contents**

History and evolution of internet, capabilities, benefits, problems of Internet, its applications and flue of Internet. FTP, talent, TC/IP protocol, Characteristics of protocols, LAN, MAN, WAN.

Introduction to HUBs, Switches, Routers, Bridges, gateways Earth station, VSAT, Modem etc. and their applications. Introduction to current trends of Information Technology: E-commerce, Electronic Data interchange (EDI) etc.

Introduction to Integrated Service Digital Network (ISDN): Overview of ISDN, Principles of ISDN, Evolution of ISDN, User Interface, Objectives, benefits and Services. ISDN Channels and their functions. Broadband ISDN.

**Cases/Problems****References:**

1. William Stalling, "Data and Computer Communications", Prentice Hall, India, (4<sup>th</sup> edition)
2. A.S. Tanenbaum, "Computer Networks", Prentice Hall, India.
3. Kenneth C. Laudon and Jane P. Laudon: Management Information Systems: Organization and Technology, PHI Pvt. Ltd., New Delhi.
4. William Brain K: Using Information Technology: A Practical Introduction to Computers and Communication.

**STRATEGIC MANAGEMENT OF INFORMATION TECHNOLOGY**

Course Code: MGS  
 Subject Code: MGS105  
 Total Credits: 04

Note: "There will be 06 questions out of which the candidate is required to answer 04 questions. 06<sup>th</sup> question will be a case/ problem which will be compulsory and equivalent to 02 question carrying 40 marks. The case/ problem can be from any part of the syllabus."

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~~Course contents~~

Key Issues in Information System Management and the Role of the CIO; Analytical Framework for Strategic IT Initiatives; Sustaining Competitive Advantage of use of IT.

Creativity, Learning Organizations and Role of Information Technology in Business Transformation. Technology Convergence.

Information Partnerships; Managing in the Market space: National Information Infrastructure and IT Policy at the National Level; Planning for Strategic IT Resource ; Managing the IT Function; Outsourcing IT Function.

Cases/Problems

**Reference:**

1. Alter, S. Information Systems: A Management Perspective. California, Addison Wesley, 1992.
2. Galliers, R.D. Strategic Information Management: Challenges and Strategies in Managing Information Systems. Oxford, Butterworth – Heinemann, 1994.
3. McKenney, James L. Waves of Change: Business Evolution Information Technology, Boston, IIBS Press, 1995.

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