

J. S. University, Shikohabad



M.B.A

3rd & 4th SEMESTER
(Common to all Branches)

Scheme
&
Syllabus

[Effective from the session 2015-16]

**STUDY AND EVALUATION SCHEME FOR
M.B.A.**

SEMESTER - THIRD

S.No.	Subject Code	Name of Subject	Periods Per Week				Evaluation Scheme			
			L	T	P	D	Sessional	End Exam	Total	Duration
THEORY SUBJECT										
1	MBA-31	Entrepreneurship Development	4	1	-	-	50	100	150	3
2	MBA-32	International Business Management	4	1	-	-	50	100	150	3
3	MBA-33	Rural Development	4	1	-	-	50	100	150	3
4	MBA-34	Project Management	4	1	-	-	50	100	150	3
Choose any two Spec. Group out of three groups										
Spe. Group (HR)	MBA-HR01	Leadership and personality development	4	1	-	-	50	100	150	3
	MBA-HR02	Industrial relation and labour enactment	4	1	-	-	50	100	150	3
Spe. Group (FM)	MBA-FM01	Security analysis and investment management	4	1	-	-	50	100	150	3
	MBA-FM02	Management of financial institution & services	4	1	-	-	50	100	150	3
Spe. Group (MK)	MBA-MK01	Consumer behaviour & customer loyalty	4	1	-	-	50	100	150	3
	MBA-MK02	Integrated marketing communication	4	1	-	-	50	100	150	3
11	MBA-35	Summer training project report	-1				-	100	100	
12	MBA-HV	Human Values	15	10	25		25	50	75	2
									Total	1300

NOTE:- (1) Each period will be 50 minutes duration.

(2) Each session will be of 16 weeks.

(3) Effective teaching will be at least 14 weeks.

(4) Remaining periods will be utilised for revision etc.

ELECTIVE PAPERS

Specialization Group: Human Resource

Course Code

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|-----------------------------------------------------------|----------------|
| 1 MBA HR 01 Leadership & Personality Development..... | (III Semester) |
| 2. MBA HR02 Industrial Relations & Labour Enactments..... | (III Semester) |

Specialization Group: Marketing

Course Code

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|---------------------------------------------------------|----------------|
| 1. MBA MK 01 Consumer Behaviour & Customer Loyalty..... | (III Semester) |
| 2. MBA MK 02 Integrated Marketing Communications | (III Semester) |

Specialization Group: Financial Management

Course Code

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|------------------------------------------------------------------|-----------------|
| 1. MBA FM 01 Security Analysis & Investment Management | (III Semester). |
| 2. MBA FM 02 Management of Financial Institutions & Services.... | (III Semester). |

STUDY AND EVALUATION SCHEME FOR M.B.A.

SEMESTER - Fourth

S.No.	Subject Code	Name of Subject	Periods Per Week				Evaluation Scheme			
			L	T	P	D	Sessional	End Exam	Total	Duration
THEORY SUBJECT										
1	MBA-41	Strategic Management	4	1	-	-	50	100	150	3
2	MBA-42	Insurance & Risk Management	4	1	-	-	50	100	150	3
3	MBA-43	Hospitality & Tourism Management	4	1	-	-	50	100	150	3
4	MBA-44	Behavioral Finance	4	1	-	-	50	100	150	3
	Specialization Group									
5	MBA-HR 03	Negotiation & Counseling	4	1	-	-	50	100	150	3
6	MBA-FM 03	Tax Planning and Management	4	1	-	-	50	100	150	3
7	MBA-MK 03	Retailing & Distribution Management	4	1	-	-	50	100	150	3
8	MBA-45	Research Project Report	-1				-	150	150	
9	MBA-46	Comprehensive Viva (CV)					50	100	150	
10	MBAAC-41	Cyber Security	15	10	25		25	50	75	
									Total	1200

NOTE:- (1) Each period will be 50 minutes duration.

(2) Each session will be of 16 weeks.

(3) Effective teaching will be at least 14 weeks.

(4) Remaining periods will be utilised for revision etc.

ENTREPRENEURSHIP DEVELOPMENT

Objective: The objective of the section is to develop conceptual understanding of the topic among the students and comprehend the environment of making of an Entrepreneur. Specific topics to be covered in the section are as follows:

UNIT I

Meaning, Definition and concept of Enterprise, Entrepreneurship and Entrepreneurship Development, Evolution of Entrepreneurship, Theories of Entrepreneurship. Characteristics and Skills of Entrepreneurship, Concepts of Intrapreneurship, Entrepreneur v/s Intrapreneur, Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager, Role of Entrepreneurship in Economic Development, Factors affecting Entrepreneurship, Problems of Entrepreneurship.

UNIT II

Meaning and concept of Entrepreneurial Competency, Developing Entrepreneurial Competencies, Entrepreneurial Culture, Entrepreneurial Mobility, Factors affecting Entrepreneurial mobility, Types of Entrepreneurial mobility, Entrepreneurship Development Program: Needs and Objectives of EDPs, Phases of EDPs

UNIT III

Role of Government in promoting Entrepreneurship, MSME policy in India, ***Agencies for Policy Formulation and Implementation:*** District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII).

UNIT IV

Women Entrepreneurship: Meaning, Characteristic features, Problems of Women Entrepreneurship in India, Developing Women Entrepreneurship in India, Concept of Social Enterprise and Social Entrepreneurship, Social Entrepreneurs, Rural Entrepreneurship, Family Business Entrepreneurship, Concepts of Entrepreneurship Failure.

UNIT V

Forms of Business Ownership, Issues in selecting forms of ownership, Environmental Analysis, Identifying problems and opportunities, Defining Business Idea, Planning Business Process, Project Management.

SUGGESTED READING:

1. VSP RAO-Managing Organization (EXCEL 1 EDITION)
2. Chaturvedi&Saxena -Managing Organization (Himalaya Publication)
3. Stoner, Freeman & Gilbert Jr - Management (Prentice Hall of India, 6th Edition)
- 4 Robbins-Organization Behavior -15 e Prentice hall
5. Koontz Harold &Weihrich Heinz – Essentials of management (Tata Mc Graw Hill, 5th Edition 2008)
6. Newstrom John W. - Organizational Behaviour: Human Behaviour at Work (Tata Mc Graw Hill, 12th Edition)
7. Luthans Fred - Organizational Behaviour (Tata Mc Graw Hill, 10th edition)
8. Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. - Organizational Behaviour (Tata Mc Graw Hill, 4th Edition)

International business management

Course Objective

This course will provide the students an opportunity to learn and understand how business is conducted in the international arena. The syllabus is designed to allow students to gain managerial skills to meet the challenges they will face in the global workplace.

UNIT-I

An Overview of International Business: Introduction, Definition of International Business, Changing Environment of International Business, Globalization of Markets, Trends in Globalization, Effects and Benefits of Globalization

UNIT-II

International Trade and Investment Theories: Mercantilism; Absolute Cost theory, Comparative Cost theory, Opportunity Cost theory, factor endowment theory, Complimentary trade theories – stapler – Samuelson theorem, International Product life Cycles. Investment Theories – Theory of Capital Movements, Market Imperfections theory; Internationalization Theory; Location Specific Advantage Theory; Eclectic Theory; other theories, Instruments of Trade Policy- Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy.

UNIT-III

. Foreign Exchange Determination Systems: Basic Concepts Relating to Foreign Exchange, Various types of Exchange Rate Regimes – Floating Rate Regimes, Managed Fixed Rate Regime, Purchasing Power Parity, Mint Parity, Interest rates, other Factors Affecting Exchange Rates, Brief History of Indian Rupees Exchange Rates

UNIT-IV

International Institution: UNCTAD, Its Basic Principles and Major Achievements, IMF, Role of IMF, IBRD, Features of IBRD, WTO, Role and Advantages of WTO

UNIT-V

. Strategic Functions of International HRM, Staffing Policy – Ethnocentric, Polycentric and Geocentric Approach, Expatriate Preparation and development, Expatriate Repatriation, International Labor Relations

Suggested Readings:

- 1) Agarwal Raj - International Trade (Excel, 1st Ed.)
- 2) Albaum Duerr - International Marketing and Export management (Pearson, 7th Ed.)
- 3) Cherunilam F - International Trade and Export Management (Himalaya, 2007)
- 4) Hill C.W. - International Business (TMH, 5th Ed.)
- 5) Daniels - International Business (Pearson, 1st Ed.)
- 6) Kumar R and Goel, International Business, (UDH Publications, edition 2013)
- 7) Jaiswal- International Business (Himalya Publication)
- 8) Varshney R.L, Bhattacharya B - International Marketing Management (Sultan Chand & Sons, 9th Ed.)

RURAL DEVELOPMENT

Course Objective

The objective of the course is to familiarize the participants with conceptual understanding of Rural Marketing and development practices in Indian context.

Unit I

Rural Business and its critical features; Identification of needs of rural producer organization, enterprises, projects and its people; the rural social and political scenario. Features of structure dynamics and changes

Unit II

Overview of the rural resources-land, soil, climate, water and forests; Overview of the production system containing agriculture, horticulture, sericulture, forestry, animal husbandry and dairying, fisheries, non-farm activities. Concept, processes and relationship among agro climate and natural resources, production system and livelihood of rural people

Unit III

Managing co-operatives, emergence, endurance and growth of co-operatives; Leadership issues in cooperatives, evolution of co-operative technologies; Co-operative principles; Issues in establishing agricultural co-operatives, democratic governance in co-operatives; co-operative principles and economic rationality; Anand pattern of co-operative-federal structure, causes of sickness, leadership issues and managing boards.

.Unit IV

Economic Theory of co-operatives, agency theory, theory of contracts, transaction cost economics, game theory and their reciprocity, welfare economics and their co-operatives.

Unit V

Concept, measures and determinants of rural development; Critique of major rural development approach and strategies; growth vs equity oriented approach; area vs group based approach; top down vs participatory and people oriented approach to development planning; Contemporary growth and poverty alleviation programme; different interventions for rural social and infrastructure development; Role of Institutions in rural development-PRIs, NGOs etc; success and sustainability of rural development interventions, MNREGA

SUGGESTED READINGS

1. Jonathan Reuviv, Guide to Rural Business (Kogan Page)
2. Deu S. Mahendra and Basu K.S. - Economic and Social Development (Academic Foundation)
3. Brown Ben, Practical Accounting for Farm and Rural Business (Lavoisier) 2003.
4. Warren M - Financial Management for Farmers and Rural Managers (Blackwell Publishing)
5. Prag P A - Rural Diversification (EG Books)
6. Thorner Daniel and Morner Alice - Land and Labour in India (Asia Publishing House)

PROJECT MANAGEMENT

Course Objective : The course is intended to develop the knowledge of the students in the management of projects, special emphasis will be provided on project formulation as also on various tools and techniques for project appraisal and control so that they are able to draft the project proposal in any area of management and evaluate the worth of projects.

Unit 1(6 Sessions)

Concept of project: Basic concepts, classification, characteristics of project, Project life cycle, Project management, Tools & Techniques of project management, project organization.

Unit II(08 Sessions)

Project identification: Identification, generation of ideas, SWOT analysis, Preliminary screening, project rating index.

Market & Demand Analysis: Collection of data, market survey, market planning, market environment, project risk analysis, demand forecasting techniques.

Unit III (08 Sessions)

Technical Analysis: selection of technology, material input and utilities, plant capacity, location & site, machinery and equipment, structures and civil work, environmental aspects, project charts and layouts.

Financial Estimation: Project cost, source of finance, cost of production.

Unit IV (08 Sessions)

Financial Analysis: Characteristics of financial statement, Working Capital, Project income statement, projected cash flow statement, projected balance sheet, projected profitability.

Investment Evaluation: Investment decision rule, techniques of evaluation, payback period, accounting rate of return, profitability index method, Net profitability index, Internal rate of return, discounted payback period.

Unit V (10 Sessions)

Social Cost Benefit Analysis: Concept of social cost benefit, significance of SCBA, Approach to SCBA, UNIDO approach to SCBA, Shadow pricing of resource, the little miracle approach,

Project Implementation: Schedule of project implementation, Project Planning, Project Control, Human aspects of project management, team building, high performance team.

SUGGESTED READINGS

1. Marwah-Project Management(Wiley Dreamtech)
2. Chaturvedi & Jauhari-Project Management(Himalaya Publishing)
3. Chandra Prasanna - Project : Preparation ,Appraisal, Budgeting and Implementation. (TMH, 5th Ed.)
4. Mishra - Project Management (Excel Books)
5. Goyal BB – Project Management : A Development Perspective (Deep & Deep)
6. Gopalan- Project Management Core Text B

SPECIALIZATION GROUP- 1

MBA HR 01: LEADERSHIP & PERSONALITY DEVELOPMENT

Objectives: This course focuses on helping students develop an ongoing, flexible portfolio of information about them and work in order to prepare them self for satisfying and productive lives in an ever-changing world. The course is aimed at equipping the students with necessary concepts and techniques to develop effective leadership skills to inform others induce them and enlist their activity and willing co-operation in the performance of their jobs

UNIT I (08 Sessions)

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

UNIT II (06 Sessions)

Personality Determinants : An overview of Personality determinants. Evaluation of Personality: Sick Personalities and Healthy Personalities.

UNIT III (10 Sessions)

Training : Concept, Role, Need and Importance of Training, Types of Training, Understanding Process of Learning, Developing an Integrated Approach of Learning in Training Programme. Training Need Assessment

UNIT IV (8 Sessions)

Leadership – Meaning, Concepts and Myths about Leadership, Components of Leadership- Leader, Followers and situation. Leadership Skills – Basic Leadership Skills, Building Technical Competency, Advanced Leadership Skills, Team Building for Work Teams, Building High Performance Teams.

UNIT V (08 Sessions)

Assessing Leadership & Measuring Its effects. Groups, Teams and Their Leadership. Groups – Nature, Group Size, Stages of Group Development, Group Roles, Group Norms, Group Cohesion. Teams – Effective Team Characteristics and Team Building, Ginnetts Team Effectiveness Leadership Model.

Suggested Readings :

1. Yukl G - Leadership in Organisations (Prentice hall, 7th Ed.)
2. Lall & Sharma – Personal Growth Training & Development (Excel Books)
3. Janakiraman- Training & Development (Biztantra)
4. Yukl G - Leadership in Organisations (Pearson, 6th Ed.)
5. Hurlock., Elizabeth B - Personality Development (Tata McGraw Hill, 1st Ed.)
6. Udai Pareek - Understanding Organizational Behaviour (Oxford, 2nd Ed.)
7. Sahu R..K. - Training for Development (Excel Books, 1st Ed.)

MBA HR 02: INDUSTRIAL RELATIONS AND LABOUR ENACTMENTS

COURSE OBJECTIVE: The Course intends to educate and create awareness among the participants about various aspects of Industrial Relations and thus equip them to handle this delicate subject with maturity, objectivity and understandings. To gain knowledge of concepts, issues and legal framework of Industrial Relations.

UNIT I (6 Sessions)

Overview of Industrial Relations : Concept of Industrial Relations; Nature of Industrial Relations; Objectives of IR; Evolution of IR in India ; Role of State; Trade Union; Employers' Organisation; ILO in IR.

UNIT II (8 Sessions)

Trade Unionism : Trade Union : origin and growth, unions after independence, unions in the era of liberalization; concept, objectives, functions and role of Trade Unions in collective bargaining; problems of Trade Unions.

UNIT III (6 Sessions)

Labour problems : Discipline and misconduct; Grievance Handling Procedure; Labour turnover; Absenteeism; Workers' participation in management.

UNIT IV (8 Sessions)

Technological Change in IR-Employment issues, Management Strategy, Trade Union Response, Human Resource Management and IR- Management Approaches, Integrative Approaches to HRM; International Dimensions of IR.

UNIT V (12 Sessions)

Labour Legislations: Industrial Dispute Act, Factories Act, Payment of Wages Act, Workmen's Compensation Act. Important Provisions of Employees' State Insurance Act, Payment of Gratuity Act, Employees Provident Fund Act.

Suggested Readings :

1. Mamoria CB, Mamoria, Gankar - Dynamics of Industrial Relations (Himalayan Publications, 15th Ed.)
2. Singh B.D. - Industrial Relations & Labour Laws (Excel, 1st Ed.)
3. Kogent - Industrial Relations & Labour Laws (Wiley Dreamtech)
4. Srivastava SC - Industrial Relations and Labour Laws (Vikas, 2000, 4th Ed.)
5. Venkata Ratnam – Industrial Relations (Oxford, 2006, 2nd Ed.)

SPECIALIZATION GROUP- 2

MBA MK01: CONSUMER BEHAVIOUR AND CUSTOMER LOYALTY

Course Objective:

Objective of this course on Consumer Behavior and Customer Loyalty is to present a comprehensive coverage of the subject with examples from the Indian Scenario. This course also challenges students to understand the complexities of consumer needs and perceptions and translate them into effective Marketing Strategies. The course will be focusing on real life case-studies from Indian environment.

UNIT I (08 Sessions)

Overview of Consumer Behaviour

Understanding Consumer Behavior- Meaning and Concept of Consumer and Customer, Consumer Learning, Different Models in Consumer Behavior, Consumer Decision making process-Concept of Consumer Decision; Levels of Consumer Decision Making; Consumer Decision Making Model, Changing Indian Consumer Behavior-Drivers of Change; Changing Consumer Trends; Rural Consumer Behavior; New Consumption Patterns, Organisational Buying Behaviour

UNIT II (10 Sessions)

Factors Influencing Consumer Buying Decision

Influence of Culture on Consumer Behavior-Concept of Culture; The measurement of Culture; Indian Core Values; Cultural aspects of emerging markets, Values, Lifestyles, and Psychographics- Impact of Values, Lifestyles and Psychographics on buying behavior; Demographics, Lifestyles and Psychographics; Values and Value Systems, Group Influence on Consumption- Role of reference groups; Effect of reference groups on consumer decision making; Celebrity endorsements

UNIT III (8 Sessions)

Customer Loyalty Comprehension

Meaning and definition of customer loyalty, Significance of Customer Loyalty, Customer Loyalty Ladder, Loyalty Principles, Benefits of Customer Loyalty, Customer Loyalty and its relationship with customer satisfaction, Customer retention and Brand Loyalty, Factors affecting customer loyalty formation, Rai-Srivastava model of customer loyalty formation, Drivers of Customer Loyalty.

UNIT IV (8 Sessions)

Customer Loyalty Outcomes

Characteristic Features of Behavioral Loyalty, Attitudinal Loyalty and Cognitive Loyalty, Role of Customer Loyalty outcomes in business decisions, Significance of Customer Loyalty for Marketers, Relationship Influencers of Customer Loyalty including factors mediating customer loyalty relationship with other relationship influencers, Customer Affinity, Customer Engagement.

UNIT V (06 Sessions)

Customer Loyalty Measurement and Application

Measuring Customer Loyalty, Customer Loyalty measurement models and scales, Influence of Service Quality on Customer Loyalty, Customer Loyalty in Retail Industry, Customer Loyalty in Banking and Insurance Industry, Customer Loyalty Application in Aviation Industry

Suggested Readings

1. D. L. Loudon, J. Albert Della Bitta: Consumer Behavior; Concepts and Applications, Tata McGraw Hill Publishing Company Limited
2. L. G. Schiffman, L. L. Kanuk, & S. R. Kumar: Consumer Behavior, Pearson Education Inc.
3. Rai Alok K., Srivastava M., "The Character of Customer Loyalty", TATA MCGraw Hill
4. Kazmi & Batra- Consumer Behaviour (ExcelBooks)
5. Henry A.: Consumer Behavior and Marketing Action, Thomson Asia Pte Ltd.
6. M. Evans, A. Jamal, & G. Foxall : Consumer Behavior, John Wiley & Sons LTD.
7. M. Khan: Consumer Behavior, New Age International Publishers

MBA MK 02: INTEGRATED MARKETING COMMUNICATIONS

Course Objective:

To familiarize the students with the different elements of Integrated marketing communications, so that they can look at marketing communications with a holistic approach. The course is designed to enable the students to learn the basics of marketing communications.

UNIT I (6 Sessions)

Integrated Marketing Communication (IMC): Marketing Communication, Objectives of Marketing Communication, Factors contributing to IMC, Participants in IMC, IMC Promotion Mix, IMC Management & Planning Model, Challenges in IMC,

UNIT II (10 Sessions)

Advertising Management: Meaning, Nature and Scope of Advertising, Advertising – Classification of advertising, Types of advertising, advertising appropriation, advertising campaigns Process of Advertising, Customer and Competitor Analysis, STP Strategies for Advertising. Advertising Agencies – their role, functions, organisation, Remuneration, client agency relationship, account Planning; Hoarding Contractors; Printers, etc. Management of Advertising Agencies, Role of Advertising in Natural Development, Testing of Advertising Effectiveness, Preparation and Choice of Methods of Advertising Budget, Ethical and Social Issues in Advertising

UNIT III (08 Sessions):

Message Design-The Creative concept development; the creative processes of the different forms of IMC; AIDA model Considerations for creative idea Visualization. Creative planning, creative strategy development, Communications appeals and execution, Message strategy design considerations, Source of the message, Message integration, Advertorials and Infomercials, Evaluation of Creative Strategy/work. Campaign Planning: Message Creation, Copywriting. Role of Creativity in Copywriting

UNIT IV (06 Sessions)

Media Management - Media Types and their characteristics; Setting Media objectives; Considering key media concepts; Media planning; Media Strategy; Media buying; Cross media concept; and media research.

UNIT V (10 Sessions)

Emerging Concepts and Issues in Marketing Communications

Sponsorship: POP: Supportive Communication, Role of E-Commerce in Marketing Communication.

Corporate Communication, Public Relations – Types of PR, Sales Promotion – Different types of Sales Promotion, relationship between Sales promotion and advertising, Publicity – Types of Publicity, relationship between advertising and publicity, Personal Selling, Direct marketing and direct response methods, Event Management

Suggested Readings:

1. Siraj M Joseph & Rahtz Don R : Integrated Marketing Communication – A Strategic Approach, Cengage Learning
2. Kenneth Clow & Donald Baack : Integrated Advertising, Promotion, and Marketing Communications, Pearson Education, Limited
3. Borden & Marshall : Advertising Management; MV Taraporevala Sons' Co Pvt. Ltd, Richard D Irwin Inc. Homewood, Illinois.
4. Chunawala & Sethia : Foundations of Advertising Theory & Practice; Himalaya Publishing House
5. Copley Paul : Marketing Communications Management Concepts & theories, Cases and Practices; Butterworth- Heinemann Publication
6. Duncon : Integrated Marketing Communications, Tata Mc

SPECIALIZATION GROUP- 3

MBA FM 01: SECURITY ANALYSIS AND INVESTMENT MANAGEMENT

COURSE OBJECTIVE: The objective of this course is to expose the students to the concepts, tools and techniques applicable in the field of security analysis and portfolio management.

Unit I (08 Sessions)

Overview of Capital Market: Market of securities, Stock Exchange and New Issue Markets - their nature, structure, functioning and limitations; Trading of securities: equity and debentures/ bonds. Regulatory Mechanism: SEBI and its guidelines; Investor Protection, Saving, investment, speculation. Type of investors, Aim & Approaches of security analysis.

Unit II (08 Sessions)

Risk & Return: Concept of Risk, Component & Measurement of risk, covariance, correlation coefficient, measurement of systematic risk.

Fundamental Analysis: Economic, Industry, Company Analysis, Technical Analysis: DOW Theory, Support and Resistance level, Type of charts & its interpretations, Trend line, Gap Wave Theory, Relative strength analysis, Technical Versus Fundamental analysis.

Unit III (08 Sessions)

Nature of Stock Markets: EMH (Efficient Market Hypothesis) and its implications for investment decision. Valuation of Equity: Nature of equity instruments, Equity Valuation Models. Approaches to Equity Valuation: Valuation of Debentures/Bonds : nature of bonds, valuation, Bond theorem, Term structure of interest rates, Duration. Valuation of Derivatives (Options and futures): concept, trading, valuation.

Unit IV (08 Sessions)

Portfolio Analysis and Selection: Portfolio concept, Portfolio risk and return, Beta as a measure of risk, calculation of beta, Selection of Portfolio: Markowitz's Theory, Single Index Model, Capital market theorem, CAPM (Capital Asset Pricing Model) and Arbitrage Pricing Theory.

Unit V (08 Sessions)

Portfolio Management and Performance Evaluation: Performance evaluation of existing portfolio, Sharpe, Treynor and Jensen measures; Finding alternatives and revision of portfolio; Portfolio Management and Mutual Fund Industry

SUGGESTED READINGS:

- 1) Ranganatham - Security Analysis and Portfolio Management (Pearson Education, 2st Ed.)
- 2) Chandra P - Investment Analysis and Portfolio Management (Tata Mc Graw Hill, 2008)
- 3) Bhatt - Security Analysis and Portfolio Management (Excel Books)
- 4) Bhatt- Security Analysis and Portfolio Management (Wiley Dreamtech)
- 5) Pandian P - Security Analysis and Portfolio Management (Vikas, 1st Ed.)
- 6) Bodie, Kane, Marcus & Mohanti - Investment and Indian Perspective (TMH, 6th

MBA FM 02 : MANAGEMENT OF FINANCIAL INSTITUTIONS AND SERVICES

COURSE OBJECTIVE:

The present course aims at familiarizing the participants with objectives, strategies, policies and practices of major financial institutions in India and various financial services.

Unit I : (08 Sessions)

Financial System and Markets: Constituents and functioning; RBI – Role and functions. Regulation of money and credit, Monetary and fiscal policies, Techniques of regulation and rates; Overview of Foreign Exchange Market, Financial Sector Reforms in India, Overview of Financial Services: nature, scope and importance etc.

Unit II : (08 Sessions)

Banking Industry in India, constituents, banking sector reforms, determination of commercial interest rates: fixed and floating, Management of capital funds- capital adequacy norms, Liquidity Management, Asset Liability Management - Gap analysis, Management of Non- performing assets, Strategies for making commercial banks viable.

Unit III : (10 Sessions)

Securitisation : concept, nature, scope and their implications. Securitization of Auto loans and housing loans, Securitisation in India. DFIs in India - IDBI, ICICI, IFCI, NABARD, RRBs, State Level Institutions ; NBFCs - Their status, types, working and strategies for commercial viability ; Insurance organisations - Their status, types, working and strategies for commercial viability.

Unit IV : (10 Sessions)

Leasing and Hire Purchase: Industry. Size and scope. Parties involved, Evaluation of Lease transaction, Types of lease and their implications, Hire purchase and lease - differences and implications for the business. Other financial services: Factoring, Forfeiting, Discounting and Re Discounting Of Bills, Consumer Credit and Plastic Money – concept, working and uses of each.

Unit V (06 Sessions)

Concept, Types, Significance of Mutual Funds, NAV, Evolution & Growth of Mutual Funds, Role of Registrar, Underwriter according to SEBI guidelines.

SUGGESTED READINGS:

- 1) Fabozzi - Foundations of Financial Markets and Institutions (Prentice hall, 3rd Ed.)
- 2) Parameswaran- Fundamentals of Financial Instruments (Wiley India)
- 3) Khan M Y - Financial Services (Tata Mc Graw Hill, 1998)
- 4) Machiraju H R - Indian Financial System (Vikas, 2004)
- 5) Bhole L M - Financial Institutions and Markets (Tata McGraw-Hill, 3rd edition, 2003)
- 6) Srivastava, R.M & Nigam Divya - Management of Financial Institutions (Himalaya, 2003)
- 7) Gurusamy R - Financial Services & Markets (Thomson, 1st Ed.)

Semester- Fourth

MBA 41: STRATEGIC MANAGEMENT

COURSE OBJECTIVE:

The present course aims at familiarizing the participants with the concepts, tools and techniques of corporate strategic management so as to enable them to develop analytical and conceptual skills and the ability to look at the totality of situations. Class participation will be fundamental to the development of the skills of the students.

UNIT I (6 Sessions)

Introduction, Strategic Management, Business Policy, Corporate Strategy, Basic Concept of Strategic Management, Mission, Vision, Objectives, Impact of globalization, Basic Model of Strategic Management, Strategic Decision Making.

UNIT II (8 Sessions)

Impact of Internet and E-Commerce, Role of Strategic Management in Marketing, Finance, HR and Global Competitiveness.

Environmental Scanning, Industry Analysis, Competitive Intelligence ETOP Study, OCP, SAP Scanning,

UNIT III (10 Sessions)

Corporate Analysis, Resource based approach, Value-Chain Approach, Scanning Functional Resources, Strategic Budget and Audit.

SWOT Analysis, TOWS Matrix, Various Corporate Strategies: Growth/ Expansion, Diversification, Stability, Retrenchment & Combination Strategy.

UNIT IV (8 Sessions)

Process of Strategic Planning, Stages of corporate development, Corporate Restructuring, Mergers & Acquisitions, Strategic Alliances, Portfolio Analysis, Corporate Parenting, Functional Strategy, BCG Model, GE 9 Cell, Porters Model: 5 Force and Porters Diamond Model, Strategic Choice.

UNIT V (8 Sessions)

Strategy Implementation through structure, through Human Resource Management: through values and ethics. Mc Kinsey's 7S Model, Organization Life Cycle, Management and Control, Activity based Costing, Strategic Information System.

Case Study related to the Entire Syllabus.

Suggested Reading

1. Carpenter-Strategic Management(Pearson)
2. Kazmi A. - Business Policy and Strategic Management (Tata Mc Graw Hill, 2nd Ed.)
3. Kachru - Strategic Management: (Excel Books)
4. Cliff Bowman - Business Policy and Strategy (Prentice Hall of India)
5. Trehan- Strategic Management (Wiley)
6. Mc Carthy D.J., Minichiello Robert J., and Curran J.R. - Business Policy and Strategy (AITBS)
7. Lawrence R.Jauch., Glueck William F. - Business Policy and Strategic Management (Frank Brothers)
8. Pearce II John A. and Robinson J.R. and Richard B. - Strategic Management (AITBS)

MBA42: INSURANCE & RISK MANAGEMENT

Course Objective

To make the budding finance professionals understand the fundamentals of Insurance and Risk Management in order to enhance their knowledge and decision-making skills required for this specialty sector.

UNIT - I (8 sessions)

Introduction and Scope of Insurance- Historical perspective, Conceptual Framework, Meaning, Nature and Scope of Insurance, Classification of Insurance Business viz., Life Insurance and General Insurance. Role of Insurance in Economic Development & Insurers' Obligation towards Rural and Social Sectors. Price of a financial transaction, Statistics and probability from single risk to portfolios. Pooling risks: mutuality & solidarity Introduction to reinsurance, Principles of Life Insurance and Governance of Insurance Business.

UNIT - II (10 sessions)

Life insurance technique: the basics- Demographical bases, life insurance products: Single premiums, single recurrent and periodic premium insurance, products, Mathematical provisions, life insurance products:

Endowment, Life annuity, unit and index linked, pension funds

Life insurance technique: applications- Life insurance with benefits linked to investment performance, the valuation of the life insurance business, Portfolio Evaluation tools Risks and Solvency, Pension Funds and Occupational Pension Schemes

Non life insurance technique: the basics- Actuarial Model for calculation of premium rates, risk classification Non-life technical provisions.

UNIT - III (6 sessions)

Financial Aspects of Insurance Management- Insurance Companies and functions, Mutual Funds, Housing Finance.

Important Life Insurance Products and General Insurance Products Determination of Premiums and Bonuses Various Distribution Channels

Unit - IV (8 sessions)

Risk Management: Risk management objectives and tools, risk management and value creation, the risk management process, enterprise-wide risk management, Risk management in industrial companies, RAPM - Risk Adjusted Performance Measures, value at Risk and Underwriting, Role of Actuaries- Product framing, Underwriting guidelines. Preparation of Insurance Documents

Policy Conditions

UNIT - V (8 sessions)

Settlement of Claims, Insurance Laws and Regulations with respect to following Acts.

Insurance Act 1938, Life Insurance Corporation Act 1956, IRDA Act 1999, Ombudsman Scheme, Income Tax Act, Wealth Tax Act 1957, Married Women's Property Act 1874. Code of Conduct in Advertisement, Financial Planning and Taxation, Bank Deposit Schemes, Unit Trust and Mutual Funds, Shares, Tax Benefits under Life Insurance Policies

Suggested Readings:

1. Neelam Gulati-Principles of Risk Management& Insurance (Excel Books)
2. Kakkar & Srivastava – Insurance and Risk Management (Universities Press)
3. Vaughan & Vaughan - Fundamentals of risk & Insurance (John Wiley & Sons, New York)
4. Srivastava D.C., Srivastava Shashank - Indian Insurance Industry Transition & Prospects (New Century Publications, Delhi)
5. Mishra M.N. - Insurance Principle & Practice (Sultan Chand & Company Ltd., New Delhi)

MBA 43: HOSPITALITY & TOURISM MANAGEMENT

Course objective

This course acquaints the student with the scope and complexity of the hospitality and tourism industry by exploring the national and global relationships.

UNIT I (08 Sessions)

What is Tourism? Definitions and Concepts, Tourist destination, services and industry, General Tourism Trends. Types of Tourists, Visitor, Traveller, and Excursionist–Definition and differentiation. Inter–regional and intra–regional tourism, inbound and outbound tourism, domestic, international tourism. Forms of Tourism: religious, historical, social, adventure, health, business, conferences, conventions, incentives, sports and adventure, senior tourism, special interest tourism like culture or nature oriented, ethnic or ‘roots’ tourism and VFR.

New Trends of travel, E- Commerce and Online communication in Tourism

UNIT II (08 Sessions)

Definition of Tourism Product, Elements and characteristics of tourism products. Tourism product Life Cycle, Typology of tourism products.

Natural Resources: Wildlife Sanctuaries, National Parks and Natural Reserves in India

World Heritage Sites of India: Ajanta & Ellora Caves, Taj Mahal, Agra Fort, Sun Temple, Konark, Monuments at Khajuraho, Monuments at Hampi

Fairs and Festivals: Kumbha, Pushkar, Pongal/Makar-Sankranti, Baishakhi, Holi, Onam, Durga Puja, Diwali, Kartik Purnima (Dev Deepawali, Guru Parb), Rathayatra, Barawafat, Id-ul-Fitr, Easter, Christmas, Carnival (Goa), Ganga Mahotsava, Taj Mahotsava, Khajuraho Mahotsava and Desert Festival. Dance & Music: Classical

UNIT III (08 Sessions)

Origin of Travel Agency. Definition and scope of Travel Agency. Definition of Tour Operator and Tour operation. Differences between Travel Agency and Tour Operator.

Travel Agency: Functions, Organization, Tour operator functions and organizations, client handling; Income sources.

Setting up of Travel Agency, Approval procedure for Travel Agent and Tour operator by DOT: IATA rules and regulations.

UNIT IV (08 Sessions)

Introduction to the Hospitality Industry - Origin, Nature and Importance, Hotel Organisational structure and its hierarchy of Very Large, Large and medium hotels and Hotel Chains of India, Classification of Hotels and Hotel Categories (Star Rating), Hotel Revenue Centres – Rooms Division, F& B Division,

UNIT V (08 Sessions)

Hotel Cost Centres- Marketing, Engineering, Accounting, Human Resources, Security.

Types of Hotel Rooms, Plans and Rates, Front Office and its coordination with other , Classification of Hotels – as per Location, Size, Target Markets, Levels of Service, Ownership & Affiliation, Other Lodging Establishments departments, Laws and rules pertaining to Hospitality Industry, Hospitality Organisation- FHRAI, HRACC, IH&RA, Customer Care - general etiquettes, telephone handling, effective communication skills

Suggested Readings:

- 1 Goeldner-Tourism Principles & Philosophy (Wiley Dreamtech)
- 2 Dixit, M and Sheela, C. Tourism Products (New Royal Book, 2001)
- 3 Hospitality and Tourism – Kadam R (UDH Publishers edition 2013)
- 4 Tourism Marketing-Devashis Das Gupta-(Pearson)
- 5 Misra & Sadaul- Basic of Tourism Management (Excel Books)
- 6 Walker –Introduction to hospitality Management 2e (Prentice hall)
- 7 Kotler-Marketing for Hospitality and Tourism (Prentice hall)

MBA 44: BEHAVIOURAL FINANCE

Course Objective

The purpose of this course is to introduce the student to the new field of behavioural finance. The theory is based on the notion that investors behave in a rational, predictable and an unbiased manner. While behavioural finance challenges this traditionally held notion. Reliant upon cognitive psychology decision theory, behavioural finance is the study of how investors' interpret and act on available, fallible information. This course will help the students to identify persistent or systematic behavioural factors that influence investment behavior

UNIT I (8 Sessions)

Behavioural Finance: Nature, Scope, Objectives and Significance & Application. History of Behavioural Finance, Psychology: Concept, Nature, Importance, The psychology of financial markets, The psychology of investor behaviour, Behavioural Finance Market Strategies, Prospect Theory, Loss aversion theory under Prospect Theory & mental accounting—investors Disposition effect .

UNIT II (8 Sessions)

Building block of Behavioural Finance, Cognitive Psychology and limits to arbitrage. Demand by arbitrageurs: Definition of arbitrageur; Long-short trades; Risk vs. Horizon; Transaction costs and short-selling costs; Fundamental risk; Noise-trader risk; Professional arbitrage; Destabilizing informed trading (positive feedback, predation) Expected utility as a basis for decision-making. The evolution of theories based on expected utility concept.

UNIT III (08 Sessions)

Elsberg's paradoxes, Rationality from an economics and evolutionary perspective. Different ways to define rationality: dependence on time horizon, individual or group rationality. Herbert Simon and bounded rationality. Demand by average investors: Definition of average investor; Belief biases; Limited attention and categorization; Non-traditional preferences – prospect theory and loss aversion; Bubbles and systematic investor sentiment.

UNIT IV (08 Sessions)

External factors and investor behaviour: Fear & Greed in Financial Market, emotions and financial markets: geomagnetic storm, Statistical methodology for capturing the effects of external influence onto stock market returns

UNIT V (08 Sessions)

Behavioral corporate finance: Empirical data on dividend presence or absence, ex-dividend day behavior. Timing of good and bad corporate news announcement. Systematic approach of using behavioural factors in corporate decision-making. Neurophysiology of risk-taking. Personality traits and risk attitudes in different domains.

Suggested Readings:

1. Finding Financial Wisdom in Unconventional Places (Columbia Business School Publishing)
2. Bisen, pandey-Learning Behavioural Finance(Excel Books)
3. A History of Financial Speculation: Edward Chancellor
4. Forbes- Behavioural Finance (Wiley India)
5. The Little Book of Behavioral Investing (Montier)
6. The Psychology of Persuasion (Collins Business Essentials)

SPECIALIZATION GROUP- 1

MBA HR 03: NEGOTIATION & COUNSELLING

Objectives: The objective of this course is to provide knowledge of concepts and issues of negotiation and counseling such that to equip the students with valuable skills, techniques and strategies in counseling.

UNIT I (06 Sessions)

Negotiation: Nature, Characteristics, Strategy and Tactics of Distributive Bargaining, Strategy and Tactics of Integrative Negotiation; Strategy and Planning for Negotiation.

UNIT II (06 Sessions)

Negotiation Sub processes: Perception, Cognition and Emotion Communication: What is communicated during negotiation and how people communicate in Negotiation.

UNIT III (08 Sessions)

Best Practices in Negotiation – Fundamental Structure of negotiation and BATNA. Case I - Role Negotiation at Bokaro Steel Plant (Understanding Organizational Behaviour. By Udai Pareek, Oxford, Second Edition Page 410-415).

UNIT IV (10 Sessions)

International and Cross Cultural Negotiation: Context and Concept, Influence of Culture on Negotiation: Case II - The Dabhol Debacle (Negotiation Made Simple, SL Rao, Excel Books pp.30-35 and pp. 196-197).

UNIT V (10 Sessions)

Emergence & Growth of Counselling: Factors contributing to the emergence, Approaches to Counselling: Behaviouristic, Humanistic Approaches and Rogers Self Theory Counselling Process : Steps in Counselling Process. Modern Trends in Counselling – Trends, Role of a Counsellor and Model of Conselling.

Suggested Readings :

1. Lewicki, Saunders & Barry - Negotiation (Tata Mc Graw Hill, 5th Ed.)
2. B.D.Singh - Negotiation Made Simple (Excel Books, 1st Ed.)
3. . Rao S N - Counseling and Guidance (Tata Mc Graw Hill, 2nd Ed.)
4. Singh Kavita - Counselling Skills for Managers (PHI, 1st Ed.)
5. Welfel, Patterson - The Counselling Process, A Multi theoretical Integrative Approach. (Thomson India, 6th Ed.)
6. Pareek Udai - Understanding Organisational Behaviour (Oxford)

SPECIALIZATION GROUP- 2

MBA FM 03: TAX PLANNING AND MANAGEMENT

COURSE OBJECTIVE:

The present course aims at familiarizing the participants with the principles, problems and structure of different types of business taxes in Indian and relevance of these taxes in business decisions. Besides, a broad understanding or role of taxation in economic and industrial development of an economy will also be given.

Unit I (08 Sessions)

Nature and Scope of Tax Planning: Nature, Objectives of Tax Management, Tax Planning, Tax Avoidance & Tax Evasion, Assessment Year, Previous Year, Assessee – types, Residential status, Non-resident Indians.

Unit II (08 Sessions)

Tax on Individual Income – Computation of tax under the heads of Salaries, Income from House Property, Profits & Gains of Business, Capital Gains & Income from Other Sources. Tax deductible at source

Unit III (10 Sessions)

Corporate Income Tax: Tax concessions and incentives for corporate decisions. Tax planning for depreciation; Treatment of losses & unabsorbed items; Carry forward and set off losses. Tax and business reorganizations: merger and amalgamation, Tax planning regarding Employees Remuneration, Tax appeals, Revision & Review.

Unit IV (08 Sessions)

Wealth tax on closely held companies; Valuation of assets; Filing of returns; Assessment; Appeals; Review; Revision and Rectification.

Unit V (6 Sessions)

Central Excise Act 1994 and Excise planning; Customs Act and Customs Duties Planning

SUGGESTED READINGS:

- 1) Bhatia H L - Public Finance (Vikas)
- 2) Lakhotia R N - How to Save Wealth Tax (Vision Book 2001, 9th Ed.)
- 3) Prasad Bhagwati - Income Tax Law & Practice (Vishwa Prakashan)
- 4) Santaram R - Tax Planning by Reports (Taxmann, 1978).
- 5) Singhania V K - Direct Taxes, Law & Practice (Taxmann, 40th Ed.)
- 6) Datey V.S. - Indirect Taxes – Law & Practice (Taxmann, 20th Ed.)

SPECIALIZATION GROUP- 3

MBA MK03 RETAILING AND DISTRIBUTION MANAGEMENT

Course Objective:

This program helps management students to understand the fundamentals of Distribution management and familiarizing the participants with the global dynamism of retail practices and provides a specialize platform for developing cutting edge skills in retails. Class participation will be fundamental to the development of these skills.

UNIT I (08 Sessions)

Distribution Management: An Overview

Meaning, concept and elements of Distribution; Growing importance of distribution for strategic advantage; Value chain and marketing intermediaries; Various marketing intermediaries and their roles in value addition; Conventional distribution systems for various product categories; Multiple Channel Systems; Designing channel structure and strategy

UNIT II (08 Sessions)

IT enabled Distribution Systems & Channel Relationships

IT enabled Distribution Systems; Disintermediation vs Reintermediation; Cybermediary (e-commerce), Partial disintermediation, Infomediary; Intermediary empowerment; Framework for adoption of IT enabled distribution systems; Nature and characteristics of Partnering Channel Relationships; Stages, Reasons and Factors of developing Partnering Channel Relationships; Channel Conflicts and Resolution Strategies; Partnering Channel Relationships and IT

UNIT III (10 Sessions)

Logistics Management

Concept, Types, and Functions of Inventory; Inventory Management Tools and Techniques; Nature, Concept, Types, Functions and Strategy of Warehousing; Value of Information in Logistics and Bullwhip Effect; Logistics Information System and Order Processing, Concept, Evolution and Objectives of Logistics Management; Components and Functions of Logistics Management; Distribution related Issues and Challenges for Logistics Management; Gaining competitive advantage through Logistics Management;

UNIT IV (06 Sessions)

Retail Management: An Overview

Concept and Evolution; Functions and Role of Retailing in Distribution; Social and Economic significance of Retailing; Formats of Retailing; Organized Retailing; Technology in Retailing; Present Indian Retailing Scenario

UNIT V (8 Sessions)

Retail Management Decisions

Organizational buying formats and processes; Merchandise Planning systems; Category Management; Logistics issues in Retailing; Inventory Management and Replenishment Systems; Value of Information visibility, Functions, Costs, and Modes of Transportation, Selection of Transport Mode; Transportation Network and Decision

Suggested Readings:

1. Agrawal D. K., Distribution & Logistics Management: A Strategic Marketing Approach, Macmillan Publishers India Ltd. New Delhi,
2. Berman- Retail Management Strategic approach-11e (Prentice hall)
3. Cox-Retailing An introduction 5e (Prentice hall)
4. Alan Rushton, Phil Croucher & Peter Baker, The Handbook of Logistics & Distribution Management, Kogan Page Ltd. London,
5. Anne T. Coughlan, Erin Anderson, Louis W. Stern & Adel I. El-Ansary, Marketing Channels, Pearson Education, Delhi,
6. P. K. Sinha & D. P. Uniyal, : Managing Retailing, Oxford University Press.