

## **Fourth Semester**

### **MBA 041 : ENTREPRENEURSHIP DEVELOPMENT**

**Max. Hours : 40**

#### **Unit I (10 Sessions)**

**Entrepreneurship:** Definition of Entrepreneur, Internal and External Factors, Functions of an Entrepreneur,

Entrepreneurial motivation and Barriers, Classification of Entrepreneurship, Theory of Entrepreneurship,

Concept of Entrepreneurship, Development of entrepreneurship; Culture, stages in entrepreneurial process.

#### **Unit II (10 Sessions)**

**Creativity and Entrepreneurial Plan:** Idea Generation, Screening and Project Identification, Creative

Performance, **Feasibility Analysis** Economic, Marketing, Financial and Technical; **Project Planning:**

Evaluation, Monitoring and Control segmentation. **Creative Problem Solving:** Heuristics, Brainstorming,

Synectics, Value Analysis, **Innovation.**

#### **Unit III (10 Sessions)**

**International Entrepreneurship Opportunities:** The nature of international entrepreneurship, Importance of

international business to the firm, International versus domestic's entrepreneurship, Stages of economic development.

**Institutional support for new ventures:** Supporting Organizations; Incentives and facilities; Financial

Institutions and Small scale Industries, Govt. Policies for SSIs.

#### **Unit IV (10 Sessions)**

**Family and Non Family Entrepreneur:** Role of Professionals, Professionalism vs family entrepreneurs, Role

of Woman entrepreneur.

**Venture Capital:** Venture capital, Nature and Overview, Venture capital process, locating venture capitalists.

#### **Suggested Readings:**

1. Couger, C- Creativity and Innovation (IPP, 1999)
2. Nina Jacob, - Creativity in Organisations (Wheeler, 1998)
3. Jonne & Ceserani - Innovation & Creativity (Crest) 2001.
4. Bridge S et al- Understanding Enterprise: Entrepreneurship and Small Business (Palgrave, 2003)
5. Holt - Entrepreneurship : New Venture Creation (Prentice-Hall) 1998.
6. Hunger J D and Wheelen T L - Strategic Management (Addison-Wesley, 1999)
7. Dollinger M J - Entrepreneurship (Prentice-Hall, 1999)

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### **MBA 042 : CORPORATE GOVERNANCE, VALUES & ETHICS**

**Max. Hours : 40**

#### **UNIT-I (8 Sessions)**

**Corporate Governance:** Issues, need of corporate governance code, Code of Corporate Practices, Social

Responsibility of Corporates, Corporate Social Reporting, Corporate Governance and the Role of Board (BOD),

Corporate Governance System Worldwide, Corporate Disclosure and Investor Protection in India

#### **UNIT-II (10 Sessions)**

**Values impact in Business:** Indian Value System and Values, Teaching from scriptures and tradition (Geeta,

Ramayana, Mahabharata, Upanishads, Vedas, Bible and Quran)

### **UNIT-III (10 Sessions)**

**Ethics impact in Business:** Ethical Issues in Capitalism and market systems, Ethics and social responsibility, Ethics and marketing, Ethics in finance, Ethics and human resource, Ethics and Information Technology.

Ethical theories and approaches, Intellectual property rights like designs, patents, trade marks, copy rights,

### **UNIT-IV (12 Sessions)**

**Corporate Strategy:** Global industrial competition, Information Technology, Competitive Strategy, Benchmarking, Total Quality Management, Brand Building, Promotional Strategies, Corporate Restructuring, Mergers and Acquisitions, Supply Chain Management, Horizontal Organisation, Diversification, The Indian Scene.

#### **Suggested Readings:**

- 1) S.S. Iyer - Managing for Value (New Age International Publishers, 2002)
- 2) Laura P Hartman Abha Chatterjee - Business Ethics (Tata McGraw Hill, 2007)
- 3) S.K. Bhatia - Business Ethics and Managerial Values (Deep & Deep Publications Pvt.Ltd, 2000)
- 4) Velasquez – Business Ethics – Concepts and Cases (Prentice Hall, 6th Ed.)
- 5) Reed Darryl – Corporate Governance, Economic Reforms & Development (Oxford).
- 6) Mathur UC – Corporate Governance & Business Ethics (Mc Millan).

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## **MBA HR 01 : PERSONAL GROWTH AND TRAINING & DEVELOPMENT**

**Max. Hours : 40**

### **UNIT I (12 Sessions)**

Personality : Meaning & Concept, Personality Patterns, Symbols of Self, Moulding the Personality Pattern,

Persistence & Change.

Personality & Personal Effectiveness : Psychometric Theories – Cattelle and Big Five, Psychodynamic Theories

- Carl Jung and MBTI, Transactional Analysis, Johari – Window, Personal Effectiveness.

### **UNIT II (8 Sessions)**

Personality Determinants : An overview of Personality determinants.

Evaluation of Personality : Sick Personalities and Healthy Personalities.

### **UNIT III (8 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.

### **UNIT IV (12 Sessions)**

Training Need Assessment: Determination of Training Needs, Approaches to Training Needs Assessment, TNA

Cycle of Events.

Designing Training Programmes, Methods of conducting Training, Evaluation of Training Programmes.

#### **Suggestion Readings :**

1. Hurlock., Elizabeth B - Personality Development (Tata McGraw Hill, 1st Ed.)
2. Udai Pareek - Understanding Organizational Behaviour (Oxford, 2nd Ed.)
3. Sahu R..K. - Training for Development (Excel Books, 1st Ed.)
4. Tapomoy Deb - Training & Development Concepts & Application (Ane Books, 6th Ed.)
5. Friedman & Schustack - Personality: Classic Theories and Modern Research (Pearson)
6. Lynton & Pareek - Training for Development (Vistaar Publication, 2nd Ed.)
7. Hall Calvin S.et al - Theories of Personality (Wiley-India Text Books, 4th Ed.)

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## **MBA HR 02 : INDUSTRIAL RELATIONS AND LABOUR ENACTMENTS**

**Max. Hours : 40**

### **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 (12 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.

Labour problems : Discipline and misconduct; Grievance Handling Procedure; Labour turnover; Absenteeism;

Workers' participation in management.

### **UNIT III (6 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 IV (16 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, 15<sup>th</sup> Ed.)
2. Singh B.D. - Industrial Relations (Excel, 1<sup>st</sup> Ed.)
3. Sinha - Industrial Relations, Trade Unions and Labour Legislation (Pearson Education, 1<sup>st</sup> Ed.)
4. Srivastava SC - Industrial Relations and Labour Laws (Vikas, 2000, 4<sup>th</sup> Ed.)
5. Venkata Ratnam – Industrial Relations (Oxford, 2006, 2<sup>nd</sup> Ed.)

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## **MBA HR 03 : TEAM BUILDING & LEADERSHIP**

**Max. Hours : 40**

### **UNIT I (10 Sessions)**

Leadership – Meaning, Concepts and Myths about Leadership, Components of Leadership- Leader, Followers

and situation.

Assessing Leadership & Measuring Its effects.

### **UNIT II (10 Sessions)**

Focus on the Leader – Power and Influence; Leadership and Values.

Leadership Traits; Leadership Behaviour; Contingency Theories of Leadership; Leadership and Change.

### **UNIT III (10 Sessions)**

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.

### **UNIT IV (10 Sessions)**

Leadership Skills – Basic Leadership Skills, Building Technical Competency, Advanced Leadership Skills, Team

Building for Work Teams, Building High Performance Teams.

**Suggested Readings :**

1. Hughes, Ginnett, Curphy - Leadership, Enhancing The Lessons of Experience (Tata Mc Graw Hill, 5<sup>th</sup> Ed.)
2. Yukl G - Leadership in Organisations (Pearson, 6<sup>th</sup> Ed.)
3. West Michael - Effective Team Work (Excel Books, 1<sup>st</sup> Ed.)
4. Sadler Philip - Leadership (Crest Publishing House)

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**MBA HR 04 : NEGOTIATION & COUNSELLING**

**Max. Hours : 40**

**UNIT I (12 Sessions)**

Negotiation: Nature, Characteristics, Strategy and Tactics of Distributive Bargaining, Strategy and Tactics of

Integrative Negotiation; Strategy and Planning for Negotiation.

**UNIT II (12 Sessions)**

Negotiation Sub processes: Perception, Cognition and Emotion

Communication: What is communicated during negotiation and how people communicate in Negotiation.

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 III (8 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 IV (8 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 - Netgotiation (Tata Mc Graw Hill, 5<sup>th</sup> Ed.)
2. Cohen S - Negotiation Skills for Managers (Tata Mc Graw Hill, 1<sup>st</sup> Ed.)
3. Rao S.L. - Negotiation Made Simple (Excel Books, 1<sup>st</sup> Ed.)
4. Rao S N - Counseling and Guidance (Tata Mc Graw Hill, 2<sup>nd</sup> Ed.)
5. Singh Kavita - Counselling Skills for Managers (PHI, 1<sup>st</sup> Ed.)
6. Welfel, Patterson - The Counselling Process, A Multi theoretical Integrative Approach. (Thomson India, 6<sup>th</sup> Ed.)
7. Pareek Udai - Understanding Organisational Behaviour (Oxford) – for case in Unit II.

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**MBA MK 01 : MARKETING OF SERVICES**

**Max. Hours : 40**

**UNIT I (8 Sessions)**

Introduction: Difference between Product and Services Marketing, Characteristics of Services

Classification of

Services, Paradigms in Services Marketing, Importance of Customer Relationship Management : Specific for

Service Industry.

Service Marketing System: Service Quality, Understanding Customer Expectations and Zone of Tolerance,

Segmentation and Zone of Tolerance, Targeting and Positioning of Services

**UNIT II (16 Sessions)**

Services Marketing Mix: Augmented Marketing Mix, Developing the Service Product/ Intangible

Product,  
Service Product Planning, Service Pricing Strategy, Services Promotions, Services Distributions.  
Physical Evidence: Role of Communication in Service Marketing, People and Internal  
Communication, Process  
of Operations and Delivery of Services, Role of Technology in Services Marketing.

### **UNIT III (8 Sessions)**

Marketing of Financial Services: Deciding the Service Quality, Understanding the Customer  
Expectations,  
Segmenting, Targeting and Positioning of Financial Services, Devising Financial Services,  
Marketing Mix  
Strategies with Special Reference to Credit Cards, Home Loans, Insurance and Banking,  
Marketing of Telecom/  
Insurance Services.

### **UNIT IV (8 Sessions)**

Services in Global Perspective: International Marketing of Services Recent Trends, Principal  
Driving Force in  
Global Marketing of Services, Key Decisions in Global Marketing, Services Strategy and  
Organizing for Global  
Marketing.

### **Suggested Readings:**

1. Baron S and Harrisk - Services Marketing: Text and Cases (Palgrave, 2nd Ed.)
2. Love lock Christopher - Services Marketing: People, Technology and Strategy (Pearson  
Education, 5th Ed.)
3. Zeithaml - Services Marketing (Tata Mc Graw Hill, 3rd Ed.)
4. Woodruff Helen - Service Marketing (Macmillian, 1st Ed.)
5. Payne Adrian - The Essence of Service Marketing (Prentice Hall of India)
6. Rama Mohana Rao - Services Marketing. (Person Education, 1st Ed.)
7. Govind Apte - Services Marketing (Oxford University Press)

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## **MBA MK 02 : MARKETING RESEARCH**

**Max. Hours : 40**

### **UNIT I (10 Sessions)**

Introduction: Definition of Marketing Research, Objective of Marketing Research, Application of  
Marketing  
Research, Limitation of Marketing Research, Marketing Research during different phases of the  
administrative  
process.

Marketing Information System : Concept, Need for Marketing Information System, Process of  
Marketing

Information System, Components of Marketing Information System.

Scientific Method of Investigation : Scientific Method, Scientific Method in the Physical Sciences  
and Marketing,

Distinction between Scientific and Non-Scientific Method, Difficulties in Applying the Scientific  
Method to  
Marketing.

Marketing Research Process

### **UNIT II (8 Sessions)**

Research Design: Various Method of Research Design, Important Experimental Research  
Designs.

Primary and Secondary Data: Methods of Collecting Primary Data, Advantages & Disadvantages  
of Primary

Data & Secondary Data, Essentials Characteristics for Selecting Secondary Data.

Basic Methods of Collecting Data: Questionnaire Method / Observation Method -Advantages &  
Disadvantages,

Methods of Observation, Precautions in Preparation of Questionnaire & Collection of Data.

### **UNIT III (8 Sessions)**

Measurement and Scaling: Types of Scales, Difficulty of Measurement, Sources of Error, Criteria for a Good

Scale, Development of Marketing Measures.

Attitude Scales: The Concept of Attitude, Component of Attitude, General Procedure in Attitude Scaling,

Selected Attitude Scales, Rating Methods, Limitations of Attitude Measurement.

Sampling: What is Sampling, Objective of Sampling, Steps in Sample Design, Various Techniques of

Sampling, Advantages & Disadvantages of Different Techniques of Sampling, Difference between Probability

and Non-probability Sampling, Problem Associated with Sampling, Determining Sample Size.

### **UNIT IV (10 Sessions)**

Data Processing, Analysis and Estimation, Hypothesis Testing, Bi-variate Analysis: Chi square, Correlation,

Rank Correlation, Regression Analysis, Analysis of Variance.

### **UNIT V (4 Sessions)**

Report Preparation: Types and Layout of Research Report; Precautions in Preparing the Research Report,

Bibliography and Annexure in Report, Drawing Conclusions, Giving Suggestions and Recommendation to the

Concerned Persons.

### **SUGGESTED READINGS:**

1. Byod & Others - Marketing Research (All India Traveler Book Seller)
2. Nargundkar - Marketing Research (Tata McGraw Hill, 2<sup>nd</sup> Ed.)
3. Luck and Rubin - Marketing Research (Prentice Hall of India, 7<sup>th</sup> Ed.)
4. Tull & Hawkins - Marketing Research: Measurement & Method (Prentice Hall of India, 6<sup>th</sup> Ed.)
5. Beri - Marketing Research (Tata McGraw Hill, 4<sup>th</sup> Ed.)
6. Churchill Gilbert A. and Iacobuce Dawn - Marketing Research Methodological Foundation (Cengage Learning, 9<sup>th</sup> Ed.)
7. William G., Zikmund and Babin Barry J. - Essence of Marketing Research (Cengage Learning)
8. Green Paul E., Tull Donald S. and Albaum Gerald - Research for Marketing Decisions (Prentice Hall of India, 5<sup>th</sup> Ed.)

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## **MBA MK 03 : SALES AND DISTRIBUTION MANAGEMENT**

**Max. Hours : 40**

### **UNIT I (14 Sessions)**

Introduction: Selling as a Part of Marketing, Sales Management Process, Role of Sales Manager, Concept of

Personal Selling, Sales Management and Salesmanship, The Ones of Personal Selling, Process of Personal

Selling, Qualities of a Successful Salesman.

Goals in Sales Management: Goal Setting Process in Sales Management, Analyzing Market Demand and Sales

Potential, Techniques of Sales Forecasting, Preparation of Sales Budget, Formulating Selling Strategies,

Designing Sales Territories and Sales Quota.

### **UNIT II (10 Sessions)**

Sales Force Management: Organising the Sales Force, Designing the Structure and Size of Sales Force,

Recruitment and Selection of Sales Force, Leading and Motivating the Sales Force, Training and Compensating

the Sales Force, Sales Contests, Evaluation and Analysis.

### **UNIT III (8 Sessions)**

Introduction to Distribution Management: Concept of Distribution Channel, Importance of a Channel, Types of Channels, Primary Distributors, Specialized Distributors and Participants, Distributors: Policies and Strategies.

### **UNIT IV (8 Sessions)**

Channel Management: Forces of Distributing Systems, Distributors Selection and Appointment, Channel

Conflicts and their Resolutions, Training the Distributors Sales Team.

#### **Suggested Readings**

1. Donaldson B - Sales Management : Theory and Practice (Palgrave)
2. Jobber David and Lancaster Geoff - Selling and Sales Management (Pearson Education)
3. Spiro - Sales Force Management (Tata Mc Graw Hill, 11<sup>th</sup> Ed.)
4. Still Richard R, Cundiff Edward W. and Govoni Norman A.P - Sales Management: Decisions, Strategies and Cases (Pearson Education, 5<sup>th</sup> Ed.)
5. Rosenbloom – Marketing Channels (Cengage Learning, 7<sup>th</sup> Ed.)
6. Johnson and Marshall - Sales Force Management (Tata Mc Graw Hill, 8<sup>th</sup> Ed.)
7. Coughlan A.T., Stern Louis W., EL-Ansary A.I. and Anderson E - Marketing Channels (Prentice Hall of India, 6<sup>th</sup> Ed.)

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## **MBA MK 04 : RETAIL MANAGEMENT**

**Max. Hours : 40**

### **UNIT I (8 Sessions)**

Overview of Retailing Environment and Management: Retailing, Definition and Concept, Functions of Retailing

Driving Forces for Retailing, Building and Sustaining Relationships, Strategic Planning, Structural Change, Type

of Retail Outlets, Market Structure, Retail Planning, Development and Control.

The Customer and Retail Business: Knowing your Customers, Focusing on the Consumer, Mapping Out

Society, Learning, Attitude. Motivation and Perception.

### **UNIT II (10 Sessions)**

Situational Analysis: Retail Institutions by Ownership. Retail Institutions by Store-based Strategy-Mix, Web,

Nonstore-based and other Forms of Non Traditional Retailing. Targeting Customers and Gathering Information.

Communicating with Customers. Promotional Strategies used in retailing.

Choosing a Store Location: Trading Area Analysis, Site Selection,. Store Design and Layout, The Store and its

Image, The External Store, Internal Store, Display, Visual Merchandising and Atmospherics.

### **UNIT III (8 Sessions)**

Managing Retail Business: Retail Organization and HRM, Retail Organisation and Operations Management,

Financial Dimensions, Managing Retail Services. Service Characteristics, Branding, Perceptions of Service Quality.

### **UNIT IV (14 sessions)**

Delivering the Product: Retail Information Systems, Merchandise Management Retail Pricing, Development and

Implementing Plans, People in Retailing.

International Retailing: Internationalization and Globalization, Shopping at World Stores, Going International,

The Internalization Process, Culture, Business and International Management.

**Suggested Readings:**

1. Newman A.J. and Cullen P - Retailing : Environment and Operations (Vikas, 1<sup>st</sup> Ed.)
2. Berman B and Evans J.R - Retail Management (Pearson Education, 9<sup>th</sup> Ed.)
3. Michael Levi M and Weitz BW - Retailing Management (Tata McGraw Hill, 5<sup>th</sup> Ed.)
4. Dunne Patrick M., Lusch Robert F. and Griffith David A - Retailing (Cengage Learning, 4<sup>th</sup> Ed.)
5. Cox Roger and Brittain Paul - Retailing: An Introduction (Pearson Education, 5<sup>th</sup> Ed.)
6. Newman and Cullen - Retailing (Cengage Learning, 1<sup>st</sup> Ed.)
7. Vedmani G. Gibson - Retail Management - Functional Principles & Practice (Jaico Publications, 1<sup>st</sup> Ed.)

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**MBA FM 01 : MANAGEMENT OF WORKING CAPITAL**

**Max. Hours : 40**

**Unit I : Introduction to Working Capital (10 Sessions)**

Nature, Scope and Definition of Working Capital, Working Capital Cycle, Assessment and Computation of Working Capital Requirement, Profitability–Liquidity trade-off, Working Capital Policy - Aggressive & Defensive.

Overview of Working Capital Management

**Unit II : Management of Cash and Marketable Securities (8 Sessions)**

Meaning of Cash, Motives for holding cash, objectives of cash management, factors determining cash needs,

Cash Management Models, Cash Budget, Cash Management: basic strategies, techniques and processes,

compensating balances ; Marketable Securities: Concept, types, reasons for holding marketable securities,

alternative strategies, choice of securities; Cash Management Practices in India.

**Unit III: Management of Receivables & Inventory (12 Sessions)**

Receivables: Nature & cost of maintaining receivables, objectives of receivables management, factors affecting

size of receivables, policies for managing accounts receivables, determination of potential credit policy including

credit analysis, credit standards, credit period, credit terms, etc; Collection Policies; Credit Management in

India.

Inventory: Need for monitoring & control of inventories, objectives of inventory management, Benefits of holding

inventory, risks and costs associated with inventories, Inventory Management: Minimizing cost in inventory,

Techniques of Inventory Management - Classification, order quantity, order point etc.

**Unit IV: Working Capital Financing (8 Sessions)**

Need and objectives of financing of working capital, short term credit, mechanism and cost-benefit analysis of

alternative strategies for financing working capital : accrued wages and taxes, accounts payable, trade credit,

bank loans, overdrafts, bill discounting, commercial papers, certificates of deposit, factoring, secured term

loans, etc; Pattern and sources of Working Capital Financing in India, with reference to Government policies.

**SUGGESTED READINGS**

1. Rangrajan and Mishra - Working Capital Management (Excel)
2. Periasamy, P - Working Capital Management –*Theory & Practice* (Himalaya, 2007)
3. Pandey, I.M. - Financial Management (Vikas, 9<sup>th</sup> Ed.)
4. V.K. Bhalla - Working Capital Management (Anmol)
5. Dheeraj Sharma - Working Capital Management (Himalaya, 2005)
6. Ravi M. Kishore - Financial Management (Taxmann, 6<sup>th</sup> Ed.)

## **MBA FM 02 : SECURITY ANALYSIS AND INVESTMENT MANAGEMENT**

**Max. Hours : 40**

### **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.

**Unit II (14 Sessions)**

**Risk & Return :** Concept of Risk, Measures of risk and return, calculation, trade off, systematic and unsystematic risk components. **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: Technical Approach – overview of concept & tools used and Fundamental Approach – economy, industry and company analysis **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 III (10 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 IV (8 Sessions)**

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

**SUGGESTED READINGS:**

### **Unit IV (8 Sessions)**

1) Chandra P - Investment Analysis and Portfolio Management (Tata Mc Graw Hill, 2008)  
2) Fischer and Jordan - Security Analysis and Portfolio Management (Prentice-Hall, 1996, 6th edition)  
3) Ranganatham - Investment Analysis and Portfolio Management (Pearson Education, 1st Ed.)  
4) Pandian P - Security Analysis and Portfolio Management (Vikas, 1st Ed.)  
5) Bodie, Kane, Marcus & Mohanti - Investment and Indian Perspective (TMH, 6th Ed.).

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## **MBA FM 03 : MANAGEMENT OF FINANCIAL INSTITUTIONS AND SERVICES**

**Max. Hours : 40**

**Unit I : Introduction (10 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 : Management of Commercial Banks (10 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 : Management of Non-Banking Financial Institutions (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 & Mutual Fund organisations** -

Their status, types, working and strategies for commercial viability.

### **Unit IV : Management of Financial Services (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.

#### **SUGGESTED READINGS:**

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

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## **MBA FM 04 : TAX PLANNING AND MANAGEMENT**

**Max. Hours : 40**

### **Unit I (10 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 (10 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 (12 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.

**Wealth tax** on closely held companies; Valuation of assets; Filing of returns; Assessment; Appeals; Review;

Revision and Rectification.

### **Unit IV (8 Sessions)**

**Central Excise Act 1994** and Excise planning; Customs Act and Customs Duties Planning (Working

Knowledge required) Consumer Protection Act 1962 and Customers planning. (Working

knowledge is required for these).

**SUGGESTED READINGS:**

- 1) Bhatia H L - Public Finance (Vikas, 1999, 20<sup>th</sup> Ed.)
- 2) Lakhota R N - How to Save Wealth Tax (Vision Book 2001, 9<sup>th</sup> 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, 40<sup>th</sup> Ed.)
- 6) Datey V.S. - Indirect Taxes – Law & Practice (Taxmann, 20<sup>th</sup> Ed.)

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**MBA IT 01 : DATABASE MANAGEMENT SYSTEM**

**Max. Hours : 40**

**Unit I (10 Sessions)**

Introduction to Database; Organisation of Database; Components of Database Management Systems; Data

Models; Entity-Relationship Model; Network Data Model; Hierarchy Data Model; Relational Data Model;

Semantic Data Model; Advantages of DBMS.

**Unit II (10 Sessions)**

Relational Database Design : Integrity Constraints; Functional Dependencies; Normalisation; Physical

Database Design; Decomposition of Relation Schemes; Introduction to data mining & Data Warehousing;

Knowledge Extraction through Data Mining.

**Unit III (12 Sessions)**

Structured Query Language, Oracle- Creating Tables; Applying column constraints; Inserting Rows; Views,

Snapshots, Indexes & Sequences.

PL/SQL structure, Cursor, Triggers, Procedures, Functions & Package.

**Unit IV (8 Sessions)**

Database Utilities; Security, Object/Basic Database Administration/ Remote Data Access.

**SUGGESTED READINGS:**

- 1) Beynon -Davies P- Database Systems (Palgrave, 2003)
- 2) Hoffer - Modern Database Management (Pearson Education, 6th edition)
- 3) Alexis and Leon - Database Management System (Vikas, 2003.)
- 4) Majumdar and Bhattacharya - Database Management System (Tata Mc Graw Hill, 1996).
- 5) Navathe E - Fundamentals of Database Systems (Pearson Education, 3rd Ed.)

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**MBA IT 02 : SYSTEM ANALYSIS & DESIGN AND SOFTWARE ENGINEERING**

**Max. Hours : 40**

**UNIT-I (10 Session)**

Systems Concept; Characteristics of a System; Elements of System; Types of Systems; Decision Support

System; System Development Life Cycle, Investigation, Analysis, Design, Implementation, Post Implementation

Review and Maintenance.

**UNIT-II (10 Session)**

Systems Planning and Investigation: Basis for Planning in Systems Analysis - Dimensions of Planning, Initial

Investigation, Needs Identification, Determining the User's Information Requirements, Feasibility Study,

Feasibility Considerations, Steps in Feasibility Analysis - Feasibility Report.

**UNIT-III (8 Session)**

Tools of Structured Analysis : Data Flow Diagram (DFD), Entity Relationship Diagrams, Data

Dictionary,  
Process Modeling : Structured English, Decision Tree & Decision Table, Object Oriented Analysis (OOA) and  
Object Oriented Design (OOD).

#### **UNIT-IV (12 Session)**

Basics of Information Security, Types of Attacks, Viruses, Virus Control, Hackers, Overview of Risks associated with Internet, Intrusion Detection Risk Management, Disaster Recovery Plan, Cryptography and authentication, Managing Risk, Information Security Policy, Creating a secure environment, Internet Security Standards

#### **Suggested Readings:**

1. Elias M Awad – SAD (Galgotia Publication, 2<sup>nd</sup> Ed.)
2. Kenneth E Kendall and Julie E Kendall – SAD (PHI Publication, 7 Ed.)
3. Grienstein and Feinman- E-commerce –Security, Risk Management and Control (TMH, 2<sup>nd</sup> Ed.)
4. Ankit Fadia -Encryption-Protecting your Data (Vikas Publication, 1<sup>st</sup> Ed.)
5. Singh B –Network Security (PHI Publication, 1<sup>st</sup> Ed.)

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### **MBA IT 03 : DATA COMMUNICATION & NETWORK**

**Max. Hours : 40**

#### **Unit I (10 Sessions)**

Fundamentals of Communication System; Communication Links, Communication System Formats; Character

Codes, Digital Data Rates; Asynchronous and Synchronous Data.

Types of signals: AM; FM; PM; PCM; PDM; TDMA; FDMA; SDMA; CDMA; ASK; FSK; PSK

Features: Error detection and correction codes; Hamming codes.

#### **Unit II (8 Sessions)**

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

Cell Relay; Frame Relay; ISDN; B-ISDN

#### **Unit III (12 Sessions)**

OSI Model; Broadcasting; Multicasting; Point-to-point communication; IP Addressing, Concepts of Port; Socket;

ATM; Tunneling; Virtual Private Network.

*Network Operating systems:* Unix; Linux; Windows.

#### **Unit IV (10 Sessions)**

**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

#### **SUGGESTED READINGS:**

- 1) Widjaja L G - Communication Networks (Tata McGraw Hill, 2000)
- 2) Comer - Computer Networks and Internets (Pearson Education, 4<sup>th</sup> Ed.)
- 3) Stallings W - Data Computer Communication (Pearson Education, 2003, 7<sup>th</sup> Ed.)
- 4) Tanenbaum - Computer Networks (Prentice-Hall, 2004, 4<sup>th</sup> Ed.)
- 5) Black - Computer Networks (Prentice-Hall, 1999, 2<sup>nd</sup> Ed.)

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### **MBA IT 04 : ELECTRONIC COMMERCE**

**Max. Hours : 40**

#### **Unit I (8 Sessions)**

Origin, need and factors affecting Electronic Commerce, Features of Electronic Commerce, Electronic

Commerce Framework, Internet as an Electronic Commerce Enabler, Electronic Commerce Business Models  
(Value Proposition, Revenue Model, Market Opportunity, Competitive Environment, Competitive Advantage,  
Market Strategy, Organizational Development, Management Team).

**Unit II (10 Sessions)**

Business to consumer (B2C) Business Models, Types of B2C, Business to Business (B2B) Business Models,  
Types of B2B, Consumer to Consumer (C2C) Business Models, Types of C2C, Peer to Peer Business Models,  
M-commerce Business Models, Electronic Payment Systems (Cash, Check, Credit Card, Stored Value,  
Accumulating Balance), Working of Online Credit Card, Transaction Security.

**Unit III (12 Sessions)**

Online Retailing, Online retail industry dynamics, Online mercantile model for customer perspective,  
Management Challenges in online retailing, Online market research, Online marketing communications, Online  
advertising, Online branding, Online customer relationship, Online pricing strategies.

**Unit IV (10 Sessions)**

Online Banking, Online banking implementation, Changing dynamics in banking industry, Management issues  
in online banking, Introduction to Mobile commerce Challenges emerging in Mobile Commerce, Application  
areas of Mobile Commerce.

**Suggested Readings:**

1. Laudon & Traver - Electronic Commerce Business, Technology, Society (Pearson Education, 3<sup>rd</sup> Ed.)
2. Kalakota R- Electronic Commerce - Frontiers of E-Commerce (Pearson Education, 2007, 3<sup>rd</sup> Ed.)

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**MBA IB 01 : INTERNATIONAL BUSINESS**

**Max. Hours : 40**

**Unit I (12 Sessions)**

**Overview of World Business and Framework of International Marketing:**

Definition of International Marketing, International Dimensions of Marketing, Domestic v/s International

Marketing, Process of Internationalization, Benefits of International Marketing.

**World Market Environment:**

Political Environment- Political Systems, Political Risks, Indicators of Political Risk, Analysis and Measures to minimize Political Risk.

Legal Environment- Legal Systems, Legal Form of Organization, Multiplicity of Legal Environment, Bribery,

Branch v/s Subsidiary, Counterfeiting, Gray Market.

Cultural Environment- Culture and its Characteristics, Influence of Culture on

(a) Consumption (b) Thinking (c) Communication Process, Cultural Universals.

**Unit II (8 Sessions)**

**Planning for International Marketing:**

Marketing Research ,Marketing Information Sources, Marketing Information System, Market Analysis

Foreign Market Entry Strategies – Exporting, Licensing, Joint Ventures, Strategic Alliances, Acquisitions

Franchising, Assembly Operations , Management Contracts, Turnkey Operations, Free Trade

Zones

**Unit III (10 Sessions)**

**International Marketing Decisions - I:**

Product Policy and Planning- Product Design and Standardization, Developing an International Product Line,

Foreign Product Diversification, International Branding Decisions, International Packaging, International

Warranties and Services.

International Pricing Strategy- Role of Pricing, Price Standardization, Pricing Decisions, Price Distortion, Transfer Pricing, Counter Trade, Terms of Sale, Methods of Financing and Means of Payment

International Channels of Distribution – Channel Members, Channel Management, Retailing in International

Scenario, International Physical Distribution

**Unit IV (10 Sessions)**

**International Marketing Decisions - II:**

International Promotion Strategies- Promotion Mix, Promotion and Communication, Personal Selling,

International Sales Negotiations

International Advertising – Patterns of Global Advertising, Global Advertising Regulations , Advertising Media,

Standardized International Advertising

International Organizational Control

**SUGGESTED READINGS**

1) Onkvisit .S,Shaw.J - International Marketing (Pearson, 3rd Ed.)

2) Cherunilam F - International Trade and Export Management (Himalaya, 2007)

3) Varshney R.L, Bhattacharya B - International Marketing Management (Sultan Chand & Sons, 9th Ed.)

4) Czinkota - International Marketing (Thompson, 8th Ed.)

5) Cateora Graham - International Marketing (TMH, 10th Ed.)

6) Jain S. – International Marketing (Thomson)

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**MBA IB 02 : INTERNATIONAL BUSINESS ENVIRONMENT AND FOREIGN EXCHANGE**

**ECONOMICS**

**Max. Hours : 40**

**Unit I (8 Sessions)**

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 (12 Sessions)**

International Business Theories: Introduction Mercantilism, Absolute Advantage Theory Comparative Cost

Theory, Hecksher-Ohlin Theory, Product Cycle Theory.

Instruments of Trade Policy- Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative

Policy, Anti-dumping Policy.

**Unit III (8 Sessions)**

Foreign Exchange Determination Systems: Basic Concepts Relating to Foreign Exchange, Various types of

Exchange Rate Regimes, Factors Affecting Exchange Rates, Brief History of Indian Rupees Exchange Rates.

**Unit IV (12 Sessions)**

International Institution: UNCTAD, Its Basic Principles and Major Achievements, IMF, Role of IMF, IBRD,  
Features of IBRD, WTO, Role and Advantages of WTO.  
Regional Economic Integration: Introduction, Levels of Economic Integration, Regional Economic Integration in  
Europe, Regional Economic Integration in U.S.A., ASEAN, SAARC, Integration for Business.

**SUGGESTED READINGS:**

- 1) Agarwal Raj - International Trade (Excel, 1st Ed.)
- 2) Hill C.W. - International Business (TMH, 5th Ed.)
- 3) Daniels - International Business (Pearson, 1st Ed.)
- 4) Black J - International Business Environment (Prentice Hall)
- 5) Bhalla V.K. - International Business Environment (Anmol)

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**MBA IB 03 : EXPORT MANAGEMENT AND DOCUMENTATION**

**Max. Hours : 40**

**Unit I (12 Sessions)**

**Introduction to Export Management:**

Introduction, Definition of Export, Benefits arising from Export, Export Prospect for Small Firms, Importance of Exports to India, Process of Export Marketing, Sources of Export Information, Important Publications, Important Organizations, Direction of Exports from India, Recent Trend in India's Export.

**Selection of Products and Identification of Export Markets:**

Choosing a Product, Methods of Identifying Export Winners, Suitability of a Product for A company, Selecting Products for Manufacturing and Export, Selection of Export Markets, Criteria for Grouping Countries.

**Unit II (8 Sessions)**

**Export Marketing Channels and Export Sales Contract:**

Concepts of Distribution Channels, International Channels Distribution, Agents in Exporting, Methods of Locating and Selecting an Agent, Signing the agreement, Nature of Exports Sales Contract, Important Incoterms, Settlement of Disputes, Terms of Payment in Export.

**Unit III (8 Sessions)**

**Export Finance and Pricing**

Preshipment Finance, Postshipment Finance, Special Financial Facilities, Export Import Bank of India, E.C.G.C. Export Pricing, Mechanism of Price Fixation, Benefits to India Exports.

**Unit IV (12 Sessions)**

**Formalities of registration and Export Documentation**

Naming the Enterprise, form of Ownership, Opening a Bank Account, General Registrations, Registrations with RBI, Registration with Licensing Authorities, Registration with Appropriate EPC' /CB's Defining Export Documentation, Main Commercial Documents, Additional Commercial Documents, and Statutory Documents for Export's Country, Statutory Documents for Imports Country and Documents for Claiming Export Benefits.

**SUGGESTED READINGS**

- 1) Cherunilam, F - International Trade and Export Management (Himalaya, 2007)
- 2) Varshney R.L, Bhattacharya B-International Marketing Management (Sultan Chand & Sons, 9th Ed.)
- 3) Govt. of India - Hand Book of Export Import Policy 2002-2007 (Ministry of Commerce, India)
- 4) Keegan J Warren – Global Marketing Management (Pearson, 7th Ed.)

**MBA IB 04 : INTERNATIONAL LOGISTIC MANAGEMENT****Max. Hours : 40****Unit I (8 Sessions)****Introduction to Logistic System:**

Concepts of Logistics, Scope and Objectives of Logistics, System Elements, Importance of Logistics,

Relevance of Logistics to Expert Management, Logistics Excellence.

**Unit II (12 Sessions)****Structure of Shipping Industry and World Seaborne Trade:**

Different type of Ships, Shipping Routes, Operating Ships-Linear and Tramp, Organization of a Shipping

Company.

Volume and value of World Trade, World Tonnage, Flags of Convenience, Conference System, Chartering.

**Unit III (8 Sessions)****Freight Structure and Role of Intermediaries:**

Principles of Freight Rates, Linear Freight Structure, Tramp Freight Structure, Shipping Agents, Freight Brokers,

Freight Forwarders Stevedores.

**Unit IV (12 Sessions)****Indian Shipping and Containerization:**

Ports in India, Developments in India Shipping, Ports Infrastructure Development, Shipping Association,

Shipment of Govt. Controlled Cargo.

Concept of Containerization, Classification of Constraints in Containerization, I.C.D's.

**International Air transport:**

Concept of Air Transport, Advantages of Air Transport, Constraints, Air Cargo, Tariff Structure, I.A.T.A.

**SUGGESTED READING:**

1. Johnson J, Wood D- Contemporary Logistics.
2. Khanna K K - Physical Distribution Management : Logistical Approach (Himalaya, 2007)
3. Krishnaveni Muthiah- Logistics Management and World Seaborne Trade (Himalaya, 2007)

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**MBA OP 01 : INSURANCE & RISK MANAGEMENT****Max. Hours : 40****UNIT - I (10 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.

**Principles of Life Insurance and Governance of Insurance Business.****UNIT - II (12 sessions)**

**Financial Aspects of Insurance Management-** Role of Financial Institutions, Insurance Companies, Financial

Market, Structure and functions, Mutual Funds, Housing Finance.

**Important Life Insurance Products and General Insurance Products****Determination of Premiums and Bonuses****Various Distribution Channels****Unit - III (10 sessions)****Risk Management and Underwriting**

**Role of Actuaries-** Product framing, Underwriting guidelines, Re-insurance

**Preparation of Insurance Documents****Policy Conditions**

#### **UNIT - IV (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, Consumer Protection Act 1986,

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. Mishra M.N. - Insurance Principle & Practice (Sultan Chand & Company Ltd., New Delhi)
2. Ganguly Anand - Insurance Management (New Age International Publishers, New Delhi)
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. Kakkar, Bisen - Insurance & Risk Management (New Age Publication, New Delhi)

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#### **MBA OP 02 : HOSPITALITY MANAGEMENT**

**Max. Hours : 40**

##### **UNIT I (8 Sessions)**

Hospitality Management/Industry: Introduction of the Hospitality Industry, Origin & Nature, Evolution and Growth

of Hospitality Industry, Hospitality Industry in Today's Scenario, Importance of Hospitality Management, Training

for Hospitality Management

##### **UNIT II (8 Sessions)**

Tourism and Hospitality: Definition of Tourism, Evolution of Tourism Industry, Components of Tourism, Concept

of Domestic & International Tourism, Basic Travel Regulation, Significance & Impacts of Tourism: Socio –

Cultural, Economic & Environmental, Typologies of Tourism, Travel Motivators, Tourism Products of India

(World Heritage Countries).

##### **UNIT III (12 Sessions)**

Hotel Management: Overview of the Accommodation Industry, Hotel Organization Structure, Classification of

Hotels, Departments of Hotel, Hotel Categories – Star Rating, , Types of Hotel Rooms, Plans & Rates, Front

Office & its Co-ordination with Other Departments

Food & Beverages: Organization Chart of House Keeping Departments, Responsibilities, Traits & Duties of

House Keeping Staff, Knowledge of other Departments, Menu, The cover, Service Equipments: Linen,

Furniture, Chinaware, Glassware, Tableware, Briefing, Banquets, Alcoholic & Non Alcoholic Beverages,

Conference & Convention Management

##### **UNIT IV (12 Sessions)**

Laws & Guidelines: Recognition of Travel Agency, Tour Operator and Travel Guide License & Permits required

for Hotels National & International Organization: IATA, PATA, ICAO, WTO, UFTAA, FHRAI, TAAI.

Marketing for Hospitality and Tourism: Service Characteristics, Segmentation, Targeting and Positioning of

Hospitality Industry, Marketing Mix and Marketing Strategies for Hospitality and Tourism.

**Suggested Reading:**

1. Stephen Ball, Jones Peter, Kirk David and Lockwood Andrew - Hospitality Operations: A System Approach (Cengage Learning, 1st Ed.)
2. James A. Bardi - Hotel Front Office Management (Wiley)
3. G. Raghubalan, Smritee Raghubalan - Hotel House Keeping (Oxford University Press)
4. Sudhir Andrews - Hotel House Keeping Training Manual (Tata Mc Graw Hill, 1st Ed.)
5. Negi Jagmohan - Hotel and Tourism Laws (Frank Brothers)
6. Michael Flynn, Caroline Ritchie - Public House and Beverage Management (Butterworth)
7. Lee-Ross Darren - HRM in Tourism and Hospitality (Cengage Learning, 1st Ed.)
8. Kotler Philip, Bowen John and Makens James - Marketing for Hospitality and Tourism (Pearson Education, 3rd Ed.)

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**MBA OP 03 : PROJECT MANAGEMENT**

**Max. Hours : 40**

**Unit 1(8 Sessions) Basic Concept**

Concept of a project, categories of project, project development cycle. The concept of project management

,tools & techniques of project management. Forms of project organizations.

**Unit II(12 Sessions) Project Formulation**

Project identification, Project formulation and preparation : Market and demand estimation, market survey,

demand forecasting technical factors-Material inputs, technology, production, plant capacity, location and site,

civil works, charts, layouts, work schedule, cost of project, means of financing, estimates of cost, financial

projections.

**Unit III (10 Sessions) Process of Project Appraisal**

Technical ,Economic, Financial, Legal and Social appraisal of the Industrial Projects, Problems arising due to

rate of discount, wage–rate, exchange rates, treatment of taxes, social cost-benefits, treatment of risk and

uncertainty, sensitivity analysis and probability approach single as well as multiple projects.

**Unit IV (10 Sessions) Implementation, Monitoring and Control of Projects**

Project scheduling, network techniques for resource and cost budgeting and scheduling, project management

teams and coordination. Monitoring and post implementation, evaluation of the project ,project financing.

**SUGGESTED READINGS**

1. Chandra Prasanna - Project : Preparation ,Appraisal, Budgeting and Implementation. (TMH, 5th Ed.)
2. Mohsin M. - Project Planning and Control (Vikas)
3. Goyal BB – Project Management : A Development Perspective (Deep & Deep)
4. Chaudhary, S – Project Management (Tata Mc Graw Hill)
5. Young TL – The Hand Book of Project Management (Kogan Page)

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**MBA OP 04 : RURAL MANAGEMENT**

**Max. Hours : 40**

**UNIT I (6 Sessions)**

Introduction to Rural Management, Importance, Market Size and Physical Structure of Rural Society, Corporate

Interest in Rural Market, Classification of Rural Product and Rural Market.

Socio-Economic Reforms, Use of Durable and Non-Durables by Indian Rural folk, Marketing of Consumer

Durables. Rural Communication-Challenges and Strategies, Types of Rural Communication.

**UNIT II (14 Sessions)**

Rural Consumer's in India –Geographical Spread and Differentiation, Behaviour of Rural consumers, Rural

Market Segmentation- Occupational Segmentation, Sociological Segmentation, Thomson Rule of Market Index,

Lin-Quest and MICA Rating, Targeting, Selection of Segments, Product, Pricing and Promotion Strategies.

**UNIT III (8 Sessions)**

Marketing of Agricultural Products – Agricultural Inputs and their Types, Government Efforts, Challenges,

Agricultural Marketing, Marketing Rural Non-Farm Products, Marketing Network, Social Structure of Rural

Society, Different Marketing Agencies and Institutions, Various Types of Distribution Channels in Rural

Marketing,

**UNIT IV (12 Sessions)**

Marketing Research, Major techniques of Market Research, Methods of Collection of Information, Dissemination of Market Information, Advantages of Market Report and Market Report.

Introduction to Rural Financing, Sources of Finance, Requisites of a Good Finance System, National Level

Credit Agency- NABARD, Functions of NABARD, Schemes and Patterns of NABARD.

**Suggested Readings-**

1. Warren M - Financial Management for Farmers and Rural Managers (Blackwell Publishing)
2. Prag P A - Rural Diversification (EG Books)
3. Thorner Daniel and Morner Alice - Land and Labour in India (Asia Publishing House)
4. Deu S. Mahendra and Basu K.S. - Economic and Social Development (Academic Foundation)
5. Gopalaswamy T.P. - Rural Marketing Environment, Problems and Strategies (Vikas, 1st Ed.)