

## STUDY AND EVALUATION SCHEME

COURSE: MBA Effective from Session 2013-2014 Year 1 Semester 1

S.N.	Course Code	Subject	EVALUATION SCHEME				
			SESSIONAL EXAMS			ESE	Total
			CT	TA	Total		
1.	NMBA 011	Managing Organization	30	20	50	100	150
2.	NMBA 012	Managerial Economics	30	20	50	100	150
3.	NMBA 013	Business Accounting	30	20	50	100	150
4.	NMBA 014	Business Environment	30	20	50	100	150
5.	NMBA 015	Business Statistics	30	20	50	100	150
6.	NMBA 016	Marketing Management	30	20	50	100	150
7.	NMBA 017	Communication for Management	30	20	50	100	150
8.	NMBA 018	Fundamentals of Computer & Information System	30	20	50	100	150
		<b>Total</b>					<b>1200</b>

## STUDY AND EVALUATION SCHEME

**COURSE: MBA Effective from Session 2013-2014 Year 1 Semester II**

S.N.	Course Code	Subject	EVALUATION SCHEME				
			SESSIONAL EXAMS			ESE	Total
			CT	TA	Total		
1.	NMBA 021	Managing Human Resources	30	20	50	100	150
2.	NMBA 022	Business Laws	30	20	50	100	150
3.	NMBA 023	Customer Relationship Management	30	20	50	100	150
4.	NMBA 024	Financial Management	30	20	50	100	150
5.	NMBA 025	Operation Research					
6.	NMBA 026	Cost & Management Accounting	30	20	50	100	150
7.	NMBA 027	Operations Management	30	20	50	100	150
8.	NMBA 028	Research Methodology	30	20	50	100	150
9.	NMBA 029	Comprehensive Viva (CV)					100
		<b>Total</b>					<b>1300</b>

## STUDY AND EVALUATION SCHEME

**COURSE: MBA Effective from Session 2013-2014 Year 2 Semester III**

S.N.	Course Code	Subject	EVALUATION SCHEME				
			SESSIONAL EXAMS			ESE	Total
			CT	TA	Total		
1.	NMBA 031	Entrepreneurship Development	30	20	50	100	150
2.	NMBA 032	International Business Management	30	20	50	100	150
3.	NMBA 033	Rural Development	30	20	50	100	150
4.	NMBA 034	Project Management	30	20	50	100	150
5.		Specialization Group -1 Elective 1*	30	20	50	100	150
6.		Specialization Group -1 Elective 2*	30	20	50	100	150
7.		Specialization Group -2 Elective 1*	30	20	50	100	150
8.		Specialization Group -2 Elective 2*	30	20	50	100	150
9.	NMBA 035	Summer Training Project Report	-	-	-	-	150
10.	AUC-001/ AUC-002	** <i>Human Value &amp; Professional Ethics/ Cyber Security</i>	15	10	25	50	75
		<b>Total</b>					<b>1350</b>

**\*\* Marks will be not added in TOTAL, it is qualifying paper.**

\*Human values & Professional Ethics /Cyber Security will be offered as a compulsory audit course for which passing marks are 30% in End Semester Examination and 40% in aggregate.

## STUDY AND EVALUATION SCHEME

**COURSE: MBA Effective from Session 2013-2014 Year2 Semester IV**

S.N.	Course Code	Subject	EVALUATION SCHEME				
			SESSIONAL EXAMS			ESE	Total
			CT	TA	Total		
1.	NMBA 041	Strategic Management	30	20	50	100	150
2.	NMBA 042	Insurance & Risk Management	30	20	50	100	150
3.	NMBA 043	Hospitality & Tourism Management	30	20	50	100	150
4.	NMBA 044	Behavioral Finance	30	20	50	100	150
5.	-	Specialization Group -1 Elective 3*	30	20	50	100	150
6.	-	Specialization Group -2 Elective 3*	30	20	50	100	150
7.	NMBA 045	Research Project Report	30	20	50	100	150
8.	NMBA 046	Comprehensive Viva (CV)	-	-	-	-	100
	AUC-002/ AUC-001	** <i>Cyber Security / Human Value &amp; Professional Ethics</i>	15	10	25	50	75
9.		Total	-	-	-	-	1150
		<b>Grand Total(Sem. 1 to 4)</b>					<b>5000</b>

**TA – Teacher Assessment**

**CT – Cumulative Test**

**ESE - End Semester Examination.**

\*Human values & Professional Ethics /Cyber Security will be offered as a compulsory audit course for which passing marks are 30% in End Semester Examination and 40% in aggregate.

## **ELECTIVE PAPERS**

### **Specialization Group: Human Resource**

#### **Course Code**

1. NMBA HR 01 Leadership & Personality Development..... (III Semester)
2. NMBA HR02 Industrial Relations & Labour Enactments..... (III Semester)
3. NMBA HR 03 Negotiation & Counseling ..... (IV Semester)

### **Specialization Group: Marketing**

#### **Course Code**

1. NMBA MK 01 Consumer Behaviour & Customer Loyalty..... (III Semester)
2. NMBA MK 02 Integrated Marketing Communications ..... (III Semester)
3. NMBA MK 03 Retailing & Distribution Management ..... (IV Semester)

### **Specialization Group: Financial Management**

#### **Course Code**

1. NMBA FM 01 Security Analysis & Investment Management .....(III Semester).
2. NMBA FM 02 Management of Financial Institutions & Services.... (III Semester).
3. NMBA FM 03 Tax Planning and Management ..... (IV Semester)

### **Specialization Group: Information Technology**

#### **Course Code**

1. NMBA IT 01 Database Management System ..... (III Semester)
2. NMBA IT 02 System Analysis & Design..... (III Semester)
3. NMBA IT 03 Data Communication & Network ..... (IV Semester)

### **Specialization Group: International Business**

#### **Course Code**

1. NMBA IB01 International Marketing Management ..... (III Semester)
2. NMBA IB02 International Logistics & Documentation ..... (III Semester)
3. NMBA IB03 International Financial Management ..... (IV Semester)

### **Specialization Group: Rural Development**

#### **Course Code**

1. NMBA RD0 1 Rural Marketing..... (III Semester)
2. NMBA RD 02 Micro Finance, Small Group Management, and Cooperatives .... (III Semester)
3. NMBA RD03 Food Technology & Processing Management ..... (IV Semester)

## **MASTER OF BUSINESS ADMINISTRATION**

The MBA course aims at providing inputs to the students relevant to the business, industry and trade so that they can function in different organizations and face the challenges arising there from. The course not only aims at providing knowledge and skills in different areas of management, but also provides inputs necessary for the overall development of the personality of the students.

The structure of the course is designed in a way that students have to study the core courses from different functional areas of management that are made compulsory. Later on, specializations are offered in functional areas where the students can opt for two specializations out of the six ordered. Marketing, Finance, IT, HR, International Business and Rural Development. Right from the beginning of the course, the focus is on providing relevant inputs through case discussion / analysis, simulation games, note plays etc, keeping in mind the current business scenario.

Broadly, the course is of two years divided into four semesters, each semester having eight compulsory papers of 40 sessions each of one hour duration. There is a system of dual specialization having three papers (two in third semester and one in the fourth semester) from specialization 1, three papers (two in third semester and one in fourth semester from specialization 2.

Summer training for 6/8 weeks is compulsory for every student pursuing the course, which they have to undergo between second and third semester. Comprehensive Viva and Research project are part of the course. The case study shall be taught wherever required.

### **Evaluation of Papers**

Every paper/course will carry maximum marks of 150(100 marks for semester examination and 50 marks for internal assessment, as per rules). Internal assessment will consist of two components (1) class test (30 marks) (2) Teacher assessment (20 marks). However, in subject NMBA 017 and NMBA 018, class test component will be consist of 15 marks for class test and 15 marks for presentation (NMBA 017) and practicals (NMBA 018). There will be no internal assessment in case of summer training project report (NMBA 035), Research project Report (NMBA 045) and comprehensive viva voce examination (NMBA 029 and NMBA 046). Question papers in semester examination will be divided into the following three parts:

Part 1: 20 marks

Containing six questions from the total syllabus out of which five are needed to attempt.

Part 2: 30 marks

Containing a case study or practical problem or numerical as relevant in the subject, in case of case problem, only one case will be given which will be compulsory. However, there may be maximum two practical problems or numerical with similar number of internal choices.

Part 3: 50 marks

Containing five questions, one from each unit, with one internal choice in each question.

## **Summer training project report**

1. At the end of second semester examination, every student of MBA will undergo on-the-job practical training in any manufacturing, service or financial organization. The training will be of 6 to 8 weeks duration. The college/institute will facilitate this compulsory training for students
2. During the training, the student is expected to learn about the organization and analyse and suggest solutions of a live problem. The objective is to equip the student with the knowledge of actual functioning of the organization and problems faced by them for exploring feasible solutions and suggestions.
3. During the course of training, the organization (where the student is undergoing training) will assign a problem/project of the student.
4. The student, after the completion of training will submit a report to the college/institute which will form part of third semester examination. However, the report must be submitted by the end of august during third semester so that it is evaluated well in time and third semester results are not delayed.
5. The report (based on training and the problem/project studied) prepared by the student will be known as summer training project report. The report should ordinarily be based on primary dat. It should reflect in depth study of micro problem, ordinarily assigned by the organization where student undergoes training. Relevant tables and bibliography should support it.

One comprehensive chapter must be included about the organization where the student has undergone training. This should deal with brief history of the organization, its structure, performance products/services and problem faced. This chapter will form part 1 of the report. Part 2 of the report will contain the study of micro research problem. The average size of report ordinarily will be of 100 to 150 typed pages in standard font size (12) and double spacing. Three neatly typed and soft bound (paper back) copies of the report will be submitted to the college/institute. The report will be typed in A-4 size paper.

6. The report will have two certificates. One by the head of the institute/college and the other by the reporting officer of the organization where the student has undergone training. These two certificates should be attached in the beginning of the report.
7. The report will be evaluated by two external examiners. It will carry total of 150 marks divided into written report of 100 marks and presentation of 50 marks. There will be no internal examiner. Only such person will evaluate the project report who has minimum three years of experience of teaching MBA classes in a college/University. Experience of teaching MBA classes as guest faculty shall not be counted.
8. It is mandatory that the student will make presentation in the presence of teachers and students. The student is expected to answer to the queries and questions raised in such a meeting.

## **Research Project report**

In fourth semester, the candidates will have to submit a Research Project report on a problem/topic (from the specialization areas) to be assigned by the department MBA under the supervision of a core faculty member of the department. The research project report will carry 150 marks. The evaluation of the project report will be done by two external examiners and will consist of (1) Evaluation of project report (100 marks) (2) viva on Project (50 marks). The average of the marks awarded by the 2 examiners will be taken into account for the results. In case the difference in the awards given by the examiners is 30 or more marks, the project report will be referred to the third examiner. In such cases the average of two closer awards (given by three examiners) will be taken into account for the results.

The report will contain the objectives and scope of the study. Research Methodology, use, importance of the study, analysis of data collected, conclusions and recommendations. It will contain relevant charts, diagrams and bibliography. A certificate of the supervisor and the Head of the MBA program certifying the authenticity of the report shall be attached therewith. The student will submit three copies of the report to the Head of MBA program. The number of pages in the report will be 75 or more. The report should be typed in A-4 size paper.

### **Comprehensive Viva**

The comprehensive viva voce is scheduled at the end of it at the end of 2 and 4 semesters in order to judge the understanding as well as application of the knowledge gained by the students by the end of 2<sup>nd</sup> and 4<sup>th</sup> semester of the course. This is also to see the articulation of what is being learnt by them. This is also to see the articulation of what is being learnt by them. The idea is to see that students are able to digest what is being taught in two full year and see their relevance not only in the practical field but also their inter relationship. The viva voce is of 100 marks each to be conducted by the external examiners appointed by the University.



## NMBA 011: MANAGING ORGANIZATION

**Max. Hours: 40**

Course Objective: *To familiarize the students with the basic concepts and principles of management. The students should clearly understand the definitions of different areas of management. This course will facilitate students to understand and describe specific theories related to perception, motivation, leadership, job design, and organizational change. Also this will help the student to demonstrate effective teamwork behavior by learning the concept of group dynamics and conflict management. The course will help them evaluate methods of motivating and rewarding individuals & group and integrate individual, group, and organizational level concepts.*

### **UNIT I (9 sessions)**

**Evolution of Management Thought** : Scientific Management, Classical Organization Theory School, Management Science School, Behavioral School, Systems Approach and Contingency Approach.

**Concept of Management:** Definition, Need, Concept and Nature of Management, Skills & Management Levels, Managing in Present Competitive Environment.

### **UNIT II (8 sessions)**

**Process of Management:** Planning; Organizing- departmentalization, Line and Staff relationship; Directing; Coordinating & Controlling; Decision Making; Authority and Responsibility.

### **UNIT III (8 sessions)**

**Elements of Human Behavior at Work:** Definition, Concept, Need, Importance and Foundations of Organizational Behavior, Personality, Perceptual Processes, Management and Behavioral applications of Personality, and Perception.

### **UNIT IV (6 sessions)**

**Psychological Variables and Communication Technology:** Learning; Values and Attitudes; Motivation; Management and Behavioral Applications of Attitude and Motivation on Performance.

### **UNIT V ( 9 Sessions)**

**Leadership** : Style and Functions of Leader, Transformational -Transactional, Charismatic-Visionary Leadership, Likert's Four Systems of Leadership and Managerial Grid.

**Organisational Conflict:** Concept, classification, process and conflict resolution strategies; **Organisational Culture:** Concept, Process and Implications of Organisational Culture; **Organisational Change:** Concept, Nature, Kurt Lewin Theory of Change, Implementing Change, Managing Resistance to Change.

### **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, 6<sup>th</sup> 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)

## **NMBA012:MANAGERIAL ECONOMICS**

**Max. Hours : 40**

### **COURSE OBJECTIVE**

The basic objective of this course is to make the students aware of the various economic issues that they are expected to face as managers at the corporate level and to equip them with the tools and techniques of economic analysis for improving their decision-making skills.

#### **UNIT-I (6 Sessions)**

Introduction to Economics; Nature and Scope of Management Economics, Significance in decision-making and fundamental concepts. Objectives of a firm. Gap between theory and practice and role of managerial economist.

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

Demand Analysis; Law of Demand, Exceptions to the law of Demand, Determinants of Demand. Elasticity of Demand- Price, Income, Cross and Advertising Elasticity; Uses of Elasticity of Demand for managerial decision making, measurement of Elasticity of Demand. Demand forecasting meaning, significance and methods.

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

Supply Analysis; Law of Supply, Supply Elasticity; Analysis and its uses for managerial decision making. Production concepts & analysis; Production function, single variable-law of variable proportion, two variable-Law of returns to scale. Cost concept and analysis, short-run and long-run cost curves and its managerial use.

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

Market Equilibrium and Average Revenue Concept. Market Structure: Perfect Competition, features, determination of price under perfect competition. Monopoly: Feature, pricing under monopoly, Price Discrimination. Monopolistic: Features, pricing under monopolistic competition, product differentiation. Oligopoly: Features, kinked demand curve, cartels, price leadership. Pricing Strategies; Price determination, full cost pricing, product line pricing, price skimming, penetration pricing.

#### **UNIT-V (6 Sessions)**

National Income; Concepts and various methods of its measurement, Inflation, types and causes, Business Cycle, Profit concept and major theories of profits; Dynamic Surplus theory, Risk & Uncertainty bearing theory and Innovation theory.

### **Suggested Readings:**

1. Dwivedi D.N. - Managerial Economics (Vikas Publication, 7th Edition)
2. Petersen/jain Managerial economics-4e (Prentice hall)
3. Raj Kumar-Managerial Economics(UDH PUBLISHERS, 2013 edition)
4. Damodaran Suma – Managerial Economics (Oxford 2006)
5. Atmanand- Managerial Economics (Excel Books)
6. Keats- Managerial economics-6e (Prentice hall)
7. Vanita Agarawal-Managerial Economics-Pearson
8. M.L. Jhingan & J.K. Stephan - Managerial Economics (Vrinda Publications 2<sup>nd</sup> Edition)
9. Singh- ManagerialEconomics (Wiley Dreamtech)
10. Hirschey Mark – Economics for Managers (Thomson, India Edition, 2007)

## **NMBA013: BUSINESS ACCOUNTING**

**Max. Hours: 40**

### **COURSE OBJECTIVE:**

The main objective of this course is to acquaint the students with fundamental concepts and processes of accounting so that they are able to appreciate the nature of item presented in the annual accounts of an organisation. Further, it aims at familiarizing the student with those significant tools and techniques of financial analysis, which are useful in the interpretation of financial statements. These tools and techniques form an important part of management planning and control systems. Thus, the course does not intend to make the students expert accountant.

### **Unit I (6 Sessions)**

*Overview:* Accounting concepts, conventions and principles; Accounting Equation, International Accounting principles and standards; Objectives of Accounting ,Matching of Indian Accounting Standards with International Accounting Standards.

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

*Mechanics of Accounting:* Double entry system of accounting, journalizing of transactions; ledger posting and trial balance ,preparation of final accounts, Profit & Loss Account, Profit & Loss Appropriation account and Balance Sheet, Policies related with depreciation, inventory and intangible assets like copyright, trademark, patents and goodwill

### **Unit III(8 Sessions)**

*Analysis of financial statement:* Ratio Analysis- solvency ratios, profitability ratios, activity ratios, liquidity ratios, market capitalization ratios; Common Size Statement; Comparative Balance Sheet and Trend Analysis of manufacturing, service & banking organizations.

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

*Funds Flow Statement:* Meaning, Concept of Gross and Net Working Capital, Preparation of Schedule of Changes in Working Capital, Preparation of Funds Flow Statement and its analysis;

### **Unit V (8 Sessions)**

*Cash Flow Statement:* Various cash and non-cash transactions, flow of cash, difference between cash flow and fund flow, preparation of Cash Flow Statement and its analysis.

### **SUGGESTED READINGS**

- 1) Maheshwari S.N & Maheshwari S K – A text book of Accounting for Management (Vikas, 10th Edition)
- 2) Ambrish Gupta - Financial Accounting: A Managerial Perspective (Prentice Hall, 4th Edition)
- 3) Narayanswami - Financial Accounting: A Managerial Perspective (PHI, 2nd Edition).
- 4) Mukherjee - Financial Accounting for Management (TMH, 1st Edition).
- 5) Banerjee-Financial Accounting(Excel Books)
- 6) Dhamija - Financial Accounting for managers: (Prentice Hall).
- 7) Ramchandran & Kakani - Financial Accounting for Management (TMH, 2nd Edition).

## **NMBA014: BUSINESS ENVIRONMENT**

**Max. Hours: 40**

### **COURSE OBJECTIVE:**

The present course aims at familiarizing the participants with various aspects of economic, social, political and cultural environment of India. This will help them in gaining a deeper understanding of the environmental factors influencing Indian business organizations.

### **UNIT- I (6 Sessions)**

Business Environment-Meaning, Importance, Environmental Factors, Recent Political Environment, Recent Economic and Financial Environment, Planning In India-Planning Commission-Liberalisation and Planning, Industrial Policy: New trade policy-1991 onwards, Industrial Licensing in India

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

Indian Financial System : Monetary And Fiscal Policy,Economic Trends, Price Policy,Stock Exchange Of India,Role of regulatory institutions in Indian financial system – RBI and SEBI , National Income,Role of Industry in Economic Development, Foreign Trade and Balance of Payment,Poverty in India, Unemployment in India, Inflation, Human Development, Rural Development, Problems of Growth

### **UNIT-III (6 Sessions)**

Direct & Indirect Taxes (MODVAT),(CENVAT),Competition Act 2002 & FEMA Acts ,Business Ethics, Corporate Governance, Philosophy and strategy of planning in India.

### **UNIT-IV (6 Sessions)**

Liberalisation, Privatization and Disinvestments, Special Economic Zone (SEZ) and their role and impact in International Business Environment,World Trade Organisation (WTO), Redefining Value Proposition to MSMEs

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

Social Responsibility of business enterprises, New Economic Policy, Globalization, EXIM policy and role of EXIM bank, FDI policy, Multinational Corporation (MNCs) and Transnational Corporations (TNCs), Global Competitiveness, technology and competitive advantage, technology transfer - importance and types, Appropriate technology and technology adaptation.

### **Suggested Readings:**

1. Shaikh & Saleem - Business Environment (Pearson, 2nd Edition)
2. Francis Cherunilam – Business Environment, Text and Cases (Himalaya Publishing House, 8th Edition).
3. Mittal - Business Environment (Excel Books).
4. V. Neelamegam – Business Environment (Vrinda Publications , 2<sup>nd</sup> Edition)
5. Fernando-Business Environment (Prentice hall)
6. Mishra S K & Puri V K - Economic Environment of Business (Himalaya Publishing House, 3rd Edition).
7. Paul Justin - Business Environment Text and Cases (Tata Mc Graw Hill).

## NMBA015: BUSINESS STATISTICS

Max. Hours : 40

### Course Objective

The objective of the course is to make the students familiar with basic statistical techniques and their applications in managerial decision making.

### Unit I (8 Sessions)

*Role of statistics:* Applications of inferential statistics in managerial decision-making; Measures of central tendency: Mean, Median and Mode and their implications; Measures of Dispersion: Range, Mean deviation, Standard deviation , Coefficient of Variation ( C.V. ) , Skewness, Kurtosis.

### Unit II (8 Sessions)

*Time series analysis:* Concept, Additive and Multiplicative models, Components of time series, Trend analysis: Least Square method - Linear and Non- Linear equations, Applications in business decision-making.

### Unit III (10 Sessions)

*Index Numbers:-* Meaning , Types of index numbers, uses of index numbers, Construction of Price, Quantity and Volume indices:- Fixed base and Chain base methods.

*Correlation:-* Meaning and types of correlation, Karl Pearson and Spearman rank correlation.

*Regression:-* Meaning , Regression equations and their application , Partial and Multiple correlation & regression :- An overview.

### Unit IV (8 Sessions)

*Probability:* Concept of probability and its uses in business decision-making; Addition and multiplication theorems; Bayes' Theorem and its applications.

*Probability Theoretical Distributions:* Concept and application of Binomial; Poisson and Normal distributions

### Unit V (6 Sessions)

*Estimation Theory and Hypothesis Testing:* Sampling theory; Formulation of Hypotheses; Application of Z test, t-test, F-test and Chi-Square test. Techniques of association of Attributes & Testing.

## SUGGESTED READINGS

1. Bhardawaz-Business Statistics (Excel Books)
2. Gupta C B, Gupta V - An Introduction to Statistical Methods (Vikas1995, 23rd Edition).
3. Black- Business Statistics (Wiley Dreamtech)
4. Sharma J K - Business statistics (Pearson education 2<sup>nd</sup> edition)
5. Render and Stair Jr - Quantitative Analysis for Management (Prentice-Hall, 7th edition)
6. Levin Rubin - Statistics for Management (Pearson 2000, New Delhi, 7th Edition).
7. Beri - Business Statistics (Tata Mc Graw Hill ,2nd Edition).
8. Chandan J S - Statistics for Business and Economics (Vikas 1998.1st Edition).

## **NMBA 016: MARKETING MANAGEMENT**

**Max. Hours: 40**

### **Course Objective:**

This course intends to provide an experienced-based approach to marketing theory and its practical application. The course is designed to enable the students to learn the basic of marketing. Topics of the syllabus shall be addressed and discussed from an application oriented perspective

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

Core Concepts of Marketing:

Concept, Meaning, definition, nature, scope and importance of marketing, Goods – Services Continuum, Product, Market, Approaches to Marketing – Product – Production - Sales – Marketing – Societal – Relational. Concept of Marketing Myopia, Holistic Marketing Orientation, Customer Value, Adapting marketing to new liberalised economy - Digitalisation, Customisation, Changing marketing practices

### **Unit II (12 Sessions)**

Market Analysis and Selection:

Nature and Contents of Marketing Plan, Marketing environment, Controllable and Uncontrollable factors effecting marketing decisions, Analyzing latest trends in Political, Economic, Socio-cultural and Technical Environment, Concept of Market Potential & Market Share, Concept, Characteristics of consumer and organizational markets, Buyer Behavior, 5 step Buyer decision process

Meaning and concept of market segmentation, Bases for market segmentation, Types of market segmentation, Effective segmentation criteria, Evaluating & Selecting, Target Markets, Concept of Target Market, Positioning and differentiation strategies, Concept of positioning – Value Proposition & USP, Marketing Information System, Strategic marketing planning and organization.

### **Unit III (6 Sessions)**

Product Decision- Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product life cycle – strategic implications; New product development and consumer adoption process.

### **Unit IV (6 Sessions)**

Price Decision- Concept, and Meaning of Price and Pricing, Significance of Pricing Decision, Factors affecting price determination; Pricing Methods and Techniques, Pricing policies and strategies; Discounts and rebates.

### **Unit V (8 Sessions)**

Place Decision- Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions, Marketing channel system - Functions and flows; Channel design, Channel management - Selection, Training, Motivation and evaluation of channel members; Promotion Decision- Communication Process; Promotion mix – advertising, personal selling, sales promotion, publicity and public relations; Media selection; Advertising effectiveness; Sales promotion – tools and techniques.

### **Suggested Readings**

1. Philip Kotler-Agnihotri : Principle of marketing 13 e, Pearson Education
2. Ramaswamy V.S. and Namakumari S - Marketing Management: Planning, Implementation and Control (Macmillian, 3rd Edition).
3. Rajan Saxena: Marketing Management, Tata McGraw Hill.
4. R Kumar & Goel-Marketing Management(UDH Publishers, edition 2013).
5. Tapan Panda : Marketing Management, (ExcelBooks)
6. Stanton William J - Fundamentals of Marketing (TATA Mc Graw Hill)
7. Etzel M.J., Walker B.J. and Stanton William J - Marketing concept & Cases special Indian Edition (Tata Mc Graw Hill, 13th Edition).

**Course Objective**

This course intends to develop good communication skills in students for their future jobs and endeavors in the corporate word so that they can gain a cutting edge over their other counterparts within the country and across the globe.

**UNIT I (6 Session)**

**INTRODUCTION:** Definition and classification of communication, purpose of communication, process of communication, importance of communication in management, communication structure in organization, barriers & gateway in communication, 7 C's of communication, Impact of cross cultural communication.

**UNIT II (8 Session)**

**EMPLOYMENT COMMUNICATION:** Writing CVs & Application Letter, Group discussions, interview, types of interview, candidates preparation, Interviewers preparation; Impact of Technological Advancement on Business Communication; Communication networks, Intranet, Internet, teleconferencing, videoconferencing

**ORAL COMMUNICATION:** What is oral Communication, principles of successful oral communication, two sides of effective oral communication, effective listening, non-verbal communication, Body language, Paralanguage.

**UNIT III (8 Session)**

**WRITTEN COMMUNICATION:** Purpose of writing, pros & cons of written communication, clarity in writing, principles of effective writing, writing technique.

**BUSINESS LETTERS AND REPORTS:** Introduction to business letters, Types of business letter, Layout of business letter, Reports: definition & purpose, types of business reports, reports writing.

**UNIT IV (10 Session)**

**GROUP COMMUNICATION- Meetings:** need, importance & planning of Meetings, drafting of notice, agenda, minutes & resolutions of Meeting, writing memorandum, press release, press conference, Business etiquettes – netiquettes, telephonic & table etiquettes.

**PRESENTATION SKILLS :**What is a presentation: elements of presentation, designing a presentation, advanced visual support for business presentation, types of visual aid, appearance & posture, practicing delivery of presentation.

**UNIT V (8 Session)**

**CORPORATE COMMUNICATION :**Definition, scope, importance & components of corporate communication, professional communicator responsibilities, corporate communication & Public Relation, role of social media in communication.

**RECOMMENDED BOOKS:**

1. Lesikar RV & Pettit Jr. JD – Basic Business Communication : Theory & Application (Tata Mc Grow Hill, 10th Edition).
2. Bisen & Priya – Business Communication (New Age International Publication)
3. Kalkar,Suryavanshi,Sengupta-Business Communication(Orient Blackswan)
4. M.K. Sehgal & V. Khetrpal - Business Communication (Excel Books).
5. P.D. Chaturvedi – Busines Communication (Pearson Education, 3st Edition 2006).
6. Sharma R.C., Mohan Krishna – Business : Correspondence and Report Writing (Tata McGraw Hill, 3rd Edition).
7. Rajendra Pal - Business Communication (Sultanchand & Sons Publication).

**COURSE OBJECTIVE:**

The objective of this course is to acquaint the students with the application of computers in understanding latest trends in information technology. This course will also provide an orientation about the increasing role of management information system in managerial decision making with the help of computers and how information is processed, stored and utilized.

**Unit I (10 Sessions)**

Hardware: (a) Input devices - keyboard, printing devices, voice speech devices, scanner, MICR, OMR, Bar code reader, digital camera etc. (b) Output devices - Visual Display Unit, printers, plotters etc.(c) Storage Devices – Magnetic storage devices, Optical storage devices, Flash Memory etc.

Software: Introduction; Types of software with examples; Introduction to languages, compiler, interpreter and assembler.

Operating System: Definition, Functions, Types and Classification, Elements of GUI based operating system-Windows-Use of menus, tools and commands of windows operating system.

**Unit II (10 Sessions)**

Use of MS-Office: Basics of MS-Word, MS-Excel and MS-PowerPoint; MS Access: Overview of MS-Access. Creating tables, queries, forms and reports in MS-Access. Computer Networks: Overview of Computer Network, Types of computer networks (LAN, WAN and MAN), Network topologies, Internet: Overview of Internet, Architecture & Functioning of Internet, Basic services over Internet like WWW, FTP, Telnet, Gopher etc., IP addresses, ISPs, URL, Domain names, Web Browsers, Internet Protocols, Search engines, e-mail, Web browsing, searching, downloading & uploading from Internet. Applications of Information Technology.

**Unit III (8 Sessions)**

MIS Introduction: Concept of Data and Information, Information Systems, Classification, Operations Support System (OSS), Management Support System(MSS), Transaction Processing System(TPS), Process Control System(PCS), Enterprise Collaboration System(ECS), Management Information System(MIS), Decision Support System(DSS).

Artificial Intelligence(AI) , Applications Of Artificial Intelligence : Neural Networks, Fuzzy Logical Control System, Virtual Reality , Expert System(ES), Executive Information System(EIS), Cross Functional Information Systems.

**Unit IV (6 Sessions)**

Developing MIS Systems: System Development Life Cycle. , Investigation Phase, Prototyping, Feasibility Analysis, System Analysis (DFD and ER Diagram), System Design, Implementing Business Systems, Testing, Documenting, Training, Conversion and Maintenance

**Unit V (6 Sessions)**

Applications: Enterprise Resource Planning (ERP), Customer Relationship Management (CRM), Security and Ethical Challenges Of IT, Ethical Responsibility - Business Ethics, Technology Ethics; Cyber Crime and Privacy Issues.

**Suggested Readings**

1. Shrivastava-Fundamental of Computer& Information Systems (Wiley Dreamtech)
2. Leon A and Leon M - Introduction to Computers ( Vikas, 1st Edition).
3. ITL ESL – Introduction to Information Technology (Pearson, 2nd Edition).
- 4 ITL ESL – Introduction to Computer science (Pearson, 2nd Edition).
5. Introduction to Computers, Norton P. (TATA McGraw Hill)
6. Leon - Fundamentals of Information Technology, (Vikas)



## **NMBA 021: MANAGING HUMAN RESOURCES**

**Max. Hours : 40**

Objectives: *The objective of this course is to endow the student with a broad perspective on themes and issues of Human Resource Management along with their relevance and application in the Indian prospect. It will help the students to build up and refine decision making skills so that they can help organizations effectively conduct personnel management and employee relations.*

### **UNIT I (6 Sessions)**

Human Resources Management (HRM) : Meaning, Nature and Scope, Difference between HRM and Personnel Management, HRM functions and objectives, Evolution of HRM environment – external and internal.

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

Human Resources Development in India: evolution and principles of HRD, HRD Vs. Personnel functions, Role of HR managers. Strategic Human Resource Management : Nature of Strategies and Strategic Management, Strategic Management Process – Environmental Scanning, Strategy Formulation, implementation and evaluation.

Human Resources planning: Definition, purposes, processes and limiting factors; Human Resources Information system (HRIS): HR accounting and audit.

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

Job Analysis – Job Description, Job Specification. The systematic approach to recruitment: recruitment policy, recruitment procedures, recruitment methods and evaluation. The systematic approach to selection: the selection procedure, the design of application form, selection methods, the offer of employment, and evaluation of process.

Training and Development: Purpose, Methods and issues of training and management development programmes.

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

Performance Appraisal: Definition, Purpose of appraisal, Procedures and Techniques including 360 degree Performance Appraisal, Job Evaluation. Compensation Administration: Nature and Objectives of compensation, components of pay structure in India,

Wage Policy in India – Minimum Wage, Fair Wage and Living Wage. Incentive Payments : Meaning and Definition, Prerequisites for an effective incentive system, Types and Scope of incentive scheme, Incentive Schemes in Indian Industries, Fringe Benefits.

### **UNIT V (8 Sessions)**

Discipline and Grievance Procedures: Definition, Disciplinary Procedure, Grievance Handling Procedure. Industrial Relations: Nature, importance and approaches of Industrial Relations.

Promotion, Transfer and Separation: Promotion – purpose, principles and types; Transfer – reason, principles and types; Separation – lay-off, resignation, dismissal, retrenchment, Voluntary Retirement Scheme.

### **Suggestion Readings :**

1. Bhattacharyya – Human Resource Management, Text and Cases (Excel Books, .),
2. Aswathappa K - Human Resource and Personnel Management (Tata McGraw Hill, 5th Ed.).
3. Decenzo- Human Resource Management (Wiley Dreamtech)
4. Dessler – Human Resource Management (Pearson Education, 13th Ed.)
5. Ivancevich – Human Resource Management (Tata McGraw Hill, 10th Ed.)
6. Mondy – Human Resource Management (Prentice hall, 10th Ed.)
7. Bernardi – Human Resource Management (Tata McGraw Hill, 4th Ed.)
8. Singh. Nisha - Human Resource Management (Himalaya Publication)

## **NMBA 022: BUSINESS LAWS**

**Max. Hours: 40**

### **Course Objective:**

The present course aims at familiarizing the participants with various legal aspects of business. It aims at providing a rich fund of contemporary knowledge, time tested principles, basic concepts, emerging ideas, evolving theories, latest technique, ever changing procedures & practices in the field of Law in a comprehensive way.

#### **UNIT 1 (10 SESSIONS)**

##### **The Indian Contract Act, 1872**

Definition of a Contract and its essentials, Formation of a valid Contract - Offer and Acceptance, Consideration, Capacity to Contract, Free consent, Legality of object, Discharge of a Contract by performance, Impossibility and Frustration, Breach, Damages for breach of a contract, Quasi contracts. **Special Contracts** Contract of Indemnity and Guarantee, Contract of Bailment and Pledge, Contract of Agency.

#### **UNIT II (08 SESSIONS)**

##### **The Indian Partnership Act, 1932**

Definition of Partnership and its essentials, Rights and Duties of Partners: Types of Partners, Minor as a partner, Doctrine of Implied Authority, Registration of Firms, Dissolution of firms.

##### **Limited Liability Partnership Act, 2000**

Incorporation by registration, Relationship of members, members as agents, ex-members, designated members, Cessation of trade by Limited liability partnership, Insolvency and winding up

#### **UNIT III ( 08 SESSIONS)**

##### **The Sale of Goods Act, 1930**

Definition of a Contract of Sale, Conditions and Warranties, Passing of Property, Right of Unpaid Seller against the Goods, Remedies for Breach.

##### **The Negotiable Instrument Act, 1881**

Definition and characteristics, Kinds of negotiable instruments, Promissory Note, Bill of Exchange and Cheques, Holder and Holder in due course, Negotiation, Presentment, Discharge from Liability, Noting and Protest, Presumption, Crossing of Cheques, Bouncing of Cheques.

#### **UNIT IV (06 SESSIONS)**

##### **The Companies Act, 1956**

Nature and Definition of a Company, Registration and Incorporation, Memorandum of Association, Articles of Association, Prospectus, Kinds of Companies, Directors: Their powers and duties, Meetings, Winding up.

##### **The Consumer Protection Act, 1986**

Aims and Objects of the Act, Redressal Machinery under the Act, Procedure for complaints under the Act, Remedies, Appeals, Enforcement of orders and Penalties.

#### **UNIT V (8 Sessions)**

##### **The Information Technology Act, 2000**

Definition, Digital Signature, Electronic Governance, Attribution, Acknowledgment and Dispatch of Electronic Records, Sense Electronic Records and Sense Digital Signatures, Regulation of Certifying Authorities, Digital Signature Certificates, Duties of Subscribers, Penalties and Offences.

##### **The Right to Information Act, 2005**

Right to know, Salient features of the Act, obligation of public Authority, Designation of Public Information officer, Request for obtaining information, Duties of a PIO, Exemption from disclosure of information, Partial disclosure of information, Information commissions, powers of Information Commissions, Appellate Authorities, Penalties, Jurisdiction of courts.

#### **Suggested Readings**

1. Kuchhal M.C. - Business Law (Vikas Publication, 4 th Edition)
2. Gulshan S.S. - Business Law Including Company Law (Excel Books)
3. Avtar Singh - Principles of Mercantile Law (Eastern Book Company, 7<sup>th</sup> Edition).
4. N.D Kapoor & Rajni Abbi-General Laws & Procedures (Sultan Chand & Sons)
5. Durga Das Basu- Constitution of India (Prentice Hall of India)
6. Relevant Acts

**Course Objective:**

The paper is designed to impart the skill based knowledge of Customer Relationship Management. The syllabus encompasses almost the entire aspect of the subject. The purpose of the syllabus is to not just make the students aware of the concepts and practices of CRM in modern businesses but also enable them to design suitable practices and programs for the company they would be working.

**UNIT I (8 Sessions)**

Customer Relationship Management Fundamentals- Theoretical perspectives of relationship, Evolution of relationship marketing, Stages of relationship, Issues of relationship, Purpose of relationship marketing, Approach towards marketing: A paradigm shift, Historical Perspectives, CRM Definitions, Emergence of CRM practice:, CRM cycle, Stakeholders in CRM, Significance of CRM, Types of CRM, Success Factors in CRM, CRM Comprehension, CRM Implementation

**UNIT II (8 Sessions)**

Customer Satisfaction: Meaning, Definition, Significance of Customer Satisfaction, Components of Customer Satisfaction, Customer Satisfaction Models, Rationale of Customer Satisfaction, Measuring Customer Satisfaction, Customer satisfaction and marketing program evaluation, Customer Satisfaction Practices, Cases of Customer Satisfaction

**UNIT III (8 Sessions)**

Service Quality: Concept of Quality, Meaning and Definition of Service Quality, Factors influencing customer expectation and perception, Types of Service Quality, Service Quality Dimensions, Service Quality Gaps, Measuring Service Quality, Service Quality measurement Scales

**UNIT IV (8 Sessions)**

Customer Relationship Management: Technology Dimensions - E- CRM in Business, CRM: A changing Perspective, Features of e-CRM, Advantages of e-CRM, Technologies of e-CRM, Voice Portals, Web Phones, BOTs, Virtual Customer Representative, Customer Relationship Portals, Functional Components of CRM, Database Management: Database Construction, Data Warehousing, architecture, Data Mining. Characteristics, Data Mining tools and techniques, Meaning, Significance, Advantages, Call Center, Multimedia Contact Center, Important CRM softwares.

**UNIT V (8 Sessions)**

Customer Relationship Management: Emerging Perspectives: Employee-Organisation Relationship, Employee- Customer Linkage, Factors effecting employee's customer oriented behavior, Essentials of building employee relationship, Employee customer orientation, Service Failure, Service Recovery Management, Service Recovery Paradox, Customer Life time value, customer profitability, customer recall management, customer experience management, Rural CRM, , customer relationship management practices in retail industry, hospitality industry, banking industry, telecom industry, aviation industry

**Suggested Readings**

1. Alok Kumar Rai : Customer Relationship Management: Concepts and Cases (Second Edition)-PHI Learning
2. Simon Knox, Adrian Payne, Stan Maklan: Customer Relationship Management- Routledge Inc.
3. Bhasin- Customer Relationship Management (Wiley Dreamtech)
4. Dyche- Customer relationship management handbook prentice hall
5. Peelan-Customer relationship management prentice hall
6. Kristin Anderson, Carol Kerr : Customer relationship management, McGraw-Hill Professional
7. Chaturvedi-Customer Relationship Management(Excel Books)
8. Sheth J N, Parvatiyar A. and Shainesh G. : Customer relationship management: , Emerging Concepts, Tools, & Applications, Tata McGraw-Hill Education
9. Lumar- Customer Relationship Management (Wiley India)

## **NMBA 024: FINANCIAL MANAGEMENT**

**Max. Hours : 40**

### **Course Objective**

The present course aims at familiarizing the participants with the skills related to basic principles, tools and techniques of financial management.

### **Unit I (6 Sessions)**

Concept of Finance, scope and objectives of finance, Profit maximization vs. Wealth maximization, Functions of Finance Manager in Modern Age, Concept of Risk and Return

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

Capital Budgeting Decisions, Calculation of NPV and IRR, Cost of Capital, Concept of Opportunity Cost, Cost of Preference and Equity capital, Cash Flows as Profit and components of Cash Flows

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

Capital Structure, Relevance and Irrelevance of Capital Structure, Trade-off Theory, Pecking order Theory, Leverage analysis – financial, operating and combined leverage along with its implications, Dividend Relevance: Walter and Gordon Model, Miller-Modigliani (MM) Hypothesis, Linter Model of Corporate Dividend Behaviour, Forms of Dividends

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

Concepts of Working Capital, Operating and Cash Conversion Cycle, Permanent and Variable Working Capital, Determinants of Working Capital, Trade Credit, Accrued Expenses and Deferred Income, Bank Finance for Working Capital

### **Unit V (6 Sessions)**

Nature, Need, Objective of Inventory Management, Inventory Management Techniques, Inventory Control Systems, Factoring, Facets of Cash Management, Motives for Holding Cash

### **SUGGESTED READINGS:**

- 1) Pandey I M - Financial Management (Vikas, 2004, 10th Ed.)
- 2) Van Horne - Financial Management and Policy (Prentice hall, 2003, 12th Ed.)
- 3) Shapiro- Multinational Financial Management (Wiley Dreamtech)
- 4) Sheeba kapil- Fundamental of financial management (Pearson )
- 5) Khan and Jain - Financial Management (Tata McGraw Hill, 3rd Ed.)
- 6) Prasanna Chandra - Fundamentals of Financial Management (TMH, 2004)
- 7) Knott G - Financial Management (Palgrave, 2004)
- 8) Lawrence J. Gitman – Principles of Managerial Finance (Pearson Education, 2004)
- 9) R P Rustagi - Financial Management (Galgotia, 2000, 2nd revised ed.)

## NMBA 025: OPERATIONS RESEARCH

Max. Hours: 40

### COURSE OBJECTIVE

This Course is designed to develop a deeper understanding of the quantitative techniques, which could be successfully used for improving the quality of managerial decisions. The students will study this course with a generalist approach and avoid the minor details of the topics prescribed hereunder:

#### Unit I (6 Sessions)

Operations Research:- Uses, Scope and Applications of Operation Research in managerial decision-making.

*Decision-making environments*:- Decision-making under certainty, uncertainty and risk situations; Decision tree approach and its applications.

#### Unit II (8 Sessions)

*Linear programming*: Mathematical formulations of LP Models for product-mix problems; graphical and simplex method of solving LP problems; sensitivity analysis; duality.

*Transportation problem*: Various methods of finding Initial basic feasible solution and optimal solution.

#### Unit III (10 Sessions)

*Assignment model*: Algorithm and its applications.

*Game Theory*: Concept of game; Two-person zero-sum game; Pure and Mixed Strategy Games; Saddle Point; Odds Method; Dominance Method and Graphical Method for solving Mixed Strategy Game.

#### Unit IV (10 Sessions)

Sequencing Problem: Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines, Two jobs and m - Machines Problems.

*Queuing Theory*: Characteristics of M/M/I Queue model; Application of Poisson and Exponential distribution in estimating arrival rate and service rate; Applications of Queue model for better service to the customers.

#### Unit V (6 Sessions)

Replacement Problem: Replacement of assets that deteriorate with time, replacement of assets which fail suddenly.

*Project Management*: Rules for drawing the network diagram, Applications of CPM and PERT techniques in Project planning and control; crashing of operations.

### SUGGESTED READINGS:

- 1) Apte-Operation Research and Quantitative Techniques (Excel Books)
- 2) S Kalawathy-Operation Research (Vikas IVth Edition)
- 3) Natarajan- Operation Research(Pearson)
- 4) Singh & Kumar—Operation Research(UDH Publisher edition 2013)
- 5) Taha Hamdy - Operations Research - An Introduction (Prentice-Hall, 9th edition)
- 5) Vohra - Quantitative Techniques in Management (Tata McGraw-Hill, 2nd)
- 6) Kothari - Quantitative Techniques (Vikas 1996, 3rd Edition).
- 7) Sharma J K - Operations Research (Pearson, 3rd Edition)

## **NMBA 026: COST & MANAGEMENT ACCOUNTING**

**Max. Hours : 40**

### **COURSE OBJECTIVE:**

The objective of this course is to expose the students to the applied aspect of accounting and making them familiar with the techniques of using Accounting information for decision making. Having been introduced to these techniques and having acquired the ability to understand accounting language, the students should be in a position to make effective use of accounting information in resolving the problems, which they may face as managers. Applied side of the subject will be given more emphasis and attentions compared to its conceptual aspect.

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

*Introduction:* Accounting for Management, Role of Cost in decision making, Comparison of Management Accounting and Cost Accounting, types of cost, cost concepts, Elements of cost - Materials, Labour and overheads and their Allocation and Apportionment, preparation of Cost Sheet, Methods of Costing, Reconciliation of Cost and Financial Accounting.

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

*Marginal Costing:* Marginal Costing versus Absorption Costing, Cost-Volume-Profit Analysis and P/V Ratio Analysis and their implications, Concept and uses of Contribution & Breakeven Point and their analysis for various types of decision-making like single product pricing, multi product pricing, replacement, sales etc.

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

*Differential Costing and Incremental Costing:* Concept, uses and applications, Methods of calculation of these costs and their role in management decision making like sales, replacement, buying etc.

*Budgeting:* Concept of Budget, Budgeting and Budgetary Control, Types of Budget, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital Expenditure Budget and Master Budget, Advantages and Limitations of Budgetary Control.

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

*Standard Costing:* Concept of standard costs, establishing various cost standards, calculation of Material Variance, Labour Variance, and Overhead Variance, and its applications and implications.

*Neo Concepts for Decision Making:* Activity Based Costing, Cost Management, Value Chain Analysis, Target Costing & Life Cycle Costing : concept, strategies and applications of each.

#### **Unit V (6 Sessions)**

*Responsibility Accounting & Transfer Pricing:* Concept and various approaches to Responsibility Accounting, concept of investment center, cost center, profit center and responsibility center and its managerial implications, Absorption Costing.

### **SUGGESTED READINGS:**

1. Pandey I M - Management Accounting (Vikas, 2004, 3rd Ed.)
2. Vij-Management Accounting (Excel Books)
3. Balakrishnan \_ Managerial Accounting (Wiley Dreamtech)
4. Alex –Cost Accounting (Pearson)
5. Khan and Jain - Management Accounting (Tata McGraw-Hill, 2000)
6. Sinha- Accounting and Costing for Management (Excel Books)
7. Horngren et al - Introduction to Management Accounting (Prentice hall, 2002, 12th edition)

## NMBA 027: OPERATIONS MANAGEMENT

Max. Hours: 40

### COURSE OBJECTIVE:

The course is designed to make the students familiar with different types of Production, plant layout and material handling, operations planning and control, inventory management, quality management etc. and to acquaint them with appropriate tools and techniques needed for understanding the operational situation and also understanding the logistics management.

#### Unit –I (6 sessions)

Operations Management – An overview, Definition of production and operations management, Production Cycle, Classification of operations, New Product Development, Product Design, Plant Location, Layout Planning.

#### Unit –II (8 sessions)

Forecasting as a planning tool, Forecasting types and methods, Exponential smoothing, Measurement of errors, Monitoring and Controlling forecasting models, Box- Jenkins Method. Productivity and Work study, Method study, Work Measurement.

Basic Concept & Philosophy of Supply Chain Management; Essential features, Various flows (cash, value and information)

#### Unit-III (8 sessions)

*Recent Issues in SCM* : Role of Computer / IT in Supply Chain Management, CRM Vs SCM, Benchmarking concept, Features and Implementation, Outsourcing-basic concept, Value Addition in SCM-concept of demand chain management.

Production Planning techniques, Routing Decisions, Line of Balance, Scheduling types & principles, master production schedule.

#### Unit-IV (8 sessions)

Inventory Management – Objectives, Factors, Process, Inventory control techniques- ABC, VED, EOQ, SED,FSN analysis. Basic concepts of quality, dimensions of quality, Juran's quality trilogy, Deming's 14 principles, PDCA cycle, Quality circles, Quality improvement and cost reduction- 7QC tools and 7 new QC tools, ISO 9000-2000 clauses, coverage QS 9000 clauses, coverage. Six Sigma, Total Productive Maintenance (TPM)

#### Unit-V (10 sessions)

*Logistics Management*: Logistics as part of SCM, Logistics costs, different models, logistics sub-system, inbound and outbound logistics, bullwhip effect in logistics, Distribution and warehousing management.

*Purchasing & Vendor management*: Centralized and Decentralized purchasing, functions of purchase department and purchase policies. Use of mathematical model for vendor rating / evaluation, single vendor concept, management of stores, accounting for materials.

### SUGGESTED READING:

1. MUHLEMANN: Production & Operation management (PEARSON)
2. Bisen& Singh-Operation & Logistics Management(Excel Books)
3. R.V.Badi & N.V. Badi - Production & Operation Management (Vrinda Publications 3<sup>rd</sup> Edition)
4. Chary - Production and Operations Management (Tata McGraw-Hill, 1997, 9th Edition)
5. Raghuram G. (I.I.M.A.) - Logistics and Supply Chain Management (Macmillan, 1st Ed.)
6. Krishnan Dr. Gopal - Material Management, (Pearson,New Delhi, 5th Ed.)
7. Adam Jr Everetl E. R J – Production and Operations Management (Prentice-Hall, 2000, 5th Edition)

## **NMBA 028 :RESEARCH METHODOLOGY**

**Max. Hours: 40**

**COURSE OBJECTIVE:** The objective of this course is to develop the research skills of the students in investigating into the business problems with a view to arriving at objective findings and conclusions and interpreting the results of their investigation in the form of systematic reports.

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

Introduction: Concept of Research and Its Application in Various Functions of Management, Types of Research, Types of Business Problems Encountered by the Researcher, Problems and Precautions to the Researchers.

### **UNIT II (6 Sessions)**

Process of Research: Steps Involved in Research Process. Research Design : Various Methods of Research Design, Collection of Data.

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

Concept of Sample, Sample Size and Sampling Procedure, Various Types of Sampling Techniques, Determination and Selection of Sample Member, Types of Data: Secondary and Primary, Various Methods of Collection and Data, Preparation of Questionnaire and Schedule, Types of Questions, Sequencing of Questions, Check Questions, Length of Questionnaire, Precautions in Preparation of Questionnaire and Collection of Data.

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

Analysis of Data: Coding, Editing and Tabulation of Data, Various Kinds of Charts and Diagrams Used in Data Analysis: Bar and Pie Diagrams and their Significance, Use of SPSS in Data Analysis, Application and Analysis of Variance (ANOVA). Measurement and Central Tendency, Measure of Dispersion and their Advantages.

### **UNIT V (8 Sessions)**

Report Preparation: Types and Layout of Research Report, Precautions in Preparing the Research Report. Bibliography and Annexure in the Report : Their Significance, Drawing Conclusions, Suggestions and Recommendations to the Concerned Persons.

### **Suggested Readings:**

1. Kothari C R – Research Methodology Methods & Techniques (New Age International Publishers)
2. Saunders - Research Methods for Business students (Prentice hall, 2nd Edition, 2007)
2. Cooper and Schindler - Business Research Methods (Tata Mc Graw Hill, 9th Edition)
3. C. Murthy- Research Methodology (Vrinda Publications)
4. Bhattacharyya-Research Methodology(Excel Books)
5. Panneer Selvam - Research Methodology (Prentice Hall of India, Edition 2008)
6. Gravetter - Research Method for Behaviourial Sciences (Cengage Learning)



## NMBA 031: ENTREPRENEURSHIP DEVELOPMENT

**Max. Hours: 40**

**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 (8 Sessions)**

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 (6 Sessions)**

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

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

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), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB), **Financial Support System:** Forms of Financial support, Long term and Short term financial support, Sources of Financial support, Development Financial Institutions, Investment Institutions

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

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, Sustainability Issues in Social Entrepreneurship, Rural Entrepreneurship, Family Business Entrepreneurship, Concepts of Entrepreneurship Failure, Issues of Entrepreneurial failure, Fading of Entrepreneurial success among once leading corporate groups, Entrepreneurial resurgence, Reasons of Entrepreneurial Failure, Essentials to Avoid Unsuccessful Entrepreneurship.

### **Unit V (8 Sessions)**

Forms of Business Ownership, Issues in selecting forms of ownership, Environmental Analysis, Identifying problems and opportunities, Defining Business Idea, Planning Business Process, **Project Management:** Concept, Features, Classification of projects, Issues in Project Management, Project Identification, Project Formulation, Project Design and Network Analysis, Project Evaluation, Project Appraisal, Project Report Preparation, Specimen of a Project Report

### **Suggested Readings:**

1. Lall & Sahai: Entrepreneurship (Excel Books 2 edition)
2. Couger, C- Creativity and Innovation (IPP, 1999)
3. Kakkur D N - Entrepreneurship Development (Wiley Dreamtech)
4. A.K.Rai – Entrepreneurship Development, (Vikas Publishing)
5. Sehgal & Chaturvedi-Entrepreneurship Development (UDH Publishing edition 2013)
6. R.V. Badi & N.V. Badi - Entrepreneurship (Vrinda Publications, 2<sup>nd</sup> Edition)
7. Holt - Entrepreneurship : New Venture Creation (Prentice-Hall) 1998.
8. Barringer M J - Entrepreneurship (Prentice-Hall, 1999)
9. Nina Jacob, - Creativity in Organisations (Wheeler, 1998)

**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 (6 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 (10 sessions)**

International Trade and Investment Theories: Mercantilism; Absolute Cost theory, Comparative Cost theory, Opportunity Cost theory, factor endowment theory, Complimentary trade theories – stopler – Samuelson theorem, International Product life Cycles. Investment Theories – Theory of Capital Movements, Market Imperfections theory; Internationalisation 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 (08) sessions)**

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 (10 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.

**Unit V (06 Sessions)**

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.)

**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 (08 Sessions)**

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 of rural society and polity in India in post-independence period.

**Unit II (10 Sessions)**

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 (08 Sessions)**

Managing co-operatives, emergence, endurance and growth of co-operatives; Leadership issues in co-operatives, 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 (06 Sessions)**

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 (08 Sessions)**

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 Reading**

1. Jonathan Reuvid, 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)

## **NMBA 034: PROJECT MANAGEMENT**

**Max. Hours: 40**

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 Book (Wiley)

## **NMBA 041: STRATEGIC MANAGEMENT**

**Max. Hours: 40**

### **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)

## **NMBA042: INSURANCE & RISK MANAGEMENT**

**Max. Hours : 40**

### **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)

**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)

**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 prospective. 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)



## **NMBA HR 01: LEADERSHIP & PERSONALITY DEVELOPMENT**

**Max. Hours : 40**

**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 – Cattelle 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.)

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

**Max. Hours : 40**

**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.)

## **NMBA HR 03: NEGOTIATION & COUNSELLING**

**Max. Hours : 40**

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, 6<sup>th</sup> Ed.)
6. Pareek Udai - Understanding Organisational Behaviour (Oxford)

## **NMBA MK01: CONSUMER BEHAVIOUR AND CUSTOMER LOYALTY**

**Minimum Hours: 40**

### **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.

**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 McGraw Hills

## **NMBA MK03 RETAILING AND DISTRIBUTION MANAGEMENT      Minimum Hours: 40**

### **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.
7. Michael Levy, Barton A Weitz and Ajay Pandit, Retailing Management, McGraw Hill, New Delhi,
8. Varley R and Rafiq M : Principles of Retail Management, Palgrave Macmillan, Basingstoke

## **NMBA FM 01: SECURITY ANALYSIS AND INVESTMENT MANAGEMENT**

**Max. Hours: 40**

**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 (08Sessions)**

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 Ed.).

## **NMBA FM 02 : MANAGEMENT OF FINANCIAL INSTITUTIONS AND SERVICES**

**Max. Hours: 40**

### **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.)



## **NMBA FM 03: TAX PLANNING AND MANAGEMENT**

**Max. Hours : 40**

### **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.)

## **NMBA OIT 1: DATABASE MANAGEMENT SYSTEM**

**Max. Hours : 40**

### **Course Objective**

The course has been designed to introduce the students with the applications of systems designed to manage the data resources of organizations. It provides the students an opportunity to study the hands-on implementation of a database in corporate environment.

#### **Unit I (8 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 (6 Sessions)**

Relational Database Design : Integrity Constraints; Functional Dependencies; Normalisation; Physical Database Design; Decomposition of Relation Schemes;

#### **Unit III (6 Sessions)**

Introduction to data mining & Data Warehousing; Knowledge Extraction through Data Mining.

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

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

### **SUGGESTED READINGS:**

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

## **NMBA IT 02: SYSTEM ANALYSIS & DESIGN AND SOFTWARE ENGINEERING**

**Max. Hours : 40**

### **Course Objective**

This course is for the students of MBA program, who are specializing in Information Technology. It aims at acquainting these students with tools techniques of planning, analyzing, designing, implementing and maintaining Information system.

#### **UNIT-I (08 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 (06 Session)**

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

#### **UNIT-III (06 Session)**

Determining the User's Information Requirements, Feasibility Study, Feasibility Considerations, Steps in Feasibility Analysis - Feasibility Report.

#### **UNIT-IV (10 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-V (10 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. Shah-Software Engineering & SAD(Wiley Dreamtech)
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, 2nd Ed.)
4. Ankit Fadia -Encryption-Protecting your Data (Vikas Publication, 1st Ed.)
5. Singh B –Network Security (PHI Publication, 1st Ed.)

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

**Max. Hours : 40**

### **Course Objectives**

This course provides an in-depth discussion of computer networks. It includes a detailed discussion of the different Network Models..

### **Unit I (08 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 (08 Sessions)**

LAN topologies: Workstation; Server; Cables; Types of Ethernet; Broadband and base-band; Optical Fibers; Network Interface Card.

### **Unit III (08 Sessions)**

Networks and accessories: LAN, MAN, WAN; Hub; Bridges; Switches; Routers; Gateways Cell Relay; Frame Relay; ISDN; B-ISDN

### **Unit IV (08 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 V (08 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. 2) Comer - Computer Networks and Internets (Pearson Education, 4th Ed.)
2. 3) Stallings W - Data Computer Communication (Pearson Education, 2003, 7th Ed.)
3. 4) Tanenbaum - Computer Networks (Prentice-Hall, 2004, 4th Ed.)
4. 5) Black - Computer Networks (Prentice-Hall, 1999, 2nd Ed.)

**COURSE OBJECTIVES:** This paper deals with a broad conceptual focus on the marketing management problems, techniques and strategies necessary to incorporate the marketing concept into the framework of the world market place. The present course explores those aspects of marketing which are unique to international business

**Unit I (08 Sessions)**

Introduction, Importance and Challenges – Nature, Importance and scope of International Marketing, Domestic marketing vs. International marketing, International marketing management process – an overview, influence of physical, economic, socio-cultural, political and legal environments on International marketing information, scanning and monitoring global marketing environment; international marketing information system.

**Unit II (08 Sessions)**

International market segmentation, positioning, Analysis of world market, market analysis, international marketing research, screening and selection of markets, International market entry– Export, Licensing , Franchise, Joint Venture, Multinational operations, contract manufacturing

**Unit III (08 Sessions)**

International Product Policies – Major product decisions – product features and quality, product design, labeling, packaging, branding and product support services; strategies in multinational product planning, international product life cycle, New product development, International Trade

**Unit IV (08 Sessions)**

International Pricing Decisions – international Price determination, price escalation, international pricing process and policies, delivery terms and currency for export price quotations, international transfer pricing, methods of determining transfer pricing, Differential Pricing

**Unit V (08 Sessions)**

International marketing communication – communication with foreign buyers, planning and preparing, international promotion programme, Media structure, planning media strategy, corporate advertising.

**SUGGESTED READINGS**

- 1) Nargundkar- InternationalMarketing (Excel Books)
- 2) Czinkota - International Marketing (Thompson, 8th Ed.)
- 3) Cateora Graham - International Marketing (TMH, 10th Ed.)
- 4) Siddiqui- InternationalMarketing (Wiley Dreamtech)
- 5) Cherunilam F - International Trade and Export Management (Himalaya, 2007)
- 6) Varshney R.L, Bhattacharya B - International Marketing Management (Sultan Chand & Sons, 9th Ed.)
- 7) Jain S. – International Marketing (Thomson)

**COURSE OBJECTIVES:** This paper deals with a broad conceptual focus on the problems - related documentation in export and import and scenario of logistics in world place.

**Unit I (06 Sessions)**

International Distribution system and Logistics – International marketing channel decision, importance and scope of channel decisions, channels between nations, international physical distribution decisions, nature of physical distribution

**Unit II (10 Sessions)**

Transportation – Importance of effective transportation system, service choices and their characteristics, cost characteristics and role fixation, In-company management vs. outsourcing, shipping structure – Sea borne trade, international shipping characteristics, important international sea routes, liner & tramp operations, liner freighting, CFC and ICD, Indian shipping – growth, policy and problems, major Indian ports, International Air Transport, freight rates, India's exports and imports by air – problems and prospects, Air cargo, I.A.T.A.

**Unit III (08 Sessions)**

Documentation - Naming the enterprise, forms of ownership, opening a bank account, Need for documentation, Process of obtaining Export and Import License:- general registrations, registrations with RBI, registration with Licensing authorities, registration with appropriate EPC/Commodity Board's. Main commercial documents: statutory documents for exporting country, statutory documents for importing country, and documents for claiming export benefits.

**Unit IV (08 Sessions)**

International Trade Terms – International Trade Terms – trade contract and trade terms, credit risk management and payment terms,, LC & parties involved, types of LC, UCPDC – major clauses, consignment sale, transit risk management – contract of cargo insurance parties, Insurance policy and certificate, cargo loss clauses – procedure and documentation

**Unit V (08 Sessions)**

Clearance – excise duty – definition, types of duties, legal framework – central excise act and rules, tariffs, customs act 1962, customs tariffs act 1975, foreign trade act 1992, physical examination of goods, EDI and custom operations

**SUGGESTED READING:**

1. Johnson J, Wood D- Contemporary Logistics.
2. Reji Ismail- Logistic Management (ExcelBooks)
3. Dornier- Global Operation & Logistic Management (John Wiley)
4. Khanna K K - Physical Distribution Management : Logistical Approach (Himalaya, 2007)

## **NMBA IB03: International Financial Management**

**Max. Hours: 40**

**COURSE OBJECTIVE:** The main objective of this course is to familiarize the students with the international financial environment and the special decision variables underlying the discharge of finance function in a multinational corporation

### **Unit I (06 Sessions)**

**Global Financial Environment:** Objective of financial management in a multinational corporation, functions of international financial management. Special decision variables in international financial management. International monetary system, Fischer Effect, International fisher effect.

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

**Management of exposure & risk:** Concept of exposure and risk. Types of exposure – transaction, transnational and economic exposure. Measurement of transaction exposure. Managing transaction exposure. Hedging Strategies.

**International Portfolio Investment:** Economic determinants. The national FDI policy framework. Benefits of inter-national equity and bond investing. International capital asset pricing model (ICAPM)

### **Unit III (08 Sessions)**

**International Capital Budgeting:** The basic framework for analysis. Issues and strategic considerations in international capital budgeting. The adjusted present value approach (APV). Financial risk and cost of capital. Exchange risk and cost of capital. Political risk and cost of capital. Impact of hedging on cost of capital. Tax consideration – Branch vs. subsidiary, withholding tax. Foreign sales corporations, 80-20 subsidiaries and tax havens.

### **Unit IV (08 Sessions)**

#### **International working capital management:**

- i) International cash management: The cash positioning decision. Advantages and disadvantages of centralized cash management. Multilateral netting. Intra corporate transfer of funds. Transfer pricing, problems of international cash management.
- ii) International Receivables management: Domestic v/s International receivables management. Letter of credit. International factoring & Accounts receivables.
- iii) International inventory management: Advance inventory purchases. Stockpiling.

### **Unit V (08 Sessions)**

#### **International Financing Decisions:**

- i) Euro-money and Eurobond Markets. Size of the Euro currency market. Growth of Euro Dollar market. Instruments and rate of Euro Currency Markets. Creation of Euro deposits. Syndicated Eurocurrency loan Market. International Bond Markets, Multi-currency bonds and their types. Rationale for multi currency bonds.
- ii) International Equity markets: Foreign equity market and their comparative performance. Recent developments and innovations in international capital markets. Recent developments in the Euro bond market.

#### **Suggested Reading**

1. Folks William R. Jr. & Raj Agrawal : International Dimensions of Financial Management
2. P.G. Apte :Global financial Management
3. Dennis J.D. Connor & Albert T Bussco : International Dimensions of Financial Management
4. Zenoff David B. & Zwick Dack : International Financial Management
5. Advani V.A. :International Finance: Theory and Practice
6. Seth Jagdish & Eshghi A: Global Financial Perspectives

**Course Objective**

This has resulted in the expansion of rural demand of agricultural inputs, capital goods, transportation goods as well as consumer and consumer durable goods in villages. On the output side, the enlarged rural Production base has led to value addition, marketing networking and thrust on export trade. This paper aims at equipping the students to enable them to serve in the inflow and outflow marketing areas.

**Unit I (08 Sessions)**

Rural Marketing – Definition, Objectives, functions, Accelerated growth and importance of Rural Market. Factors accelerating growth. Classification of inflow marketing and out Flow marketing in rural Sector. Principles of segmentation of rural Markets.

**Unit II (06 Sessions)**

Modern and traditional system of Rural Marketing; Historical perspective of Haats, Bazaars and Melas. Their role as the hubs of rural economy. Laws regulating the conduct of business there in and also facilitating their modernization and expansion, Spatial issues and Management practices.

**Unit III (06 Sessions)**

Principles, procedures and processes of Rural Marketing Management and applications of systems approach. Rural Marketing strategy and implementation of the principles of Marketing Mix.

**Unit IV (08 Sessions)**

Rural Market demands - (I) Consumer goods, (ii) Consumer durables (iii) Agricultural Inputs, (iv) Capital goods, and (v) Transportation good of Distribution strategies and Channel Management.

**Unit V (12 Sessions)**

Regulated Market system and the State Legislation. Grading Standardization and legal metrology – Provisions of the relevant laws. Rural Market Intelligence, and Marketing Information System. Market Research, Survey Techniques, Report writing. State Market Intervention Operations, State Procurement, Minimum Support Price, Statutory Minimum Price, State Advised Price and price Management by the Union and State Governments. Logistics Management in Rural Marketing. Corporate strategies and State facilitation Programmes.

**Suggested Readings**

- 1 Pradeep Kashyap Rural Marketing-2 edition Pearson education
2. Jha, S.M. & Singh, L.P.: Marketing Management in Indian Perspective, Himalaya, Bombay
- 3.Velayudhan – Rural Marketing (Sage)
4. Mathur- Rural Marketing (Excel Books)
5. Philip Kotler: Marketing Management.
6. Barkar, J.W.: Agricultural Marketing, Oxford University Press, New York.
- 7.Chopra- Marketing Management ( Wiley Dreamtech)



**Course Objective:**

Self Help Group and other micro-level innovative credit systems contributed significantly in empowering underprivileged in India and abroad in recent times. Paper has two purposes—(a) to acquaint students with the various institutional arrangements as well as recent contribution of various innovative credit systems at the micro-level for financing rural development sector; (b) management of small groups involved in micro-finance for social and economic empowerment of their group members in particular and the society in general.

**Unit I (08 Sessions)**

Financial institutions for rural development-Basic understanding of rural and development credit. Institutional structure for rural financing in India: policy and schemes of NABARD, recent financing scheme of the Government.

**Unit II (08 Sessions)**

Development of cooperative banks in India with special reference to PACS, CCBs, LDBs. Rural financing through commercial banks-Policies and objectives before and after nationalisation of banks, Branch expansion policy and programmes.

**Unit III (08 Sessions)**

Emergence of RRBspolicy, objectives, functions, progress and achievements. Micro finance at small group level: concept, emergence, objectives and thrust areas. Case studies of recent success stories.

**Unit IV (08 Sessions)**

Management of small groups, cluster and federation from credit and trade perspectives. Role of facilitating agencies. Linkages between small group and Banks.

**Unit V (08 Sessions)**

Convergence of with development programmes and implementing departments of government. Withdrawal strategy for facilitating organizations.

**Suggested Readings**

1. V S Somnath- Microfinance (ExcelBooks)
2. Panda- Understanding Microfinance (Wiley India)
3. Craig Churchill & Cheryl Frankiewicz-Making Microfinance Work
4. Marguerite S. Robinson- The Microfinance Revolution (Kindle Edition)

**Course Objective**

Familiarization with basic tools of economic analysis – Understanding the dynamics of rural sector – Adoption of suitable economic policies for efficient management of rural sector.

**UNIT I (8 Sessions)**

Agriculture and economic development: Nature and scope of rural economics, Role of agriculture in economic development, interdependence between agriculture and industry, Livestock economics- Livestock resources and their productivity, White revolution, Development of agro based industries.

**UNIT II (8 Sessions)**

Use of land, water and energy; Rural transport, Communication, banking, rural social infrastructure-education and health and information dissemination.

Agricultural Production- Resources used and efficiency, Production function analysis in agriculture.

**UNIT III (8 Sessions)**

Size of farm and laws of returns- Theoretical and empirical findings, Farm budgeting and cost concepts, resource use efficiency in traditional agriculture, Technical change, Labour absorption and gender issues in agricultural services,

**UNIT IV (8 Sessions)**

Rural labour supply, Interlocking of factor market, Mobility of labour and segmentation in labour markets, marginalization of rural labour, Nature, Extent and trends of rural unemployment, Agricultural wages in India, Male-Female wage differences, non-agricultural rural unemployment- Trends and determinants.

**UNIT V (8 Sessions)**

Role of capital and rural credit, Organized and unorganized capital market, Rural savings and capital formation, Characteristics and sources of rural credits- institutional and non-institutional, Reorganization of rural credit- cooperatives, commercial banks, Regional rural banks, role of NABARD.

**Suggested Readings**

1. Bhaduri A- The Economic Structure of Backward Agriculture (Macmillian, Delhi)
2. Bilgram S.A.R- Agricultural Economics (Himalyan Publishing House, New Delhi)
3. Dantwala M.L et. Al.- Indian Agricultural Development Since Independence (Oxford & amp: IBH)
4. Government Of India- Report of the National Commission on Agriculture
5. Government Of India- Economic Survey (Annual)
6. Gulati A & T Kelly- Trade Liberalization & Indian Agriculture (Oxford University Press)
7. Joshi P.C- Land Reforms in India: Trends & Prospects (Allied Publishers)