

School of Management Studies

Ranchi College, Ranchi



Syllabus (MBA)

Name :

Roll No. :

Session :

Guidelines for the Examination:-

- Full marks will be 100 for each paper (70 End Semester & 30 Mid Semester)
- Passing marks will be 45 for each paper (End Semester + Mid Semester)
 1. Passing marks for Mid Semester is 13
 2. Passing marks for End Semester is 32
- Each question in the End Semester examination carries 14 marks.
- Number of questions to be set in each paper is 10
- Number of questions to be attempted in each paper is 5
- Not more than 25% questions should be repeated from previous year.

SCHOOL OF MANAGEMENT STUDIES

RANCHI COLLEGE RANCHI

COURSE STRUCTURE SUMMARY

SEMESTER-I

Each subject carry 100 marks out of which 70 marks for External Examination and 30 marks for Internal Assessment.

S. No.	Subject Code	Name of the Subject	Total Lecture	Total Marks	Marks Break-up	Passing Marks	Page No.
1	PAPER-01	Management Principles & Practices	55	100	70/30	45	06
2	PAPER-02	Accounting & Financial Management	55	100	70/30	45	07
3	PAPER-03	Organizational Behaviour	55	100	70/30	45	08
4	PAPER-04	Marketing Management	55	100	70/30	45	09
5	PAPER-05	Quantitative Techniques for Management	55	100	70/30	45	10
6	PAPER-06	IT for Managers	55	100	70/30	45	11
7	PAPER-07	Business Communication	55	100	70/30	45	12
Total 07 Papers			385	700	700		

SEMESTER-II

Each subject carry 100 marks out of which 70 marks for External Examination and 30 marks for Internal Assessment

S.No.	Subject Code	Name of the Subject	Total Lecture	Total Marks	Marks Break-up	Passing Marks	Page No.
1	PAPER-08	Human Resource Management	55	100	70/30	45	13
2	PAPER-09	Business Research	55	100	70/30	45	14
3	PAPER- 10	Managerial Economics	55	100	70/30	45	15
4	PAPER- 11	Operations Research	55	100	70/30	45	16
5	PAPER- 12	Cost Management	55	100	70/30	45	17
6	PAPER- 13	E-Business	55	100	70/30	45	18
Total 07 Papers			330	600	600		

SEMESTER-III

Each subject carry 100 marks out of which 70 marks for External Examination and 30 marks for Internal Assessment, excluding Summer Training (100Marks) PAPER-14,15,16 & 17 are compulsory and in functional specialization students are to elect two Papers as Major within Paper-18 and Paper-19

S.No.	Subject Code	Name of the Subject	Total Lecture	Total Marks	Marks Break-up	Passing Marks	Page No.	
1	PAPER- 14.	Business Law	55	100	70/30	45	19	
2	PAPER- 15	Business Ethics and Corporate Governance	55	100	70/30	45	20	
3	PAPER- 16	Supply Chain Management	55	100	70/30	45	21	
4	PAPER- 17	Summer Training	55	100	70/30	45	22	
Functional Specialization								
5	PAPER- 18 A*	Management of Financial Services	FM	55	100	70/30	45	23
6	PAPER- 19 A*	Investment & Portfolio Management		55	100	70/30	45	24
5	PAPER- 18 B#	International Marketing	MM	55	100	70/30	45	25
6	PAPER- 19 B#	Consumer Behaviour		55	100	70/30	45	26
5	PAPER- 18 C*	Industrial Relations And Labour Laws	HRM	55	100	70/30	45	27
6	PAPER- 19 C*	Recruitment, Selection and Training		55	100	70/30	45	28
5	PAPER- 18 D#	RDBMS (Relational Database Management System)	ITM	55	100	70/30	45	29
6	PAPER- 19 D#	Business Data Communication		55	100	70/30	45	30
Total 06 Papers					600	600		

Note:- 1 .A=FINANCE MANAGEMENT, B# = MARKETING MANAGEMENT, C*=HUMAN RESOURCE MANAGEMENT, D# = INFORMATION TECHNOLOGY MANAGEMENT*

SEMESTER-IV

Each subject carry 100 marks out of which 70 marks for External Examination and 30 marks for Internal Assessment, excluding Project Studies (100 Marks) PAPER-20 & 21 are compulsory and in functional specialization students are to elect two Papers as Major and two papers as Minor within PAPER-22 to 25

S.No.	Subject Code	Name of the Subject	Total Lecture	Total Marks	Marks Break-up	Passing Marks	Page No.	
1	PAPER-20	Strategic Management	55	100	70/30	45	31	
2	PAPER-21	Project Study	55	100	70/30	45	32	
Functional Specialization								
1	PAPER-22/24 A*	Corporate Finance	FM	55	100	70/30	45	33
2	PAPER-23/25 A*	Management of Financial Derivatives		55	100	70/30	45	34
1	PAPER-22/24 B*	Sales and Distribution Management	MM	55	100	70/30	45	35
2	PAPER-23/25 B*	Brand Management		55	100	70/30	45	36
1	PAPER-22/24 C*	Organizational Change and Development	HRM	55	100	70/30	45	37
2	PAPER-23/25 C*	Compensation and Rewards		55	100	70/30	45	38
1	PAPER-22/24 D#	Enterprise Resource Planning	ITM	55	100	70/30	45	39
2	PAPER-23/25 D#	System Analysis and Design (SAD)		55	100	70/30	45	40
Total 07 Papers						600		

**Total papers in Semester I to IV are "07 + 06 + 06 + 06" = 25
Papers with Total Marks per semester 700 + 600 + 600 + 600
(respectively) = 2500**

Note:- 1 .A=FINANCE MANAGEMENT, B*= MARKETING MANAGEMENT, C*=HUMAN RESOURCE MANAGEMENT, D#= INFORMATION TECHNOLOGY MANAGEMENT*

SEMESTER - 1

MANAGEMENT PRINCIPLES & PRACTICES

PAPER-01:

[55 Lectures]

Full Marks: 30 (MSE)+70 (ESE)=100

TIME: 3Hrs.

Pass Marks: 45

Course Outline

The basic objective of this course is to familiarize the students with the basics of management and it's far reaching applications in management studies.

Unit-1 Introduction

Concepts, Function or Process, Management Discipline as Art or Science, Understanding Management and Administration, Managerial Skills, Roles of a Manager, Levels of Management.

Unit-2 Management Thought

Early Classical Approaches- Scientific Management, Contribution and limitation of Scientific Management, Neo-Classical Approaches - Human Relations Movement. Behavioural Approach-Douglas McGregor, Abraham Maslow, Modern Approaches - Quantitative Approach, Social System Approach.

Unit-3 Planning

Definition of Planning, Nature of Planning, Importance of Planning , Types of Planning, Process of Planning, Steps in Planning, Decision Making- Concept, Significance and types of decisions.

Unit-4 Organizing

Concept, Process of Organizing, Forms of Organizational Structure, Formal and informal organization, Line and staff structure, Functional structure, Span of Control.

Unit-5 Leadership

Concept of Leadership: Influence, Functions of Leaders, Leadership Style, Leadership Development

Unit-6 Communication and Co-ordination

Process, Importance of Communication, Communication Channels, Barriers to Communication, Co-ordination - concept and relevance.

Unit-7 Controlling

Definition, importance of controlling, Characteristics of control, Control process, Types of Control System, Essentials of good Control Systems, Techniques of Control, Budgetary and Non-Budgetary Control - concept, Corporate Social Responsibility.

Suggested Readings:

1. Principles and practices of management, L.M. Prasad, Sultan Chand & Sons
2. Principles of management, Gilbert, Mc Graw Hill
3. Management, Stoner and Freeman, Prentice Hall of India.
4. Management, Robbins & Coulter, Prentice Hall of India.

SEMESTER - 1

ACCOUNTING AND FINANCIAL MANAGEMENT

PAPER-02:

[55 Lectures]

Full Marks: 30 (MSE)+70 (ESE)=100

TIME: 3Hrs.

Pass Marks: 45

Course Outline

The aim of this course is to familiarize the students with the financial tools. The managers employ to analyze firm's financial functions and decisions. This helps the students to manage the financial resources, maximization of stock holder wealth and distribution of various funds.

Unit-1 Introduction to Accountancy

Accounting Principles, Concepts and Conventions, Double Entry system, Journal, Ledger, Trial Balance and Preparation of Final Account.

Unit-2 Introduction to Financial Management

Scope & Functions of Finance, Role of Finance Manager, Goals of Financial Management- Profit Maximization Vs Wealth Maximization, Organization of the Finance Function.

Unit-3 Time Value of Money

Concept, Future value of a single cash flow, Annuity, Present value of a single cash flow, Present value of an Uneven Cash Flow, Multi-Period Compounding & Discounting.

Unit-4 Capital Budgeting

Capital Budgeting Decisions, Types of Investment Decisions, Capital Budgeting Techniques- Discounting and Non Discounting Techniques - NPV, IRR, PI, PB, DPB & ARR.

Unit-5 Capital Structure

Capital structure - Relevance of Capital Structure, Theories of Capital Structure - EBIT Approach, EBT Approach, MM Approach, Traditional Position, Capital Structure Decision - EBIT - EPS Analysis, Nature of Risk, Financial Leverage, Operating Leverage, Combined Leverage

Unit-6 Cost of Capital

Cost of debt, Cost of Equity Capital, Weighted Average Cost of Capital

Unit-7 Working Capital Management

Concept & Importance, Factors Influencing Working Capital Requirements, Operating Cycle and Cash Cycle, Sources of Working Capital.

Suggested Readings:-

1. Accounts for management, C.A. C Ramagopal, New Age
2. Introduction to Accountancy, T.S. Grewal & S.C. Gupta, S Chand & co.
3. Book Keeping and basic accountancy, Vandana Mishra & Amit K. Mishra, Vikash Publication
4. Financial Accountancy, Minakshi Rechchh & Siddheshwar T Gadada, Vikash Publication
5. Financial Management, Reddy, Himalay Publication
6. Cost & management accounting, A.C. Arora, Himalay Publication
7. Financial Management, M.Y. Khan, P.K.Jain, Tata Mcgraw Hill Publication
8. Financial Management, I.M.Pande, Vikash Publication
9. Financial Management, Dr. R.S. Kulshreshtha, Rakesh Kulshreshtha, Rajeev's SBPD

ORGANIZATIONAL BEHAVIOUR

PAPER-03:

[55 Lectures]

Full Marks: 30 (MSE)+70 (ESE)=100

TIME: 3Hrs.

Pass Marks: 45

Course Outline

The main objective of this course is to familiarize the students with various behavioural dimensions occurring in organizations including group dynamics and other organizational processes.

Unit-1 Introduction to Organization

“Organization” Concept, nature, Structure, Types of Organization, Organizational Behaviour, Concept and Nature, Significance of Organizational Behaviour.

Unit-2 Determinants of Individual Behaviour

Personality - Concept, Determinants and Theories.

Perception- Perceptual Process, Selectivity and Managing Perception.

Unit-3 Motivation

Concept and its relevance for Individual and Organization. Theories- Maslow, Herzberg, McGregor, Vroom's, Equity .

Unit-4 Group and Individual

Group and Group Dynamics, Team and Skills required for Team Management.

Leadership Concept, Theories and Styles.

Unit-5 Group Activities

Concept, Types and Formation of Groups. Intergroup Behaviour. Interpersonal Communication and Its Impact on Group. Group Problem Solving.

Unit-6 Stress and Behaviour

Concept and Nature of Stress. Sources of Managerial Stress. Stress and Personality.

Unit-7 Impression and Behaviour

Impression Formation and its Management. Self Presentation - Physical Appearance, Body and Sign Language.

Suggested Readings:-

1. Organizational Behaviour, P. K. Ghosh & Parto Ghosh, Laxmi Publication
2. Organizational Behaviour, L.M. Prasad
3. Organizational Behaviour, K. Ashwathappa, Himalaya Publication
4. Organizational Behaviour, V.S.P Rao
5. Organizational Behaviour, S. Robbins, PHI Publication

Course Outline

The main objective of this course is to impart basic conceptual understanding of marketing. It provides an over view of marketing in relation to its environment.

Unit-1 Fundamentals of Marketing

Core concepts of marketing and Company orientation towards the market place, Scanning the Marketing Environment, concepts of Green Marketing, Rural Marketing and Consumer Protection.

Unit-2 Market segmentation

Purpose of Segmentation, Bases of segmenting Consumer Markets - Demographic, Geographic, Psychographic & Behavioural, Evaluating & Selecting Market Segments, Strategies for the Market leader, Follower, Challenger & Nicher; Market Positioning.

Unit-3

Consumer Behaviour: Concepts, meaning and significance, determinant of consumer behaviour, Consumer decision making process and buyer behaviour models.

Unit-4 Product Strategy

Classification of products, product levels, Introduction to product line & product mix, Product Life Cycle.

Unit-5 Pricing Strategies

Introduction to pricing, Pricing objective, Determining demand, Estimating costs, Pricing methods.

Unit-6 Distribution Strategies

Concept of Value Networks, Role of marketing channels. Channel design decisions, channel management decisions. Channel Integration through Vertical Marketing systems & Horizontal Marketing Systems.

Unit-7 Retailing

Classification of Store Formats, Types of Retail Formats, Retail positioning, Store Location. Product assortment & Services, Price promotion, Store Atmosphere.

Suggested Readings:-

1. Marketing Management A South Asian Perspective, Kotler, Keller, Koshy & Jha, Pearson
2. Marketing Management, Arun Kumar, N. Meenakshi, Vikas Publication.
3. Fundamentals of Marketing, Dr Vikash Saref & Pawan Thakur, Laxmi Publication
4. Principles of Marketing, J. P .Mahajan, Anupama Mahajan, Vikash Publication
5. Marketing Management, Sarleykar, Himalaya Publication

SEMESTER - 1

QUANTITATIVE TECHNIQUES FOR MANAGEMENT

PAPER-05:

[55 Lectures]

Full Marks: 30 (MSE)+70 (ESE)=100

TIME: 3Hrs.

Pass Marks: 45

Course Outline

The necessary statistical tools used in optimizing managerial decisions under uncertainty will be studied in the course. The concerned statistical techniques find use in all business functions. Managers do not face a paucity of information but they face the problem of how to best use the available information for taking useful decisions. Properly identifying, measuring, controlling and reducing variation of data ushers in opportunities needed for holistic betterment.

Unit-1 Introduction

Definition, Importance of Statistics, Presentation of Data, Graphs and Diagrams, Measures of Central Tendency-Arithmetic Mean, Geometric Mean and Harmonic Mean, Median and Mode, Quartiles and Percentiles, Measures of Variation - Concepts, Range, Mean Deviation, Standard Deviation, Coefficient of Variation, Skewness-Karl Pearson's Method, Bowley's Method.

Unit-2 Correlation and Regression

Concepts, Scatter Diagram, Coefficient of - Correlation - Karl Pearson's and Spearman's Rank Correlation, Regression Analysis - Regression Lines and Regression Coefficient. Business Forecasting-Methods of Forecasting, Time Series Analysis: Components of Time Series.

Unit-3 Index Numbers

Concepts and Applications, Unweighted Index Numbers, Weighted Index Numbers, Fisher's Ideal Index Number, Consumer Price Index Numbers.

Unit-4 Probability

Concepts, Addition Law, Multiplication Law, Conditional Probability and Bayes' Theorem, Binomial Distribution, Poisson Distribution, Normal Distribution.

Unit-5 Sampling and Sampling Distribution

Concept and types of Sampling Point and Interval Estimation, Confidence Limits for Population Mean, Proportion, Difference of Means and Proportions.

Unit-6 Sampling Distribution and Test of Hypothesis

Central Limit; Sampling Distribution of Mean, Proportion; Chi Square Test, Analysis of Variances, Quality Control Charts.

Unit-7 Matrices and Determinants

Addition & Multiplication of Matrices, Adjoint Matrix and Inverse Matrix, Properties of Determinants

Suggested Readings:-

1. Business Statistics, S.P. Gupta & M.P. Gupta, Sultan Chand and Sons.
2. Quantitative Methods, Dr Agarwal, Vrinda Publication
3. Fundamentals of Statistics, S.C. Gupta, Himalaya Publication

IT FOR MANAGERS

PAPER-06:

[55 Lectures]

Full Marks: 30 (MSE)+70 (ESE)=100

TIME: 3Hrs.

Pass Marks: 45

Course Outline

The main objective- of this course is to familiarize the students with the current and emerging trends in technologies as regards the information field, to equip them with the IT skills required for the managerial activities.

Unit-1 Introduction to Computers

Hardware - Software - Systems Software, Application Software and Packages. Fundamentals of operating system- windows, Unix/Linux. Introduction to World Wide-Internet operations. Data and Information-meaning & concept.

Unit-2 Programming language and generation

Lower level and high level language and different computer generation

Unit-3 Introduction to Memory Organization

Characteristic terms for various memory devices, main/primary memory, external/auxiliary memory, high speed memory, Introduction to I/O organization, CPU organization, ALU, control logics.

Unit-4 Telecommunication and Networks

Fundamental of Data Communication- Network Concepts and Classification, Telecommunications Media, Network Topologies.

Unit-5 Overview of Computer Applications in Public Services and Business

Office Automation applications - Word Processor (MS -Word), Spreadsheet & Presentation (MS PowerPoint).

Unit-6 Functional and Enterprise Management Systems

Introduction to Management Information System- Transaction Processing Information Systems, Accounting and Finance Systems, Marketing and Sales Systems, Production and Operation Management Systems, Human Resources Management Systems.

Unit-7 Introduction to Programming Concepts & flow charting

Models of computer data processing, flow charting technique-principles of flow charting, symbols used in flow charts, Benefits & limitations of flow chart, examples.

Suggested Readings:-

1. Fundamentals of Computer, Reema Thareja, Oxford.
2. Computer Fundamentals, B. Ram, New Age Publication.
3. Fundamentals of IT, Alexis Leon, Mathwes Leon. Vikas Publication.
4. Management Information System. Waman S Jawadkar. Mc Graw Hill

BUSINESS COMMUNICATION

PAPER-07:

[55 Lectures]

Full Marks: 30 (MSE)+70 (ESE)=100

TIME: 3Hrs.

Pass Marks: 45

Course Outline

The objective of this course is to foster strong written, oral and interpersonal skills amongst students so that they could better represent themselves in the corporate world.

Unit-1 Nature of Communication

Define Communication, Process of Communication, Types of Communication (verbal & Non Verbal), Importance of Communication, Different forms of Communication.

Unit-2 Barriers to Communication

Causes, Linguistic Barriers, Psychological Barriers, Interpersonal Barriers, Cultural Barriers, Physical Barriers, Organizational Barriers.

Unit-3 Principles of Letter Writing

Nature & Function of letters, Principles, Elements of structure, Forms of Layout, Styles of presentation.

Business Correspondence: Inviting quotations, Sending quotations, Placing orders, Inviting tenders, Sales letters, claim & adjustment letters and social correspondence.

Unit-4 Other Business Communication

Define Memorandum, Essentials of a memorandum, Drafting Inter-office Memo, Notices, Agenda, Minutes, Job application letter, preparing the Resume.

Unit-5 Report Writing

Business reports, Types, Characteristics, Importance, Elements of structure, Process of writing. Order of writing, the final draft, check lists for reports.

Unit-6 Vocabulary

Words often confused, Words often misspelt, common errors in English.

Unit-7 Oral Presentation

Importance. Characteristics, Presentation Plan, Power point presentation, Visual aids.

Suggested Readings:-

1. English Grammar & Composition, Wren & Martin, S. Chand Publication
2. Business Communication, Raman Singh, Oxford
3. Business Communication, Pradhan, Himalay Publication
4. Business Communication, Urmila Roy, Himalay Publication

HUMAN RESOURCE MANAGEMENT

PAPER-08:

[55 Lectures]

Full Marks: 30 (MSE)+70 (ESE)=100

TIME: 3Hrs.

Pass Marks: 45

Course Outline

This course discusses the management of Human Resources in organization from a general management perspective. It focuses on how organization recruits select and socialize employees.

Unit-1 Introduction

Evolution & Growth - Personnel Management, Human Resource Management, Concepts & Significance of HRM, Principles and Objectives.

Unit-2 Designing and Developing HR System

Human Resources Planning, Job Analysis, Job Evaluation, Job Design, Job Enlargement, Job Rotation, Job Enrichment, Recruitment, Selection, Placement, Induction, Transfer & Promotion.

Unit-3 Compensation Management

Introduction, Objectives, Influencing Factors, Different forms of employee compensation for Executives & Non-Executives.

Unit-4 Human Resource Development

Concepts, Different Techniques, Development function, Training and Development, Performance Appraisal.

Unit-5 Quality of Work Life

Introduction and Essentials of Quality of work life, Productivity Concepts in context to HRM - Total Quality Management, Quality Circle.

Unit-6 Behavioral Dimensions of HRM

Understanding Human Behavior, Identifying employee Needs and their Satisfaction.

Unit-7 International Human Resource Management

Concept, International Human Resource Management Practices.

Suggested Readings:-

1. HRM, V.S.P Rao, Excel Books Publication.
2. HRM & Personnel Management, K. Ashwathappa, TMH
3. Personnel Management, Mamoria & Mamoria, Himalaya Publication
4. Essential HRM, Subba Rao, Himalaya Publication

Course Outline

To equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision - making.

Unit-1 Introduction

Objective, Types, Methods & Process. Research Problem - Selection, Need & Techniques for defining a Problem, Concepts of Inductive & Deductive Logic, Development of Hypothesis.

Unit-2 Qualitative and Quantitative Research

Concept & Measurement, Causality, Generalization, Replication, Merging Qualitative and Quantitative Research Methods.

Unit-3 Research Design

Features of a good Research Design, Exploratory & Descriptive Research Design - Concept, Types, Usage, Experimental Design - Causal relationships, Concept of Independent & Dependent variables, Concomitant variable, Extraneous variable, Treatment, Control group.

Unit-4 Sampling Design

Census and Sample survey, Implication of Sample design, Sample size determination, Characteristics of a good Sample design, Types of Sample design.

Unit-5 Attitude Measurement and Scaling Techniques

Measurement in Research, Types of Measurement Scales, Scaling Techniques - Likert, Thurstone, Semantic Differential.

Unit-6 Collection, Processing and Analysis of Data

Primary and Secondary data, Tools of data collection, Questionnaire and Schedule distinction, Selection of appropriate method of Data Collection, Processing Operations, Problem in Processing, Types of Analysis.

Unit-7 Multivariate Data Analysis

Introduction to ANOVA, Discriminant Analysis, Factor Analysis, Conjoint Analysis and Clustering Methods, Significance of these tools for Managerial Decision Making.

Report Writing

Suggested Readings:-

1. Business Research, C.R. Kothari, Vikas Publication
2. Research Methodology, Manjhi, Himalaya Publication
3. Research Methodology, C R Kothari, Gaurav Garg, New Age Publication

MANAGERIAL ECONOMICS

PAPER-10:

[55 Lectures]

Full Marks: 30 (MSE)+70 (ESE)=100

TIME: 3Hrs.

Pass Marks: 45

Course Outline

The objective of this paper is to provide basic understanding of economic concepts, principles and tools of micro economics that can be applied to business decision making. The aim is to help the students promote the development of analytical and critical thinking skills about the market conditions and ability to forecast the future economics conditions. The students are acquainted how the differences in market structure affect the prices and output.

Unit-1 Introduction

Nature & Scope, Definitions, Importance, Forward Planning, Managerial Decision Making Process - Establishing the Objectives, Defining the Problem, Alternative Courses of Action and its Evaluation, Implementation, Trade-off or Opportunity Costs, Circular Flow of Income, Market Equilibrium.

Unit-2 Demand and Supply

Introduction, Determinants of Demand & Supply, Demand Function, Demand and Supply Curve, Law of Demand, Elasticity of Demand, Demand Estimation and Forecasting, Consumer Equilibrium, Marshallian and Hicksian Approach.

Unit-3 Cost Concepts

Definition, Classification of Cost for Managerial Decision Making, Behaviour of Cost Economies of scale, Break-Even Analysis.

Unit-4 Production Analysis

Introduction , Production Process & Function - One Variable and Two Variable Inputs, Isoquant and Iso-cost, Optimal Factor Combination.

Unit-5 Market Analysis

Introduction, Markets Types- Perfect Competition, Imperfect Competition, Monopoly and Oligopoly- Price Leadership, Collusive Oligopoly and Kinked Demand Curve Model, Equilibrium of a Firm under Perfect Competition, Price Determination under Different Markets.

Unit-6 Capital Budgeting & Investment Decisions

Introduction, Meaning and Significance of Capital Budgeting, Methods of Investment Appraisal.

Unit-7 National Income

Concepts of National Income, Measurement of National Income - Methods and Problems, Price Indexes.

Suggested Readings:-

1. Managerial Economics, H. Craig Peterson, W Cris Lewis, Prentic Hall Of India Pvt. Ltd.
2. Principles of Economics, Amit K. Upadhayay, Vikash Publication
3. Modern Economic Theory, K.K. Dewett, Mit Navalur, S. Chand & Co.
4. Managerial Economics Analysis, P.L. Mehta, Sultan Chand & sons.

Course Outline

The objective of the course is to formulate the students with the methods of research, by disintegration and integration of operation and help them in managerial decision makings.

Unit-1 Introduction

Decision Making, Quantitative Approach to Decision Making, Nature and Significance of OR in Decision Making, Scientific Methods in Operations Research, Models in Operations Research, Application Areas of OR in Management:

Unit-2 Linear Programming

Model Formulation, Graphical Method, Simplex Method, Degeneracy in L.P.P., Sensitivity Analysis Applied to Linear Programming Problems, Duality in Linear Programming, Dual Simplex Method.

Unit-3 Transportation Problems

Concept, Formulation of Transportation Problem, Balanced and Unbalanced Problems, North -West Corner Rule, Least Cost Method, Vogel's Approximation Method, MODI Method, Degeneracy.

Unit-4 Assignment Problems

Concept, Mathematical Formulation of an Assignment Problem, The Assignment Algorithm (Hungarian Assignment Method), Balanced and Unbalanced Assignment Problems, Travelling Salesman Problem as an Assignment Problem,

Unit-5 Game Theory

Concept, Definitions and Terminology, Two Person Zero Sum Games, Pure Strategy Games (with Saddle Point), Principal of Dominance, Mixed Strategy Games (Game without Saddle Point), Significance of Game Theory in Managerial Application.

Unit-6 Replacement Models

Types of Failure, Replacement of Items whose Efficiency deteriorates with time, Replacement of Items that Fail Completely, Queuing Theory-Concepts, Managerial Implications.

Unit-7 Decision Theory

Concept, Decisions with Probability and Non-probability, EVM Decision EOL Decision, Decision Tree.

Suggested Readings:-

1. Operation Research, Theory & Practical, J.K. Sharma, Mc Millan India Ltd.
2. Operation Research, S. Kalavathy, Vikash Publication

Course Outline

This course aims to confer comprehensive knowledge in the field of cost management in gradual systematic steps. At the end of the course the students will be able to understand the role of a corporate manager in applying the concept of cost for varying purpose of cost control and cost reduction to achieve the leadership role of any company in the field of Cost Management.

Unit-1 Introduction

Cost - Meaning, Objective, Elements of Cost, Classification of Cost for Managerial Decision making, Cost Accounting - Meaning, Objective, Installation of Costing System, Cost center and Cost Unit - Definition & Concept, Objectives and Types, Cost Sheet.

Unit-2 Costing Methods

Job Order Costing - Procedures, Advantages, Limitations, Contract Costing - Cost Plus Contract, Economic Batch Quantity, Batch Costing, Multiple Job Order Cost System, Process Costing - Essentials, Procedures, Process Losses and Wastages, Abnormal Gain, Internal Process Profits.

Unit-3 Inventory Cost Management

Purchase - Purchase Control, Purchase Routine, Purchase Requisition, Purchase Quantity - Economic Order Quantity, Maximum Level, Minimum Level, Ordering or Reordering Level, Danger Level, Stores Control - Perpetual Inventory System, ABC Method. Methods of Pricing - Specific Price Method, First In First Out, Last in First Out, Average Price, Standard Price.

Unit-4 Marginal Costing

Marginal Cost - Definition and Nature. Marginal Costing - Net Profit Under Marginal Costing, Difference Between Marginal Costing and Absorption Costing.

Unit-5 CVP Analysis

Meaning and Relationship, Break Even Analysis - Meaning, Assumptions, Algebraic Method, Graphical Presentation, Contribution - Meaning & Concept, P/V Ratio - Meaning & Concept, Margin of Safety (MS) - Meaning & Concept, Angle of Incident, Construction of Profit Volume Chart, Limitations of Break Even Analysis.

Unit-6 Budgetary Control

Budget and Budgetary Control System - Meaning & Concept, Objectives, Advantages, Limitations, Types of Budgets

Unit-7 Standard Costing

Standard Cost-Meaning & Concept, Setting of different types of Standards, Standard Costing - Meaning & Concept, Advantages, Disadvantages, Variance Analysis - Material Cost Variance, Labour Cost Variance.

Suggested Readings:-

1. Cost Accounting, Jains Narang, Kalyan
2. Cost Accounting, Dr. B.K. Mehta, Raveev's SBPD

Course Outline

In the liberalized global order, organizations are increasingly investing in IT infrastructure, making stronger virtual presence through E-Business Platforms. The course aims to provide the students a holistic understanding of the E-Business paradigm and the important role it has taken in the success and growth of modern-day organizations.

Unit-1 Introduction

E-Business - Origin and Need of E-Commerce, Factors affecting E-Commerce, Business dimension and technological dimension of E-Commerce.

Unit-2

Internet and E-Business

Introduction to internet and its application, Intranet and Extranets. World Wide Web, Internet Applications, Business Applications on Internet, E- Shopping.

Unit-3 Electronic Payment System

Electronic Payment System, Types of Electronic Payment Systems, Smart Cards and Electronic Payment Systems, Infrastructure Issues in EPS, Electronic Fund Transfer.

Unit-4 Security Issues in E-business

Security Overview, Electronic Commerce Threats, Encryption, Cryptography, Public Key and Private Key Cryptography, Digital Signatures, Digital Certificates.

Unit-5 E-Business Applications & Strategies

Emerging Trends in e-Business, e-Governance, Digital Commerce.

Unit-6 E-Commerce and retailing

On-line retail industry dynamics, Management challenges in on-line retailing.

Unit-7 Emerging trends and technologies in E-Business

E-Business and MIS, E-Business and ERP, E-Business and CRM, Benefits of E-Commerce, Drawbacks and limitations of E-Commerce.

Suggested Readings:-

1. E-commerce and Mobile Commerce Technology, Dr. U S Pandey, E R Saurav Shukla, S. Chand & Sons
2. Electrtonic Commerce, Oppurtinities and chalanges, Rehman SH, & Rai Shinghanian, Idea GRP Publishing, USA

Course Outline

The objective of the subject is to acquaint the students with the various laws of business so that they can handle the business judiciously and decisions should be appropriate. For this purpose at least 5 cases is to be delivered in the semester.

Unit-1 Indian Contract Act 1872

Meaning and Nature of Contract, Essentials of a Valid Contract, Types of Contract, Performance and Discharge of a Contract, Remedies for Breach of Contract.

Unit-2 Special Contracts

Indemnity- Concept, Rights and Duties of Parties, Guarantee - Concept, Difference Between Indemnity and Guarantee. Bailment- Concept, Sale, Duties and Rights of Parties, Pledge - Concept, Duties and Rights of Parties, Agency - Introduction and Essentials. Nature of Relationship - Test of Agency, Agent and Employee

Unit-3 Indian Partnership Act 1932

Meaning and Nature of Partnership, Essential Elements of Partnership, Partners and Firms, Registration of Firms, Types of Partners, Rights, Duties and Liabilities of Partners, Dissolution of Partnership Firm.

Unit-4 Companies Act 1956

Meaning, Salient Features and Types of company, Lifting of Corporate Veil, Difference between Public and Private company, Formation of Company, Memorandum of Association, Articles of Association, Prospectus.

Unit-5 Company Management

Directors - Appointment and Duties. Managing Director and Board of Directors. Meetings - Board, Statutory, Annual General and Extra Ordinary General.

Unit-6 Negotiable Instruments Act 1881

Definition and Characteristics of Negotiable Instruments, Essentials of Negotiable Instruments, Negotiation and Discharge of Negotiable Instruments, Crossing of a Cheque.

Unit-7 Sale of Goods Act 1930

Introduction and features, Distinction Between 'Sale' and 'Agreement to Sell', Subject matter of Contract of Sale, Conditions and Warranties.

Suggested Readings:-

1. Mercantile Law, M.C. Kuchhal, Vikek Kuchhal, Vikas Publication
2. Business Ethics Text and Cases, Vishwanath Ghosh, Vikash Publication

SEMESTER - III

BUSINESS ETHICS AND CORPORATE GOVERNANCE

PAPER-15:

[55 Lectures]

Full Marks: 30 (MSE)+70 (ESE)=100

TIME: 3Hrs.

Pass Marks: 45

Course Outline

The basic objective of this course is to familiarize the student with the broad contours of the subject and its implications for the ethical approaches in business.

Unit-1 Introduction

Concept, relevance and importance, Ethical principles and relevance in business, Normative and Justice & Fairness.

Unit-2 Ingraining Ethics in Life

Ethical processes in life, Code of conduct - Managers, public servants, Lawyers, Engineers, Academicians and Medical Practitioner.

Unit-3 Environmental Ethics

Sustainable Development, Industrial Pollution & Environmental Issues.

Unit-4 Corporate Governance

Introduction to corporate governance, Importance, Issues and Obligations.

Unit-5 Consumer Protection

Consumer & Consumer protection and legal Protection to consumers.

Unit-6 Employee Issues

Rights & responsibilities of employees, privacy issues and Ethical Decision making.

Unit-7 Functional Ethics & Social Responsibility

Concept of Ethics in Marketing, Finance, Human resource & Information Technology. Social Responsibility, Theories & benefits of social responsibility.

Suggested Readings:-

1. Ethics and Conduct of Business, Boatright, Pearson Publication
2. Business Ethics, S.K. Chakraborty, TMH

SUPPLY CHAIN MANAGEMENT

PAPER-16:

[55 Lectures]

Full Marks: 30 (MSE)+70 (ESE)=100

TIME: 3Hrs.

Pass Marks: 45

Course Outline

The course is designed to provide an in-depth knowledge of SCM, concepts and theories and to illustrate the applicability of these concepts with the help of real life examples

Unit-1 Introduction to Supply Chain Management

Generic Types of Supply Chain; Various Definitions and Implications; Major Drivers of supply chains; SCM as a profession

Unit-2 Strategic Decisions and Source Management in Supply Chain

Business Strategy in Supply Chain; Core Competencies in Supply Chain; Customer-Relationship Management Strategy and Supplier Relationship Management Strategy; Elements of Strategic Sourcing, A Collaborative Perspective, Development of Partnership.

Unit-3 Inventory and Transport Management in Supply Chain

Types of Inventory Supply/ Demand Uncertainties; Vendor Managed Inventory Systems: Inventory Performance Measures; Transportation Selections.

Unit-4 Mathematical Modelling and Information Systems in Supply Chains

Trade off; Models for Transportation and Distribution; Third Party Logistics (3PL); IT Solutions for SCM; ERP and SCM; IT and Bull Whip Effect; Considerations in Modeling SCM Systems, Overview of the Models, Structuring the Logistics Chain.

Unit-5 Reverse, Integration; Collaborative and Agile Supply Chains

Types of Reverse Flows, Issues in Management of Reverse Supply Chain, Evolution of Collaborative SCMs, Efficient Consumer Response, Imperatives for Successful Integrative Supply Chains, Sources of Variability and Characteristics of Agile Supply Chain, Achieving Agility in the Supply Chain.

Suggested Readings:-

1. Supply Chain Management by R.P. Mohanty & S.G. Deshmukh; Bizantra.

Summer Internship Project (SIP)

At the end of second semester, all students will have to undergo summer training of 6 weeks with an industrial, business or service organization by taking up a project study. A report will be prepared together with a training diary. After completion these will be submitted in the department within the period of 3 weeks after the training is over. It will be examined in semester-3rd. 70 marks will be for written report and 30 marks for viva examination.

MANAGEMENT OF FINANCIAL SERVICES**PAPER-18:****[55 Lectures]**

Full Marks: 30 (MSE)+70 (ESE)=100

TIME: 3Hrs.

Pass Marks: 45

Course Outline

The objective of this course is to maintaining confidence in the financial system, promoting public understating of the financial system, securing the appropriate degree of protection for consumers; and reduction of financial crime. It is a practicing professional who helps people deal with various personal financial issues through proper planning:

Unit-1 Overview of Financial System

Indian Financial System, Financial Services in Indian Financial Market, Concept of Financial Assets, Different types of Financial Assets & Their Role in Economic Development. (The module deals with country specific Financial System)

Unit-2 Financial Market

Organizational Structure, Money Market - Organisation, Different Players, Different Types of Instruments, Capital Market-Organisation, Different Players, Different types of Instruments.

Unit-3 Legal Framework of Financial System

Guideline of SEBI, Indian Companies Act 1956, FEMA, Negotiable Instrument Act 1881. (The module deals with country specific legal framework)

Unit-4 Reserve Bank of India

Organisational Structure of RBI, Role of RBI, Monetary Policy of RBI, Credit Control Measures.

Unit-5 Commercial Banking

Functions, Different Types of Commercial Banking- Unit & Branch Banking, Fund Based Business- Working Capital Loan and Term Loan.

Unit-6 Non Banking Financial Companies

Introduction of NBFC, Investment Companies, Hire Purchase Companies, Lease Companies, Housing Finance, Merchant Banks, Venture Capital Funds.

Unit-7 International Market and Financial Services

International Financial Institutions - International Monetary Fund, Asian Development Bank, World Bank.

Suggested Readings:-

1. Indian Financial System, Sapna Nibsiya, Vikash Publication
2. Financial Services, M.Y. Khan, TMH
3. Indian Financial System, H.R. Manchiraju, Vikash Publication

INVESTMENT & PORTFOLIO MANAGEMENT**PAPER-19:****[55 Lectures]***Full Marks: 30 (MSE)+70 (ESE)=100**TIME: 3Hrs.**Pass Marks: 45***Course Outline**

The course aims at familiarizing students with the investment environment in India and imparting the necessary skills to conduct investment analysis and manage portfolio.

Unit-1 Introduction

Concept, Investment, Speculation & Gambling, Influencing Factors of Investment Decision Making, Investors Classification, Investment Avenues - Bonds, Preference Shares, Equity Shares, Government Securities, Post Office Deposits, Real Estates, Venture Capital, Mutual Fund, Exchange Traded Funds, Life Insurance.

Unit-2 Securities Market

Financial Market - Money Market, Capital Market, Participants in Financial Market. Methods of Floating New Issues, Role of Primary Market and Secondary Market, Stock Exchanges - Functions, National Stock Exchange of India.

Unit-3 Risk & Returns

Meaning & Concept, Classification of Risk, Measurement of Risk and Return.

Unit-4 Investment Analysis

Concept, Fundamental Analysis, Technical Analysis, Industry and Company Analysis.

Unit-5 Valuation of Bonds & Equity

Bond Theorem, Valuation of Bond, Preference Shares, Equity Shares.

Unit-6 Financial Derivatives

Concept, Forward Contract - Features, Advantages and Disadvantages, Future Contracts - Features, Advantages and Disadvantages, Options - Call Options, Put Options, Uses of Options.

Unit-7 Portfolio Management

Traditional Investment Management, Introduction to Modern Portfolio Management, Markowitz Portfolio Model, Sharpe Model, CAPM, APT Model, Portfolio Management process, Portfolio Management Strategies.

Suggested Readings:-

1. Security Analysis and Portfolio management, Punithavathy Pandian, Vikash Publication
2. Investment & Portfolio Management, Prasanna Chandra, TMH

INTERNATIONAL MARKETING**PAPER-18:****[55 Lectures]***Full Marks: 30 (MSE)+70 (ESE)=100**TIME: 3Hrs.**Pass Marks: 45***Course Outline**

The objective of this course is to impart basic knowledge of present international B.E and factors involved in facing the competitive environment.

Unit-1 Introduction

Concept of International Marketing, Nature and scope, Key issues in International Marketing.

Unit-2 International marketing environment

Business Practices and Ethics, Cultural, Political and Legal Environment, Minimizing Environmental Risk.

Balance of Payments - Concept, Influence on country's export & import.

Unit-3 Protectionism

Different Methods and Mechanisms used to Protect Business Interests, Managing Protectionist Threats

Unit-4 International Marketing Research

Review of the MR Process and Challenges in International marketing Research.

Export Import Process - Export Documentation, Methods of payment.

Unit-5

Market Segmentation, Segmenting International markets, Selection of International Markets, Alternative market entry strategies.

Unit-6 Product & Channel strategy

Global Market & Product Development, Product Adaptation & Product Standardization in different nations.

Overseas Distribution system - Alternative Middleman Choices - Home country, Foreign country and Government affiliated middlemen, Selection of Agents, Locating, Selecting & Motivating Channel Members.

Unit-7 International Promotion Strategy

Global advertising, Global brands vs Local Brands; International Pricing strategy, Pricing policy & objectives, Leasing, Dumping.

Suggested Readings:-

1. International Marketing, Raju Gopal, Vikash Publication
2. Global Marketing management, Keegan, Pearson

CONSUMER BEHAVIOUR**PAPER-19:****[55 Lectures]***Full Marks: 30 (MSE)+70 (ESE)=100**TIME: 3Hrs.**Pass Marks: 45***Course Outline**

This course is designed to provide an in depth knowledge of consumer behaviour, concept and theories and it illustrate the applicability of these concepts with the help of real life examples.

Unit-1

Introduction; concept Scope & importance, the consumer research process, quantitative and qualitative, research, Socialization concept and importance.

Unit-2 Consumer Motivation

Needs, Goals and their interdependence, Rational vs emotional motives. Dynamic nature of motivation. Motivational research. Personal and psychological influences.

Unit-3 Consumer Attitude

Concept of attitude, Attitude formation, Cognitive Dissonance Theory and Attribution Theory. Strategies for Attitude Change.

Unit-4 Personality and consumer behaviour

Nature of personality, Personality Traits, Marketing significance, Product personality and brand personification.

Unit-5 Consumer Learning

Elements of Consumer Learning, Marketing Applications of Learning Theories; various learning theories.

Unit-6 Consumer decision making models:

Howard Sheth Model, Engel Blackwell, Miniard Model, Nicosia Models of Consumer Decision Making

Unit-7 E-Buying behaviour:

The e-buyer vis-a vis the-brick and mortar buyer, Influences on e-buying.

Suggested Readings:-

1. Consumer Behaviour, Kazmi S Batra, Excel Books Publication
2. Consumer Behaviour, Sehifinan S Kanuk, Pearson Publication

INDUSTRIAL RELATIONS AND LABOUR LAWS**PAPER-18:****[55 Lectures]**

Full Marks: 30 (MSE)+70 (ESE)=100

TIME: 3Hrs.

Pass Marks: 45

Course Outline

This course is designed to familiarize the students with industrial relation, trade unionism & labour legislations. Its objective is to give students ability for in-depth analysis of the fundamental principles and practices of industrial relations as well as the implementation of labour laws.

Unit-1 Introduction

Concept and Approaches, Parties to Industrial Relations - Employers, Employees, Trade Unions, Government and other Stakeholders. Aspects of Industrial Relations - Cooperation and Conflict.

Unit-2 Trade Union and Unionism

Concept & objectives, Growth of trade unions in India, Membership, Leadership and functions of trade unions. International Labour Organisation.

Unit-3 Industrial relations aspects and participative management

Code of discipline, wage boards, board of Arbitration for central government, employees, other tripartite bodies at the state level.

Unit-4 Regulative Legislations

Industrial Disputes Act 1947- Objective & Scope, Definitions & Provisions related to Lay-off, Strike & Lock out, Retrenchment & closures, Settlement of Disputes. Trade Union Act, 1926- Objective & Scope, Definitions & Registration of Trade Unions, Rights & Duties of Trade Union. Industrial Employment (Standing Orders) Act, 1946-Objective & Scope, Definition & Certification of Standing Order.

Unit-5 Protective Legislations

Factories Act, 1948- Objective & Scope, Definitions of Factory, Worker & Manufacturing Process, Provisions related to Health, Welfare & Safety.

Unit-6 Wage Legislations

Payment of Wages Act, 1936- Objective & Scope, Minimum Wages Act, 1948 - Objective & Scope, Payment of Bonus Act, 1965- Objective & Scope,

Unit-7 Social Security Legislations

Employee's Compensation Act, 1923- Objective & Scope, Employees Provident Fund & Miscellaneous Provisions Act, 1952- Objective & Scope, Schemes under Act. Payment of Gratuity Act, 1972- Objective & Scope.

Suggested Readings:-

1. Dynamics of Industrial Relation, Mamoria & Mamoria, Himalaya Publication
2. Industrial Relations, Indubala, Pearsons Publication

RECRUITMENT, SELECTION AND TRAINING**PAPER-19:****[55 Lectures]***Full Marks: 30 (MSE)+70 (ESE)=100**TIME: 3Hrs.**Pass Marks: 45***Course Outline**

The objective of the course is to provide and assess the knowledge, skills and abilities of employment functions. It will further equip the students develop an understanding of how to identify, assess and design training programs. The focus of the course is also on career development and succession planning.

Unit-1 Recruitment

Importance, Sources, Procedures and Policies, Approaches & Stages of Recruitment.

Unit-2 Selection

Processes and Methods

Unit-3 Post Selection Activities

Induction, Placement, Promotion, Transfer - Policies & Types.

Unit-4 Training

Approach to Training - Principles & Objectives, Training. Need Assessment, Designing Training Programs, Methods of Training.

Unit-5 Career Development

Concepts, Stages and Methods of Development Programme, Employee Development - Career Management.

Unit-6 Developing Competence

Concept, Competency Mapping - Importance, Steps, Design and Limitations.

Unit-7 Succession Planning

Features - Measurements & Steps, Advantages and Limitations.

Suggested Readings:-

1. HRM, B B Mamoria, Himalaya
2. Employee Training & Development, Raymond A. Pearson

RDBMS (RELATIONAL DATABASE MANAGEMENT SYSTEM)

PAPER-18:

[55 Lectures]

Full Marks: 30 (MSE)+70 (ESE)=100

TIME: 3Hrs.

Pass Marks: 45

Course Outline

This course emphasizes effective ways of building a model of the real world and optimizing it through normalization algorithms. The study of RDBMS is now of fundamental importance in the field of computer science and management information system. The course addresses the twin goals of creating an optimal database design and demonstrating the use of ORACLE as the main data manipulation software.

Unit-1 Database concepts

Overview of database system, basic database system terminology, data model, Introduction of data base management System (DBMS), Feature of DBMS, Architecture of DBMS,

Unit-2 Physical data Organization & Network Model

Model for external storage organization, Storage hierarchy, index files, B-Trees, Files with variable length record, DBTG definition Implementation of Network and programme environment.

Unit-3 Relational database Concepts

Introduction to Relational data base Management System, (RDBMS) Relational data Models, Features of RDBMS, Functional Dependencies, decomposition of relational schema.

Unit-4 Recovery System

Types of failures, Storage Structures, Recovery with concurrent transaction.

Unit-5 Introduction to SQL

SQL as standard relational database language, data definition language (DDL) data Manipulation language(DML).

Unit-6 Database Technologies

Client server technology, Distributed database, multidimensional database, Data Warehouse, Data marts.

Unit-7 Database Utilities

Introduction to object oriented database. Security, Object/Basic Database Administration/Remote Data Access.

Suggested Readings:-

1. DBMS, Alexis Leon, Mathew Leon, Pearson
2. Relation Database Theory & Practical, Val Occardi, BPB Publication
3. DBMS Concepts, Korth, Mc Graw

BUSINESS DATA COMMUNICATION**PAPER-19:****[55 Lectures]**

Full Marks: 30 (MSE)+70 (ESE)=100

TIME: 3Hrs.

Pass Marks: 45

Course Outline:

The purpose of this course is to familiarize with the concepts of communication networks. And to learn the theoretical background of the Data Communications and Networking, and their application into business organization along with issues related to the next generation network.

Unit-1

:

Fundamentals of Communication System

Communication Links, Communication System Formats, Character Codes, Digital Data Rates, Asynchronous and Synchronous Data. Basic Terminology - Data Rate, Bandwidth, error rate. Serial and parallel transmission.

Unit-2 Types of signals

AM, FM, PM, PCM, PDM, TDMA, FDMA, SDMA, CDMA, ASK, FSK, PSK Features - Error detection and correction codes.

Unit-3 LAN topologies

Workstation; Server, Cables, Types of Ethernet, Broadband and base-band, Optical Fibers, Network Interface Card. Networks and accessories - LAN, MAN, WAN, Hub, Bridges, Switches, Routers, Gateways.

Unit-4 Networking

OSI Model, TCP/IP architecture and applications in Internet services - E-mail and Network file system, Comparison between peer to peer and client/ server networking, Broadcasting, Multicasting.

Unit-5 Mobile Communication

Applications of Mobile Communication, Wireless Communication - Bandwidth, Transmission Impairment, Interference, Terrestrial Microwave, Broadcast Radio, Infrared & Light Waves, Mobile Internet & WML - Mobile IP, Wireless TCP & UDP, WAP, WML.

Unit-6 Data Network Security

Security requirements & Attacks - secrecy, integrity, availability, interruption, interception, modification, fabrication, and active attacks, Encryption and Decryption.

Unit-7 Network management & Standards for Computer Networks

Feasibility Plan, Network design plan, Network requirements, Network configuration, Implementation performance and fault management.

Suggested Readings:-

1. Communication Networks, Wid Jajlg, TMH
2. Data Computer Communication, Stalling W, Pearson

Course Outline

The course has been designed to incorporate strategic management concept by a sequential description of the strategic management process. It is specifically meant for providing academic training to future managers by giving them a global vision through undertaking general business policy as a management tool.

Unit-1 An overview of Strategic Management

Concept, evolution of strategic management as a discipline, characteristics of strategic management, defining strategy the objectives of strategic management, strategic decision making, School of thought on strategy formation, strategy formulation, stakeholders in business, vision, mission and purpose, goals and objectives of business organization

Unit-2 Environmental Appraisal

Concept, environment appraisal, importance of environmental appraisal, Strategic analysis and choice, environmental threat and opportunity profile (ETOP), organizational capability profile, strategic advantage profile, corporate portfolio analysis, SWOT analysis, Porter's Five Forces Model of Competition, Mc Kinsey's 7s framework, GE Nine Cell Model, distinctive competitiveness, selection of matrix

Unit-3 Corporate level strategies

Grand strategies, stability strategies, expansion strategies, retrenchment strategies, combination strategies, restructuring of business, issues related with all these strategies

Unit-4 Strategic implementation

Issues in implementation, project implementation, procedural implementation, resource allocation, budgets, organization structure, matching structure and strategy, behavioural issues, leadership style, corporate culture, values, power, social responsibilities, ethics, building a capable organization, functional issues, functional plans and policies, financial, marketing, operations and personnel plans and policies

Unit-5 Strategy Evaluation

Importance, symptoms of malfunctioning of strategy, organization anarchies, operations control and strategic control, measurement of performance, analyzing variances, role of organizational systems in evaluation

Unit-6 Strategic Analysis and Choice

Process of strategic choice, corporate-level strategic analysis, business-level strategic analyses, subjective factors in strategic choice, contingency strategies, strategic plan

Unit-7 New Business Models

Strategies for Internet Economy, shaping characteristics of E-commerce environment, Ecommerce business model and strategies, internet strategies for traditional business, key success factors in E-commerce

Suggested Readings:-

1. Business policy and strategic Management, Azhar Kazmi, Tata McGraw-Hill
2. Strategic management and business policy, William F. Glueck, Tata McGraw-Hill
3. Strategic Management, Michael Porter, Prentice hall of India
4. Cases in Strategic Management, S.B. Budhiraja & Atheya, Excel Books

SEMESTER - IV

PROJECT STUDY

PAPER-21:

[Tenure: 45 Days]

Full Marks: 100 TIME: 3Hrs.

Pass Marks: 45

Winter Internship Project (WIP)

The final project will be evaluated at the end of fourth semester by the external examiners. This would be equivalent to the marks of the one paper of 100 Marks: 70 for Report and 30 Marks for Viva.

CORPORATE FINANCE

PAPER-22 (MAJOR)/ PAPER-24 (MINOR):

[55 Lectures]

Full Marks: 30 (MSE)+70 (ESE)=100

TIME: 3Hrs.

Pass Marks: 45

Course Outline

This course focuses on empirical advances in understanding of financial markets with major breakthroughs in capital asset pricing under uncertainty, portfolio theory, valuation of options, response of security prices to new information and corporate financial behavior.

Unit-1 Introduction

Corporate Objectives, Profit maximization – Wealth maximization, Social welfare and Corporate growth, Impediments to Wealth maximization, Financial Market – Money Market and Capital Market.

Unit-2 Financial Statement Analysis

Common Size Statement and Comparative Statement, Introduction to Ratio Analysis.

Unit-3 Valuation of Corporate Bonds and Stocks

Basics of Debt Instruments, Valuation of Bonds- Price, Coupon and Yield relationships, Yield to Maturity, Bond Pricing Theorems, Valuation of Stocks- Dividend Discount Model- Constant Growth Model and Two Stage Growth Model, P/E Valuation Model.

Unit-4 Project Financing

Introduction, Sharing of Risk, Agency Cost of Debt, Free Cash Flow, Types of Project Contracts, Financial Agreements, Public-Private Partnerships (PPP), Funding Aspects.

Unit-5 Mergers and Acquisitions

Types of Mergers, Rationale for Mergers, Gains from Mergers, Target Valuation, Valuation by Parts, Seller's Perspective, Critical Factors for Success of Merger.

Unit-6 Economic Value Added and Corporate Performance

Concept, Competitors to EVA, Functional Departments of a Co. as EVA Centers, EVA and MVA, EVA and NPV, EVA and TQM and Shareholder's Wealth, Improving EVA.

Suggested Readings:-

1. Fundamental of Corporate Finance, Stephen A Ross, Westerfield & Jordan, Tata McGraw Hill Publication
2. Financial Management & Policy, Vanhorne James C, TMH Publication
3. Principal of Corporate Finance, Brealy, Myes, Allen & Mohanty, TMH Publication
4. Corporate Finance, Ashwath Damodaran, John Wiley
5. Corporate Finance, Dr S M Shukal & S.P. Gupta, Sahitya Bhawan

MANAGEMENT OF FINANCIAL DERIVATIVES

PAPER-22 (MAJOR)/ PAPER-25 (MINOR)

[55 Lectures]

Full Marks: 30 (MSE)+70 (ESE)=100

TIME: 3Hrs.

Pass Marks: 45

Course Outline

This course aims to provide adequate knowledge for wide range of financial derivatives having pivotal role in enhancing shareholders value by ensuring access to the cheapest source of funds. At the end of the course the students are expected to take appropriate judgmental decisions for sensible control and to execute management strategy to deploy sophisticated derivative strategies successfully.

Unit-1 Introduction

Derivatives - Definition, Objectives, Types of Derivatives, Instruments, Roles in Financial Risk.

Unit-2 Forward Contract

Structure and Features, Forward Spread Agreement, Exchange Rate Agreement, Value of Forward contract, Forward Rates Computation, Forward Contract - Delivery, Cancellation, Extension, Terms and Conditions.

Unit-3 Future Contract

Structure and Features, Specification, Mechanism of trading, Type of trading, Determining gains and losses and Daily Settlement, Stock exchange of Future contracts (CBOT and CME), Principle of Future contract, Regulations of future contract, Difference between Forward and Future contract.

Unit-4 Options

Structure and Features, Option terminology, Market Margin requirement, Taxation of Option Transaction, Principle of Option Pricing, Option Pricing Model - Binomial Model, Black Schole Model, Stock Option, Determining Option Premium, Option Strategies.

Unit-5 Financial Swaps

Financial Swap - Importance, Advantages, Major Types of Swap Structure, Evaluation of Swap Market, Interest Rate Swap, Currency Swap.

Unit-6 Hedging

Hedging of Foreign Exchange Exposure, Hedging with the Money Market, Currency Options, Currency Future, Internal Hedging Strategy.

Unit-7 Regulatory Framework

Regulatory Frame Work, Role of SEBI, SEBI Guide Line for Derivative Trading.

Suggested Readings:-

1. International Financial Management- P G. Apte- Tata Mcgraw- Hill Publication
2. Introduction to Futures and Options Market, Hull John C, PHI
3. Financial Derivatives: Theory and Concepts & Problems, S.L. Gupta, PHI

SALES AND DISTRIBUTION MANAGEMENT

PAPER-22 (MAJOR)/ PAPER-24 (MINOR):

[55 Lectures]

Full Marks: 30 (MSE)+70 (ESE)=100

TIME: 3Hrs.

Pass Marks: 45

Course Outline

To induce the appreciation of the Sales & Distribution processes in organizations. The course tries to familiarize some concepts, approaches and aspects of sales force and distribution channel management. This subject has potential application in the day to day practical managerial decisions; the impetus will be on gathering knowledge through application of theory to inputs on corporate cases and situations.

UNIT-1 Sales Management:

Basics of sales management, function & planning of sales. Nature, Meaning and Scope, Objectives of Sales Department, Sales as a function of Marketing Management, Theories of Selling – Buyer Seller Dyads, AIDAS Theory, Right Set of Circumstances Theory, Buying Formula Theory, Behavioral Equation Theory

Unit-2 Selling Process

Prospecting, Planning the Sales call, Selecting the Presentation Method, Making the Sales Presentation, Handling Sales Objections, Closing the Sale, Follow up. Role of Relationship Marketing in Personal Selling, Value Added Selling

Unit-3 Sales Organization

Need & Structure, Sales Management Functions & Responsibilities

Sales Force Management

Recruitment and Selection, Training of Sales People, Sales Force Motivation, Designing Sales Compensation plans, Evaluation of Sales Force

Unit-4 Physical Distribution System

Introduction, Need & Benefits, Distribution as link between Sourcing and Marketing, Distribution as Service function - Needs and Levels, Recent Developments in Sales and Distribution scenario.

Unit-5 Information Systems for Physical Distribution

Designing Distribution Logistics System, Logistics Management and Logistics Information System, Role of Logistics in Corporate Strategy, Suitability of Movement in Tracking System, Factors in Designing Strategic Distribution System

Warehouse Management

Warehouse Functions, Processes, Organization and Operations.

Unit-6 Channel Management Decisions

Selection & Compensation of Channel Members. Managing Channel Conflicts, Co-operation vs. Competition in Channels, Marketing Channel Policies and Legal Issues

Unit-7 Time and Territory Management

Designing Sales Territories, Routing and Scheduling.

Sales Quota Purpose, Importance & Types.

Suggested Readings:-

1. Fundamentals of selling, Charles Futrell, McGraw Hill
2. Marketing Channels , Louis W Stern and Adel L Ansary, Thomson Publishing
3. Selling and sales management, Jobber, Prentice Hall
4. Professional Sales Management, Andersen R, McGraw Hill Education
5. Strategic Marketing Channel Management, Bowersox and Coope,- McGraw Hill Education.

BRAND MANAGEMENT**PAPER-23 (MAJOR)/ PAPER-25 (MINOR):****[55 Lectures]***Full Marks: 30 (MSE)+70 (ESE)=100**TIME: 3Hrs.**Pass Marks: 45***Course Outline**

Firms of nearly all types have come to the realization that one of the most valuable asset have is their brand. This syllabus explores branding across goods and services and intro relevant theory used to design effective branding strategies. Besides discussing appropriate theories and models, the course contents will also incorporate practical branding cases, students would be trained to make and evaluate branding decisions in the future.

Unit-1 Introduction

Concept of Brand, Significance of Branding for Consumers and for Firms, Branding Challenges & Opportunities, Concept of Brand Equity, Cost based, Price based and Customer based Equity.

Unit-2 Customer Based Brand Equity

Sources of Brand Equity- Brand Awareness & Brand Image, Keller's CBBE Model- Meaning, Response & Relationships.

Unit-3 Brand Positioning

Definition of Target Market & Market Segmentation, Defining the Competitive Firm Reference, Establishing the Points of Parity & Points of Difference. Brand Audit Brand Inventory & Brand Exploratory.

Unit-4 Building Brand Equity

Identifying the Criteria and Choosing Brand Elements to Build Brand Equity
Brand Tracking Need for Brand Tracking, Designing Brand Tracking Studies.

Unit-5 Measuring Brand Equity

Need for Measuring Brand Equity, Brand Asset Valuator Model, Aaker Model, Meas Return on Brand Investment (ROBI)

Unit-6 Brand Extension

Advantages & Disadvantages of Brand Extension, Evaluating the Opportunity for Brand Extension, Brand Extension Guidelines

Unit-7 Branding and Marketing Communication

Developing Integrated Marketing Communication Programs for Brand Building, Advertising & Brand Building, **Managing Brands over time, Reinforcing & Revitalizing Brands.**

Suggested Readings:-

1. Strategic Brand Management, Keller, Parmeswaran & Jacob, Pearson
2. Brand Management, Kirti Dutta, Oxford Publishing
3. Brand Management, Y L R Moorthi, Vikas Publishing
4. Brand Asset Management, Scott M Davis, McGraw Hill

ORGANIZATIONAL CHANGE AND DEVELOPMENT

PAPER-22 (MAJOR)/ PAPER-24 (MINOR):

[55 Lectures]

Full Marks: 30 (MSE)+70 (ESE)=100

TIME: 3Hrs.

Pass Marks: 45

Course Outline

The course aims to familiarize students with the applied behavioral science discipline that seeks to improve organizations through planned systematic, long-range efforts focused on organizational culture and its human and social processes.

Unit-1 Introduction to organizational Change

Systematic Organizational change, Areas and parties involved, Lewin's Models of Change, Planned and Unplanned Change.

Unit-2 Introduction to Organizational Development

Concept, Values, Process and assumptions, Characteristics, OD Techniques, Six-Box Model.

Unit-3 Organizational Problems and their Diagnosis

Symptoms & Sources of Organizational Problem and their Diagnosis, Diagnostic models.

Unit-4 OD Interventions

Individual, Interpersonal, Group, Team Intervention, Third Party & Structural intervention.

Unit-5 OD Consultants and their skills

Skills of OD Agents and Role of Organizational Leadership.

Unit-6 Factors influencing OD

Concept and Role of Power, Politics and Culture. Power and Influence Tactics, Key Capabilities of Constructive Politics.

Unit-7 Organization Transformation

Cultural Intervention, Strategic Changes, Learning Organization.

Suggested Readings:-

1. Organizational Change and Development, Kavita Singh, Excel Books.
2. Organizational Change-Themes & Issues, Jim Grieses, Oxford.
3. Essentials of Organizational Development, Dr. Mrs. Anjali Ghanekar, Everest Publishing House.
4. Organizational Development, Joan V. Gallos, Jossey Bass, Wiley Imprint

COMPENSATION AND REWARDS**PAPER-23 (MAJOR)/ PAPER-25 (MINOR):****[55 Lectures]***Full Marks: 30 (MSE)+70 (ESE)=100**TIME: 3Hrs.**Pass Marks: 45***Course Outline**

The objective of the course is to provide the knowledge of industrial compensation issues, regulating principles. It will enhance skills in formulating suitable compensation policy and planning. Knowledge of these concepts will help in designing appropriate pay package.

Unit-1 Introduction

Concept & Elements. Types of compensation- Base & Supplementary compensation.

Unit-2 Compensation at Macro level

Introduction to labor market, Wage policy, legal framework, Wage Determination.

Unit-3 Compensation at Micro level

Compensation Strategy at company level, concept of internal equity & external parity, job evaluation.

Unit-4 Performance Linked Compensation

Pre-requisites of effective incentive scheme, Types of incentive system, individual and Group Incentives

Unit-5 Compensation Structure

Salary Structure, Allowances, Competency based compensation.

Unit-6 Managerial Remuneration

Elements, Benefits, Strategies & Reward for Managerial compensation.

Unit-7 Emerging Issues

Voluntary Retirement Schemes

Suggested Readings:-

1. Compensation Management - Text and Cases, Tapomoy Deb, Excel Books.
2. Personnel Management & Industrial Relations, Bhagoliwal, Sahitya Bhawan Publication
3. Personnel Management, C.B. Matoria, Himalay Publishing House
4. Compensation and Reward Management, B.D.Singh, Himalaya Publication
5. Understanding Wage System, A.M. Sharma, Himalaya Publishing House

ENTERPRISE RESOURCE PLANNING

PAPER-22 (MAJOR)/ PAPER-24 (MINOR):

[55 Lectures]

Full Marks: 30 (MSE)+70 (ESE)=100

TIME: 3Hrs.

Pass Marks: 45

Course Outline

The course aims to provide an understanding of the issues involved in design and implementation of ERP systems. It focuses on the cross-functional processes and integration of events/transactions across different functional areas in organizations.

Unit-1 Overview of ERP

Introduction of ERP, Need of ERP, Advantages of ERP, Growth of ERP, Features of ERP, MIS Integration, ERP drivers, Trends in ERP, ERP in India.

Unit-2 Communication in ERP Systems

Enterprise Integration Application Tools for ERP, Network Structure of ERP System, ERP Work flow, Process modeling for ERP Systems.

Unit-3 ERP and Related Technologies

Business process Reengineering (BPR), Management Information System (MIS), Decision Support Systems (DSS), Executive Support Systems (ESS), Data Warehousing, Data Mining, Online Analytical Processing (OLTP) , Supply Chain Management (SCM), Customer Relationship Management (CRM).

Unit-4 Control & maintenance of ERP

Finance, Production planning, Sales & Distribution, Human Resource Management (HRM), Inventory Control System, Quality Management.

Unit-5 ERP Implementation Life Cycles

Evaluation and selection of ERP package, Project planning, Implementation team training & testing.

Unit-6 ERP- Resource Management Perspective

Business Modules in ERP Packages, Finance, Production, Human Resource, Plant Maintenance, Materials Management, Quality Management, Sales and Distribution, Resource Management.

Unit-7 Next generation enterprise

Emerging trends, information mapping, role of centralized/distributed databases, Linkages of the enterprise customer - enterprise, vendor enterprise.

Suggested Readings:-

1. ERP Demystified, Alexis, Leon, Tata McGraw Hill.
2. ERP Concepts and Practices, Garg, V.K. and Venket, Krishna, N.K., PHI Publications.
3. ERP: A Managerial perspective, Sadagopan. S, Tata McGraw Hill.

SYSTEM ANALYSIS AND DESIGN (SAD)

PAPER-23 (MAJOR)/ PAPER-25 (MINOR):

[55 Lectures]

Full Marks: 30 (MSE)+70 (ESE)=100

TIME: 3Hrs.

Pass Marks: 45

Course Outline

This course introduces established and evolving methodologies for the analysis, design, and development of an information system. Emphasis is placed on system characteristics, managing projects, prototyping, CASE tools, and systems development life cycle phases. Upon completion, students should be able to analyze a problem and design an appropriate solution using a combination of tools and techniques.

Unit-1 Introduction

Types of information systems and their characteristics, The process of systems development, System Development Life Cycle, Project Feasibility.

Unit-2 Systems analyst and information systems stakeholders

System analyst skills, Information system stakeholders and their roles.

Unit-3 Business and information systems

Understanding information as a resource, Understanding the structure of organizations, Understanding the culture of organizations.

Unit-4 Gathering user requirements and information analysis

Data sampling, Interviewing techniques, Creating questionnaires, Observing stakeholders and their environment(s), Prototyping.

Unit-5 Data modeling

Entity relationship diagrams, Process modeling, Data flow diagrams, Decision tables, Decision trees

Unit-6 CRUD synchronization matrices

Data dictionaries and information system metadata, Project management, Gantt charts and PERT diagrams, Feasibility and cost benefit analysis, Economic, technical, schedule, and operational feasibility.

Unit-7 Systems design

Building and testing databases and files, Building and testing network infrastructure. Writing and testing programs, Installing and testing purchased software, Systems implementation. Testing.

Suggested Readings:-

1. Systems Analysis and Design, KE Kendall, JE Kendall, Pearson Prentice Hall
2. Structured Systems Analysis: Tools and Techniques, CP Gane, T Sarson, Prentice-Hall
3. System Analysis and design, Donald Yeates, Tony wakefield, Pearson Education's
4. Structured Design: Fundamentals of a Discipline of Computer Program and Systems Design, E Yourdon, LL Constantine , Prentice-Hall
5. Fundamentals of database System, R Elmasri, SB Navathe, Pearson

Student Self Assessment

SEMESTER-I

S. No.	Name of the Subject	Full Marks	Marks			HM
			MSE	ESE	TOTAL	
1	Management Principles & Practices	100				
2	Accounting & Financial Management	100				
3	Organizational Behaviour	100				
4	Marketing Management	100				
5	Quantitative Techniques for Management	100				
6	IT for Managers	100				
7	Business Communication	100				
Total						

Total Marks Obtained Rank in Class

My Next Semester Target Rank in Class

My Commitment

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SEMESTER-II

S.No.	Name of the Subject	Full Marks	Marks			HM
			MSE	ESE	Total	
1	Human Resource Management	100				
2	Business Research	100				
3	Managerial Economics	100				
4	Operations Research	100				
5	Cost Management	100				
6	E-Business	100				
Total						

Total Marks Obtained Rank in Class

My Next Semester Target Rank in Class

My Commitment

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SEMESTER-III

S.No.	Name of the Subject	Full Marks	Marks			HM
			ESE	MSE	Total	
1	Business Law	100				
2	Business Ethics and Corporate Governance	100				
3	Supply Chain Management	100				
4	Summer Training	100				
1	Management of Financial Services	FM	100			
2	Investment & Portfolio Management		100			
1	International Marketing	MM	100			
2	Consumer Behaviour		100			
1	Industrial Relations And Labour Laws	HRM	100			
2	Recruitment, Selection and Training		100			
1	RDBMS (Relational Database Management System)	IT	100			
2	Business Data Communication		100			
Total						

Total Marks Obtained Rank in Class

My Next Semester Target Rank in Class

My Commitment

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My Note:-

Date	Note

