

MBA (Business Economics)
(2019-2021)

Course Curriculum

School of Economics
(A Department under UGC-SAP Programme)
Devi Ahilya Vishwavidyalaya, Indore

***Revised Course Structure
Choice Based Credit System (CBCS)
Under Ordinance 31
Since 2015-2017***

The department has choice based credit system (CBCS) in every course we offer under ordinance 31, in which there are total 100 credits in which 84 actual credits and 16 virtual credits in the complete span of the course of two years. From these 100 credits 42 credits should accrue from 14 Core subjects, 18 credits from Elective Discipline subjects, 6 credits from Elective Generic, 6 credits from soft skill development subjects, 6 credits from Ability Enhancement subjects and 6 credits from project/ field based work. Elective Generic subjects credits can be earned from the subjects offered by the department or by other UTD's. Virtual Credits are 16 which the student has to earn through Comprehensive Viva Voce held after every Semester. Hence 4 virtual credits are given to each Comprehensive Viva Voce. From these 100 credits the credit for each subhead is as under:

S.No	Type of Subject/Activity	Code	Number of Subjects	Credit/Subject	Total Credit
1	Core	C	16(15)	3	48(45)
2	Elective Discipline	D	6	3	18
3	Elective Generic	G	2	3	06
4	Soft Skill	S	2	3	06
5	Ability Enhancement	A	2	3	06(5)
6	Comprehensive Viva Voce	V	4 / Semester	16	16
7	Project Work	P	Summer Internship	2	2
			Major Research Project	4	4
					106(102)

**In () credits for M.A (Economics) course

MBA (BE) I SEMESTER July 2019

Code	Subjects	Credits
811C	Micro Economics (Core)	3
812C	Business Statistics (Core)	3
813C	Business Finance & Accounting (Core)	3
814C	Principles & Practices of Management (Core)	3
815C	Marketing Management (Core)	3
816A	IT for Manager (Ability Enhancement)	3
817S	Business Communication & Personality Development (Soft skill)	3
81V	Comprehensive Viva Voce(Virtual credit)	4
Total credits		25

MBA (BE) II SEMESTER January 2020

821C	Macro-Economic Analysis & Policy (Core)	3
822C	Operations Research (Core)	3
823C	Research Methodology(Core)	3
824C	Organizational Behaviour (Core)	3
825G	Entrepreneurship (Elective Generic)	3
826SF/SG	French/German(Soft Skill)	3
827DA	Industrial & Rural marketing (Elective Discipline)	3
828DA	Marketing Research & Consumer behaviour(Elective Discipline)	3
827DB	Financial Management (Elective Discipline)	3
828DB	Financial Markets & Environment(Elective Discipline)	3
82V	Comprehensive Viva Voce(Virtual credit)	4
Total credits		28

MBA (BE) III SEMESTER July 2020

831C	Strategic Management (Core)	3
832C	Econometrics (Core)	3
833C	International Economics (Core)	3
824C	Strategic HR & Development(Core)	3
825C	Supply Chain Management & Documentation (Core)	3
836G	Business Law(Elective generic)	3
837DA	Integrated Marketing Communication(Elective Discipline)	3
838DA	International Marketing(Elective Discipline)	3
837DB	Cost & Management Accounting (Elective Discipline)	3
838DB	Security Analysis & Portfolio Management (Elective Discipline).	3
839P	Summer Training Report Submission(Project Work)	2
83V	Comprehensive Viva Voce(Virtual credit)	4
Total credits		30

MBA (BE) IV SEMESTER January 2021

841C	Business Forecasting & Planning Techniques (Core)	3
842C	Service Marketing &CRM (Core)	3
843A	Commodity Derivative & Price Risk Mgmt.(Ability Enhancement)	3
844DA	Retail Marketing (Elective Discipline)	3
845DA	Sales & Distribution Management (Elective Discipline)	3
844DB	Business Taxation (Elective Discipline)	3
845DB	Insurance and Bank Management (Elective Discipline)	3
846P	MRP(Submission & viva voce) (Project Work)	4
84V	Comprehensive Viva Voce(Virtual credit)	4

MBA (BE) I SEMESTER July 2019

811C	Micro Economics (Core)	3
812C	Business Statistics (Core)	3
813C	Business Finance & Accounting (Core)	3
814C	Principles & Practices of Management (Core)	3
815C	Marketing Management (Core)	3
816 A	IT for Manager (Ability Enhancement)	
817S	Business Communication & Personality Development (Soft skill)	3
81V	Comprehensive Viva Voce(Virtual credit)	3
	Total credits	4
	Total credits	25

811 C Micro Economics

Objective: The objective of this paper is to develop understanding in the students about the concepts and tools of economic analysis relevant for Business Decision Making.

1. Fundamental concepts of Economics, Micro & Macro Economics- basic concepts, Types of Economic Analysis, Kinds of Economic Decisions, Application of Micro Economics.
2. Consumer Behaviour, Utility Analysis – Cardinal & Ordinal approach, Indifference curve- Concept and analysis, application of Indifference curve. Law of Demand, Elasticity of Demand, types of elasticity of demand- price, income, cross and promotional. Consumer Surplus.
3. Cost Curves and their Estimation, Costs in Long Run and Short Run, Break Even Analysis, Rewards of Factor Pricing- Rent, Wages, Interest; Consumer choice under Uncertainty.
4. Production Function- Law of Variable Proportions, Iso-Quants, Law of Returns to Scale, Marginal rate of technical Substitution, Economies of Scale.
5. Price output decisions under different forms of market structure- Perfect and Imperfect Competition, Discrimination Monopoly, Methods of controlling Monopoly Power. Different models of Collusive and Non- Collusive Oligopoly. Monopolistic competition and Advertising.
6. Product Pricing Policy – Cost based, Competition based, Cyclical, Multi-product and Peak load pricing.

Note: At least **five Cases** should be discussed in the class.

Books recommended:

1. —Modern Micro Economics||, A. Koutsoyiannis, The Mac Millan Press, IInd Edition.
2. —Price Theory and Uses||, Watson, A. I. T. B. Publishers and Distributors, IInd Edition.
3. —Foundation of Economics Analysis||, Samuelsson, Harvard University Press, IInd Edition
4. —Managerial Economics||, Dean Joel, Prentice Hall Publication, Latest edition
5. Managerial Economics Geetika, Piyali Ghosh and Purba Roy Choudhury, Tata McGraw-Hill Public Company Limited, Latest edition
6. Managerial Economics by Atmanand, Excel Books, Latest edition

812 C: Business Statistics

(Knowledge of basic concepts of statistics including measures of Central Tendency is a prerequisite for this subject)

Objective: *The objective of this paper is to understand the statistical tools and techniques, Used in the business decision and analysis.*

1. **Introduction:** Importance and Scope of Statistics in Managerial Decision Making, Collection of Data - Primary Data and Secondary Data.
2. **Measures of Central Tendency:** Arithmetic Mean, Geometric Mean and Harmonic Mean, Median and Mode, Quartiles and Percentiles.
3. **Measures of Variation:** Concepts, Range, Mean Deviation, Standard Deviation, Coefficient of Variation, Skewness and kurtosis.
4. **Correlation:** Meaning , types of correlation- positive correlation, negative correlation, perfect correlation, linear and non -linear correlation; scatter diagram, Karl Pearson's , coefficient of correlation, properties of correlation coefficient, probable error of correlation coefficient, meaning of multiple and partial correlations; multiple and partial correlation coefficients.
5. **Regression:** Meaning, types of regression: - simple and multiple regression, linear and non linear regression, statement of regression lines, definition of regression coefficients, properties of regression coefficients.
6. **Index Numbers:** Types and Methods of construction of Index Numbers. Characteristics of a good Index Number. Test for perfection, Cost of living Index Numbers.
7. **Probability:** Basic concepts of Probability, Theories of Probability Addition and Multiplication, Conditional Probability and their simple applications in business.
8. **Random Variable and Probability Distributions** – Binomial, Poisson and Normal and Their Applications in Business.
9. **Time Series:** Time Series and its Components, Analysis, Models of Time Series, Methods of Studying Components of Time Series: Measurement of trend (moving average and least

squares method), Measurement of seasonal variations (moving average method) Measurement of cyclic variations (residual method).

Books recommended:

1. Fundamentals of Applied Statistics?, Gupta S.C., S.Chand& Sons, New Delhi, Latest Edition
2. Statistical Methods?,S.P.Gupta , Sultanchand& Sons, 2003
3. Statistics for Management? Richard Levin. &David.S.Rubin, 7th Edition
4. Statistics for Business and Economics? JIT S. ChandanVikas Publishing House Pvt. Ltd., Latest Edition
5. Business Statistics?, R.S. Bhardwaj , Excel Books Latest Edition
6. Mathematics and Statistics for Economics?,Monga G.S., Vikas Publishing House, Latest Edition

813 C - Business Finance and Accounting

Objective: The objective of this paper is to go through the financial concepts and understand the techniques to manage the finance for the organization.

1. **Introduction to Financial Accounting** - Meaning & function of Accounting; Generally accepted Accounting Concepts & Conventions; Nature of Accounts; Rules for Debiting & Crediting; Journalizing the transactions; Posting from the Journal to the Ledger & Preparation of Trial Balance.
2. **Final Accounts** - Preparation of financial Statements – Trading, Profit & Loss Account, and Balance Sheet with the help of Adjustment Entries.
3. **Depreciation** – Meaning and Need, Methods of Charging depreciation – Straight Line Method; WDV Method; Accounting for depreciation in the Books of Account.
4. **Analysis and Interpreting of the Financial Statements** – Financial Ratio Analysis-Liquidity Ratios- Current Ratio, Quick ratio, Profitability Ratios – GP ratio, NP ratio, Operating Ratio, ROI, ROE, ROA, EPS, DPS, Dividend Pay Out Ratio, Price Earnings Ratio, Earnings yield Ratio, Turnover Ratios – Stock Turnover Ratio, Debtors Turnover Ratio, Creditors Turnover Ratio, Capital Turnover Ratio, fixed assets turnover, current assets turnover. Solvency Ratio – Debt-equity Ratio, Capital Gearing Ratio, Interest Coverage Ratio, Debt Service Coverage Ratio, Building An Income Statement and Balance sheet.
6. **Cash Flow statement (AS-3)** – Meaning, uses and preparation
7. **Introduction to Cost Accounts** – Meaning, Objectives, Difference between cost Accounts and Financial Accounts, Elements of Cost & classification of costs.
8. Analysis of financial statements of any public limited company, managerial uses of unit costing, contract costing, process costing.

Note: At least **five Cases** should be discussed in the class.

Books recommended:

1. Advanced Accountancy- VolII , R.L. Gupta &M.Radhsawmy, Sultan chand And Sons, 1999.
2. Double entry book – keeping and accountancy, T. S. Grewal, Sultan Chand & Sons, Latest
3. Comprehensive Financial Accounting , S.A Siddique, Laxmi Publications, Latest
4. Financial Management -- Khan & Jain, Tata McGraw Hill Publication, IVth Edition, 2004
5. Financial Management-- I.M. Pandey., Vikas Publishing House Pvt.Ltd.VIIIthEdition 1999.
6. Financial Management-- Prassanna Chandra, Tata McGraw Hill Publication, VIIth 2008
7. Financial Management -- Maheshwari, Sultanchand \$ Sons, Edition, 2004.

Note: The above mentioned editions are available in the library. The students are however advised to also refer the latest editions of the books.

814 C – Principles and Practices of Management

Objective: The objective of this paper is to develop managerial skills in the students to cope up with the changing business environment and becoming successful entrepreneur.

1. **Introductory:** Concept of management including functions of management, functions and responsibilities of managers, Fayol_s principles of management. Management thought; the classical school, the human relations school, Systems theory school, Contingency theory school,
2. **Planning:** Nature and purpose of planning including strategic planning, principles of planning, Types of Planning, Advantages and Limitations of planning.
3. **Concept and nature of Objectives:** Types of objectives, Importance of objectives, setting objectives, Management by objectives
- 4.**Strategies and Policies:** Concept of corporate strategy, formulation of strategy, types of strategies, TOWS matrix, the Portfolio matrix, three generic competitive strategies by Porter, effective implementation of strategies, types of policies, principles of formulation of policies, Decision making.
- 5.**Organizing:** Nature and purpose of organizing, Bases of Departmentation, Span of management, Line and Staff relationship, Line-staff conflict, legation, kinds of delegation, Delegation and Decentralization, Methods of Decentralization.
6. **Control:** Concept and process of control, Control techniques, human aspects of control, control as a feedback system, Feed forward control, Preventive control.

At least **five Cases** should be discussed

Books Recommended :

- a. David S. Decenzo and Stephen P. Robbins, —Personnel/Human Resource Management||, New Delhi, Prentice Hall Publication, Latest Edition
- b. Harold knootz_Donnell and Heinz Weihrich, —Essentials of management||, New Delhi, Tata McGraw Hill Publication, Latest Edition

- c. R.D. Agrawal, —Organization and Management —New Delhi, Tata McGraw Hill Publication, Latest Edition
- d. Harold Koontz, O_Donnell and Heinz Wehrich, —Management: A global Perspective||, New Delhi, Tata McGraw Hill.Publication, Latest Edition.
- e. Stephen P. Robbins and Merry Coulter, —Management||, New Delhi, Prentice Hall of India, 2002.

815 C - Marketing Management

Objective: The objective of this paper is to develop creative skills in the students to understand the dynamics of the competitive market and positioned distinctively.

1. Marketing Concepts: Customer Value and Satisfaction, Customers Delight. Value chain, scanning the Marketing Environment. Marketing Philosophies
2. Market demand , structure and competition
3. Market Segmentation, targeting, positioning. Levels of market segmentations, patterns, procedures, requirement for effective segmentation, evaluating the market segments, selecting the market segments, tool for competitive differentiation. Positioning.
4. Basics of Marketing Information System and Marketing Research Process.
5. Product Decision: Objectives, Product classification, New Product Development Product-Mix, Product life cycle strategies, branding, introduction of packaging, &labeling.
6. Pricing Decisions: Factors affecting price, pricing methods and strategies.
7. Distribution Decisions: Importance and Functions of Distribution Channel, Distribution Channel Decisions, Distribution Channel Members.
8. Promotion Decisions: A view of Communication Process, developing effective communication, Promotion-Mix elements.
9. An introduction to Digital Marketing

Note: At least **five Cases** should be discussed in the class.

Books recommended:

1. Principle of Marketing Management – Philip Kotler , Pearson Education, Latest Edition
2. Marketing Management -S.A. Sheralkar , Himalaya Publishing House, Latest Edition
3. Fundamentals of Marketing- William .J.Stanton ,McGrawhill Publication, Latest Edition
4. Marketing Management – South Asian Perspective, Kotlar ,Kelkar, Koshi, and Jha., Pearson Education, Latest Edition
5. Marketing Management – S.H.H. Kazmi, Excel Books India, 2007

816 A- IT for Managers

Objective: *The objective of this paper is to understand basic knowledge of computers, applications of various information tools and basics of electronic-business to proceed with IT adopted in the business.*

1. Anatomy of Computer, Hardware & Software concepts, Types of Software – Operating system, program language translator, Application software.
2. Networking – Definition, need, types & applications, networking hardware – hub, router, bridge.
3. Data Base Management System: Introduction , Purpose of database management system, Data abstraction, Instances and schemas, data-independence- physical data independence, logical data independence, Data Model – Hierarchical, Network, Relational. Concepts of Relational data model -Tuple, Attribute, Domain, Degree, relation.
4. System Concept: Definition, Types, characteristics and elements of system.
5. Introduction to MIS: Characteristics of MIS, Structure of MIS based on-management activity, organizational functions, Conceptual structure.
6. System development life cycle – feasibility study, analysis, design, implementation, maintenance, Approaches of MIS development programmed & non-programmed decisions, Decision support system.
7. Securing Information System, Tools & technologies for security.
8. E-Business fundamentals, E-Business framework, E-Business markets and its characteristics, online Advertisement and marketing on Internet, E-commerce payment System.
9. Introduction to IT and its development – virtual reality, GPS, GIS, Mobile technology – 1G, 2G, 3G, 4G. Wi-Fi, Bluetooth.

PRACTICAL EXERCISE

Excel Exercise: Working in Excel, sheet Creation, Entering Data, Layout and Formatting of Sheet Preview and Print, Working with Range, Rows, Columns, Total, Sorting, Using Formatting, Toolbars, Format Cells, Cell Content Moving and Copying Worksheet, Chart, Types of Chart, Formatting Charts, Formula Functions, Analysing Data with Excel.

Note: At least five Cases should be discussed in the class.

Books recommended:

1. Computer Fundamentals – P.K.Sinha, , BPB Publisher
2. A First Course in Computer – Sanjay Saxena, Vikas Publishing House Pvt. Ltd
3. Computer Systems & Applications – RustamShroff, Himalaya Publisher.

817 S- Business Communications and Personality Development

1: FRAMEWORK TO BUSINESS COMMUNICATION:

Defining Communication, Process of communication, Principles of effective communication, importance and objectives of business communication, Physical, Mechanical and Psychological barriers to communication

2: CHANNELS, TYPES AND FORMS OF COMMUNICATION:

Channels, Verbal, Non-verbal, Formal, Informal, Internal, External and communication networks, Effective listening – types and Essentials of effective listening, Development of intrapersonal and interpersonal skills for Personal effectiveness.

3: ARTICULATION AND DRAFTING:

Definition & how to articulate , techniques for better articulation, Speak clearly & distinctly, Basic patterns of Business Letters & its drafting, notices , Resumes, Sales letter writing, letters of bank correspondence, complaint letters & project reports, Dealing with print and electronic media, writing a press release.

4: ENHANCEMENT SKILLS / EMPLOYABILITY SKILLS:

Effective presentation skills: body language, eye contact, gesticulation, use of audio visual aids, Handling audience, conduct during presentation Interview skills: types of interview, preparing for an interview, how to handle stress interview, attire for an interview, learn how to say No, positive thinking tips & tricks, have an effective brain storming session.

. PRATICAL EXERCISES

Spoken exercises listen & repeat and tongue twister, Group discussions, Mock meetings & interviews, Presentations on a technical topic, role plays, Confidence building exercises, and submission of reports prepared.

Note: At least five cases should be discussed in the class.

Recommended Books:

1. Business Communication – K.K.Sinha, Galgotia Publishing Company, Latest Edition
2. Business Communication – Chhabra.T.N. , Sun India Publication, 2005
3. Business Communication – ParagDiwan, Excel Books, Latest Edition
4. Essentials of Business Communication – Rajendra Pal, Sultanchand Publication, 2000
5. Business Communication-- R.K.Madhurkar,Vikas Publishing House Pvt. Limited, Latest

821C	Macro-Economic Analysis & Policy (Core)	3
822C	Operations Research (Core)	3
823C	Research Methodology(Core)	3
824C	Organizational Behaviour (Core)	3
825G	Entrepreneurship (Elective Generic)	3
826SF/SG	French/German(Soft Skill)	
827DA	Industrial & Rural marketing (Elective Discipline)	3
828DA	Marketing Research & Consumer behaviour(Elective	3
827DB	Financial Management (Elective Discipline)	3
828DB	Financial Markets & Environment(Elective Discipline)	3
82V	Comprehensive Viva Voce(Virtual credit)	3
	Total credits	

821C Macro-Economic Analysis & Policy

Objective – *The objective of this paper is to develop understanding about the Macro Economic function of economy and its analysis.*

1. Meaning, scope and application of Macro Economics. Concept of stock and flow variables.
2. National Income-Meaning, Measurement and Relationship with Economic Welfare.
2. Classical Macro Economics; Keynesian System of General Equilibrium
3. Theory of Money Supply, components of Money Supply, Quantity theory of money-Views of Fisher, Cambridge School and Friedman.
4. Classical Economics vs. Keynesian Economics. Neo-classical & Rationale Expectation Theory.
6. Model of Income Determination- Two sector model with consumption and Investment function, Govt. Sector, Foreign Sector multiplier and their policy implications. Money Multiplier, Interest rate and Liquidity Preference Theory.
7. IS-LM analysis- Integration of Product and Money market Effects of shifting IS and LM curves.
8. Business cycles - Meaning and Phases. Theory of Hicks, Henson and Keynes. Meaning of Inflation, Recession and Stagflation. Measures to control Inflation.
9. Monetary Policy and Fiscal Policy – objectives, instruments and Relationship.

Note: At least **five Cases** should be discussed in the class

Books recommended:

1. Macro Economic Theory, E. Shapiro, Galgotia Publications, Vth Edition, 2007.
2. Macro Economic Theory and Practice, H.L. Ahuja, Sultan Chand and Sons, 10th Edition 2004.
3. Macro Economics, Theory & Policies, Richard.T.Froyen, Pearson Education, 7th Edition
4. Macro Economics, Errol D'Souza, Pearson Education,2009
5. Macro Economics, Dornbosch, Fisher, Stanley. TATA Mcgraw Hill, Ninth Edition

822C- Operation Research

Objective: *The objective of this paper is to develop understanding about*

different methods of economic and business analysis that provides solutions to a business problem.

1. Quantitative Techniques and Operations Research: Meaning, Scope of Quantitative Techniques and Operations Research in Management, Advantages and Limitations of Quantitative Techniques.
2. Linear Programming: Meaning of Linear Programming, General Mathematical Formulation of LPP, Graphical Analysis, Simplex Method, Big-M Method, Advantage and Limitations of LPP.
 - a. Transportation Model: Mathematical Formulation, Initial Basic Feasible Solution, Vogel's Approximation Method, Optimization (Minimization and Maximization) Using Modified Distribution Method.
 - b. Assignment Problem: Assignment Model as a Particular Case of Transportation, Model, Formulation of Assignment Problems, Solution of Assignment Problems Using Hungarian Method (Minimization and Maximization, Route Allocation).
3. Dynamic Programming- Nature of Dynamic Programming Problems, Solutions for Knapsack, Travelling Sales man, Selection of Advertising Media, Cargo Loading Problem.
4. Inventory Management – Meaning and Types of Inventories, Inventory Decision, EOQ Model, Safety Stock, Selective Approaches to Inventory Management.
5. Replacement Models: Introduction, Scope in Management, Single Equipment Replacement Model and Group Replacement.
6. Game Theory: Introduction to Games Maximin and Minimax Principles, Pure and Mixed Strategies, Solutions of Games Using –Algebraic and Graphical Methods.
7. Network Analysis – CPM and PERT, concept of floats. Application of CPM & PERT.

Note: At least **five Cases** should be discussed in the class

Books recommended:

1. "Operations Research", S.D. Sharma, Meerut, KedarNath Ram Nath and Co., 8th Edn., 2002.
2. "Quantitative Techniques", N.D. Vohra. New Delhi, Tata McGraw Hill Publications, 15th Ed., 2003.
3. "Operations Research: An Introduction", Hamdy A. Taha, New Delhi, Prentice Hall of India, 6th Edition 1998.
- 4 "Principles of Operations Research with Application to Managerial Decisions", Haruly M. Wagner, New Delhi, Prentice Hall of India Pvt. Ltd, 2nd Ed., 1996.
5. "Problems and Solutions in Operations Research", V.K. Kapoor, New Delhi, Sultan Chand and Sons, 2004, 7th Edition.
- 6 "Operations Research", P.K. Gupta and D.S. Hira, New Delhi, Sultan Chand Publications, 2000.
7. A.M Natarajan, P.Balasubramani, A.Tamilarasi Operations research – Pearson education 2nd edition,2007

823C-Research Methodology (Core)

The objectives of this paper is to bring the understanding of basic concepts of research, research topics, selection & identification ,definition of research problem& parameter, research methodology and giving insight how to conduct a research in more appropriate manner

1. Introduction to Research Methodology

Role and objectives of business research, types of research and various research designs (exploratory, descriptive, experimental and diagnostic research), research process: Overview, Problems encountered by researcher.

2. Design

Data and their Collection: Collection, Organization, Presentation, Analysis and Interrelation of Primary and Secondary Data. Measurement in research, measurement scales, sources of errors in measurement, Techniques of developing measurement tools, Designing questionnaires and conducting interviews.

3. Sampling

Sampling Methods, Sampling Plans, Sampling Error, Sampling Distributions : Theory and Design of Sample Survey, Census Vs Sample Enumerations, Objectives and Principles of Sampling, Types of Sampling, Sampling and Non-Sampling Errors.

Review of statistical tools/methods for business research, for univariate and bivariate analysis, Significance of correlation coefficient, significance of regression coefficient.

4. Hypothesis and Hypothesis testing

Parametric & non-parametric tests, introduction to sample tests for univariate and bivariate analysis using normal distribution, F-test, t-test, z-test, chi -square test.

5. Interpretations and Report Writing:

Meaning of interpretation, techniques of Interpretation, precautions in interpretation, significance of report writing, steps in report writing, layout of report and precautions in writing research reports.

6. Research Ethics: Ethics in Research, Philosophical issues in Research

7. Limitations of RM:

Text books Recommended

1. R. Panneerselvam “ Research Methodology” 2nd edition,2014 published by PHI Learning Pvt. Ltd , New Delhi,2016
2. Deepak Chawla&NeenaSandhi “Research Methodology”-Concept & Cases- Reprinted 2014-Vikas Publishing House Pvt Ltd.
3. S.P. Gupta –“Statistical Methods” Sultan chand& sons, New Delhi -2008
4. Prahlad Mishra “ Business Research “ Oxford university press 2015, 1st edition

Reference books recommended

1. “ Business Research Methods- Donald R Cooper, Pamela s Schindler &J.k. Sharma,11th edition, TATA McGraw Hill Education Pvt Ltd, New Delhi 2012
2. “ Business Research Methods” Alan Bryman&E.Bell , 3rd edition, Oxford University 2015

824C- Organizational Behaviour

Objective: The objective of this paper is to understand the human behaviour to have Efficiency, effectiveness with the total development of the organization.

1. **Foundations of Individual and Organizational Behaviour:** OB Models, Personality Determinants and Attributes, Learning and Learning Theories, Perception-Factors affecting Perception.
2. **Motivation:** Needs, Contents and Processes; Maslow’s Hierarchy of Needs, Herzberg s Two Factor theory, ERG theory, Vroom’s Expectancy theory, Reinforcement Theory.
3. **Foundations of Group Behaviour:** Defining and Classifying Groups, Group Structure and Processes, Process of Group formation, Group Decision Making, Group v/s Team, Team Effectiveness, and Decision Making.
4. **Leadership:** Trait theories, Behavioural theories-- Ohio State Studies, Michigan Studies, and Managerial Grid. Contingency theories—Fiedler’s Model, Hersey and Blanchard's Situational theory, Leader-Member Exchange theory, Path Goal theory, Charismatic Leadership.
5. **Conflict & Organizational Change:** Interpersonal Conflict, Inter group Conflict, Organizational Conflict, forces of Change, Resistance to Change

Note: The syllabus is divided into two sections A and B. At least two questions will be asked from each section. At least **five Cases** should be discussed within the class from each section.

Books Recommended:

1. “Personnel/Human Resource Management”, David S. Decenzo and Stephen P. Robbins New Delhi, Prentice Hall Publication. Third Edition
2. “Organizational Behaviour: Concepts, Controversies, and Applications”, Stephen P. Robbins, New Delhi, Prentice Hall Publication.,Latest Edition
3. “Organizational Behaviour”, Fred Luthans, New York, McGraw Hill, 2005
4. “Essentials of management”, Harold knootz, Donnell and Heinz Weihrich New Delhi, Tata McGraw Hill Publication. 8th Edition
5. “Organization and Management “R.D. Agrawal, New Delhi, Tata McGraw Hill Publication.
6. “Management: A global Perspective”, Harold Koontz, O“Donnell and Heinz Weihrich, New Delhi, Tata McGraw Hill. Publication.Latest Edition
7. “Management”, Robert Krietner, Houghton miffin Co, 7th edition 1994.
8. “Management”, New Delhi, Stephen P. Robbins and Merry Coulter, Prentice Hall of India, 2002.

825G -Entrepreneurship

Objective: The subject will help in understanding the nitty-gritty of entrepreneurship and also to know about various institutions and programmes for promotion of entrepreneurship activities by government and nongovernmental organizations.

1. Concept of Entrepreneurship – Meaning – Types – Qualities of an Entrepreneur – Classification of Entrepreneurs – Factors influencing Entrepreneurship – Functions of Entrepreneur – Role of entrepreneurship in economic development. Innovation, Creativity and lateral Thinking
2. Forms of organization- Sole Proprietorship, Partnership and Company and their features, advantages and disadvantages.
3. Methods and sources of raising Finance- Domestic and global, their features and merits and demerits, Venture Capital
4. Project Management- Business idea generation techniques – Identification of Business opportunities – Feasibility study – Technical, Marketing, Finance, Economic and Social Appraisal– Preparation of Project Report.
5. Enterprise Marketing: Goals of Business-Goal setting, SMART goals, Marketing & Sales Strategy, Branding, Promotion Strategy, Customer Relations, Employee and Vendor Management
6. Enterprise Growth Strategies: Franchising, Mergers and Acquisitions, Moving up the Value Chain and Value Addition
7. Reasons of Business Failure
8. Importance of small scale industries – Definition – Contribution to national economy – Classification of small scale units – Cottage, tiny, village, ancillary – Concept, Infrastructure for small business units. Procedures in setting of small scale units – Licensing – Registration – Financing, Characteristics and Problems
9. Institution for the development of small scale industries – NSIC, SIDCO, SIDO, SISI , Development Commissioner – TANSI, SIDCO, DIC, Directorate of Industries and Commerce. Concessions , rebates, incentives and subsidies to small scale units – Prime Minister’s RojgarYojna (PMPY) EPZ and 100% EQUs, Sickness of small scale units and revival.
10. Industrial Estates – Meaning , types and necessity
11. New venture areas for Entrepreneurs
12. Social Entrepreneurship: Meaning and Concept and Characteristics
13. Case Studies

REFERENCE BOOKS:

1. Srinivasan N.P. – Entrepreneurial Development
2. Saravanavel – Entrepreneurial Development
3. Vasant Desai – Project Management
4. Jayashree Suresh – Entrepreneurial Development
5. Holt – Entrepreneurship – New Venture Creation
6. J.S. Saini& S.K. Dhameja – Entrepreneurship and Small Business
7. P.C. Jain – Handbook for New Entrepreneurs
8. Dr. C.B. Gupta & Dr. S.S.Khanka – Entrepreneurship and Small Business
9. Vasant Desai – Management of Small Business Himalaya Publishers
10. C.B. Gupta – Management of Small Business Sultan Chand and Sons
11. S.S. Kanka, S. Chand and Co – Entrepreneurial Development

826SF- French/German

FRENCH

Objective: The objective of this paper is to impart working knowledge of one of the foreign language in the changing perspective of the Global Economy.

1. Articles. Nouns & Pronouns –the definite article and contraction of the definite articles, indefinite articles, nouns – regular plurals, irregular plurals, gender identification by word ending, the portative article.
2. The Interrogation- formation of question by inversion, simple tense interrogative forms, negation – formation of negative sentences, formation of negative interrogative. Adjectives – qualifying adjective, possessive adjectives, demonstrative adjectives, regular forms and irregular adjective, plurals of adjectives.
3. Prepositions – uses of certain prepositions, prepositions to indicate location or direction, prepositions with geographical names, prepositions with modes of transport, prepositions with expression of time, Prepositions of cause, Numbers – cardinal and ordinal numbers.
4. Dates, Time and Seasons. Verbs – regular and irregular (I, II & III group of verbs), conjugation of verbs in simple present tense.
5. General Conversation – to present oneself and others, to greet others, to tell- time, date, seasons, days of the week, the months of the years

826SG -GERMAN

Objective: The objective of this paper is to impart working knowledge of one of the foreign language in the changing perspective of the Global Economy.

1. Introduction to Germany, German, culture, People, a brief about its history and geography.
2. Greetings, basic pleasantries, dialogues based on situations like personal introduction, finding the way around town, ordering food, making reservations. Vocabulary building for informal conversations.
3. Verbs - regular, irregular, helping, trennbar, modal verb konjugations.
4. Nouns with gender, articles and their usage in different cases. Personal and possessive pronouns. Singular and plural forms.
5. Prepositions - temporal and local.
6. Reading comprehension and informal letter writing.

827DA- Industrial & Rural Marketing

Objective: The objective of this paper is to provide knowledge about the marketing strategies followed by rural and industrial markets.

1. Rural Marketing- Definition, Need, Importance, Future prospects, Opportunities vs. other markets. Economic Dynamics of Rural Marketing & Scanning of Industries tapping the Rural Marketing.
2. Introduction to Demand & Marketing Research in Rural India, Consumer Behavior & Attitude, Buying Behavior; Importance of Relationship, Ethical & value based marketing.
3. A brief about Implementation & Execution of Marketing Strategies and programs (viz. Segmentation, Differentiation, Positioning & Target Market), Managing & Formulating Promotion Activities.
4. Selecting and Managing Marketing Channels (In consumables; Consumer Durable & Agricultural Inputs) Managing Retailing (Dealer & Distributor N.W.) Wholesaling and managing problems in Logistics.
5. Sales Force Management; Traits of (S/P Recruiting, Training Cord). Supervising, Controlling & Motivating S/F. Case studies from agriculture inputs, C. Durable & Consumables).
6. Industrial Marketing (Environment, Constituent, Nature & Delineation). Organizations related with Industrial Marketing.
7. Organizational Buyers & Buying Behavior. Understanding Demand, buyer motivation, characteristic and purchasing patterns.
8. Formulating & implementing strategies in Channel Management, Sales Force Management and Personal Selling. A brief about Managing price mechanism, Sales Promotion and Public Relations in Industrial Market.

Note: At least **five Cases** should be discussed in the class

Books recommended:

1. Industrial Marketing - Robert R Reeder, Edward G. Brity, Betty H. Reader
 2. Industrial Marketing - Richard M. Hill, Ralph & Alexander, James S. Cross
 3. Industrial Marketing - Krishna K Havalldar
 4. Rural Marketing – T.P. Gopalswamy
 5. Rural Marketing - Saval Kumar Velarjudhan
- Rural Marketing Management – Sukhpar Singh

828DA- Marketing Research & Consumer behaviour

Objective: The objective of this paper is to know the significance of market research before launching any new business proposal. This paper also provides knowledge about the significance of consumer behaviour in marketing.

Marketing Research:

1. **Nature & Scope of Marketing Research-** Concept, Scope, Classification, Challenges and Ethics in Marketing Research

2. **Marketing Research process & Research Design-** Marketing Research process. Need for Research design, Features of a good research design and Types of research designs (Exploratory, descriptive, experimental and diagnostic research)
3. **Sampling Theory and Design of Sample Survey-** Census Vs Sample Enumerations, Objectives and Principles of Sampling, Types of Sampling, Sampling and Non- Sampling Errors.
4. **Data Collection-** Primary Data: Methods of Collecting, Scale development, Questionnaire Design. Secondary Data: Sources & Presentation,
5. **Data Analysis:** Descriptive & Inferential Analysis: Univariate, Bivariate and Multivariate Analysis of data
6. **Advanced Data Analysis-** Correlation and Regression Analysis, Factor Analysis, Principal Component Analysis, Discriminate Analysis; Cluster Analysis
7. **Interpretations and Report Writing:** Meaning of interpretation, Significance of report writing, Steps in report writing, Layout of report and Precautions in writing research reports.

Recommended Books

1. Marketing Research - S.L.Gupta , Excel Books 2006
2. Marketing Research - David J. Luck, Ronald S. Rubin , Printice hall Of India, 2006
3. Marketing Research - Harper W. Boyd Ralph Westfall, Stanley F. Stasch, D.D. Sharma, AITBS Publishers & distributors, Latest Edition
4. Marketing Research-- G.C. Beri, Tata McGraw Hil Publication, Latest Edition
5. Research Methodology -D.K. Bhattacharya , Excel Books , Latest Edition
6. Research Methods for Mgt – Dr. S. Shahjahan , Jaico Publishing House , Latest Edition
7. Research Methodology in Management—V. P. Michael, Himalaya Publishing House Ltd., Latest Edition

Consumer Behaviour

1. Introduction – Defining consumer behaviour, Significance of consumer behavior in daily life, Relation of consumer behaviour with marketing management, Application of consumer behaviour in marketing strategy.
2. Consumer Decision making model
3. Influence of Culture, Subculture, Social class, Social groups, family personal influence and innovation.
4. Determinants of Consumer Behaviour – Personality
5. Perception
6. Learning
7. Motivation
8. Attitudes
9. Consumer decision process, Search & evaluation
10. Purchasing process and Post purchase behaviour

Note: At least **five Cases** should be discussed in the class
Marketing Research - S.L.Gupta , Excel Books 2006

2. Marketing Research - David J. Luck, Ronald S. Rubin, Printice hall Of India, 2006
3. Marketing Research - Harper W. Boyd Ralph Westfall, Stanley F. Stasch, D.D. Sharma, AITBS Publishers & distributors, Latest Edition
4. Marketing Research-- G.C. Beri, Tata McGraw Hill Publication, Latest Edition
5. Research Methodology -D.K. Bhattacharya, Excel Books, Latest Edition
6. Research Methods for Mgt – Dr. S. Shahjahan, Jaico Publishing House, Latest Edition
7. Research Methodology in Management—V. P. Michael, Himalaya Publishing House Ltd., Latest Edition
8. Consumer Behaviour - Hoyer Mac Innis, Wayne D. Hoyer, Deborah J. MacInnis, Cengage Learning, 23-Dec-2008
9. Consumer Behaviour - David L. Laudon, Albert J. Della Bitta, McGraw, Hill Book Company, 1988
10. Consumer Behaviour: Concepts and application- Loudon, Tata McGraw-Hill Education, 01-Nov-2001
11. Consumer Behaviour - Leon G. Schiffman Leslie Lazar Kanuk, Pearson Financial Times/Prentice Hall, 2012
12. Consumer Behaviour – Satish Kumar Batra, Excel Books India, Second edition, 01-Jan- 2009
13. Consumer Behaviour – Schiffman Leon.G, Prentice Hall/Financial Times, 2008

827DB -Financial Management

Objective: The objective of this paper is to understand and evaluate the various types of financial decisions to be taken by any corporate.

1. **Introduction to Financial management** – Meaning and evolution, significance and goals, Functions of a financial manager.
2. **Sources of finance**-Domestic & International sources of finance & their features
3. **Leverage analysis** – Meaning, Types – Operating, Financial & Combined and their use in decision making
4. **Cost of capital** – Meaning, Cost of Debt, Preference and Equity capital, weighted average cost of capital.
5. **Capital Budgeting** – Meaning, Techniques of evaluation of proposals – payback period, NPV, ARR, IRR, Accept/reject decisions.
6. **Working capital management** – Meaning and Concept, Operating cycle, Factors affecting working capital, Sources of working capital, Determination of working capital.
7. **Dividend policy** – Meaning, determinants, Forms of dividend, Retention vs. Distribution of profits.

Note: At least five Cases should be discussed in the class

Books recommended:

1. Financial Management, Theory & Practice: Prasanna Chandra, Tata McGraw Hill Publication
2. Financial Management: I.M. Pandey, Vikas Publishing House.
3. Basic Financial Management: Khan and Jain, Tata McGraw Hill Publication
4. Financial Management -- Maheshwari, Sultanchand & Sons Publication

828DB- Financial Markets & Environment

Objective: *The objective of this paper is to understand various financial markets and their Working in India.*

Unit I: Introduction to Indian Financial System: Introduction, Functions of the Financial System, Structure and Characteristics of Financial system, Players in the Financial System, Types of Financial Products, Role of Financial markets.

Unit II: Introduction of Financial Markets Evolution of the Financial Markets, Segments of Financial Markets, Financial market Instruments: Equity & Preference shares, Debentures – meaning and features.

Unit III: Money Market: Introduction to Money Market, Evolution of Money Market in India, Need for Money markets – Money Market Instruments, Call Money Market, Treasury Bill Market, Commercial Paper, Certificate of Deposit Market, REPOS (Repurchase Agreement). Role of Primary Dealers, Regulatory Framework

Unit IV: Capital Market:

Need for Capital Markets, Components of the Capital Markets, Players in Capital Markets, Major Trends in Capital Market, objective & importance of Capital Markets.

Unit V: Bond Market:

Evolution of the Bond Market – Fixed Rate and Floating Rate, Bonds – Convertible Bonds – Innovative Bond Issuance Structures – Secondary Market for Bonds. Gilt-Edged Securities.

Unit VI: Non –Banking Finance Companies: Evolution of NBFCs – Industry Structure Services Provided by NBFCs – Acceptance of Public Deposits – Regulating the NBFC Sector – Registration and Classification – Prudential Norms, Size of Non –Banking Finance Companies

Unit VI: Foreign Exchange Markets: Introduction, Players.

Books recommended:

1. H.R. Machiraju, Indian Financial System, Vikas Publishing House,
2. B.S. Bhatia and G.S. Batra, Management of Capital Markets, Financial Services and Institutions.
3. L.M. Bhole, Financial Institutions and Markets – Structure, Growth and Innovation. Tata Mcgraw Hill Publishing Company Ltd.
4. Meir Kohn – Financial Institutions & Markets Future & Regulations, Oxford University Press, 2007.d
5. B.S. Bhatia, G.S. Batra, —Management of Capital Markets, Financial Services and Institutions||, Deep and Deep Publications, 2000.

MBA (BE) III SEMESTER July 2020

831C	Strategic Management (Core)	3
832C	Econometrics (Core)	3
833C	International Economics (Core)	3
834C	Strategic HR & Development(Core)	3
835C	Supply Chain Management & Documentation (Core)	3
836G	Business Law(Elective generic)	3
837DA	Integrated Marketing Communication(Elective Discipline)	3
838DA	International Marketing(Elective Discipline)	3
837DB	Cost & Management Accounting (Elective Discipline)	3
838DB	Security Analysis & Portfolio Management (Elective Discipline)	3
839P	Summer Training Report Submission(Project Work)	2
83V	Comprehensive Viva Voce(Virtual credit)	4
	Total Credit	

831C- Strategic Management (Core)

Objective: *The objective of this paper is to understand the framing of various strategies with related advantages in the different competitive situations.*

1. Meaning need and Process of strategic management; Approaches to Strategy making: Rational, Analytical and Intuitive Levels of strategy: Corporate, SBU and functional strategies. Decision Roles of a manager.
2. Mission and objectives: Definition, formulation and change Hierarchy of objectives
3. SWOT analysis – Analysis of external and internal environment. Environmental Threat and opportunities profile (ETOP) Strategic Advantage Profile (SAP)
4. STRATEGY ALTERNATIVES Grand Strategies and their sub-strategies; Stability, Expansion, Retrenchment and Combination; Internal and External Alternatives; Related and Unrelated Alternatives; Horizontal and Vertical Alternatives; Active and Passive Alternatives; International Strategy Variations;
5. STRATEGY CHOICE
Narrowing the choices; Managerial Choice Factors, Choice Processes - Gap Analysis, ETOP-SAP Matching, BCG Product; Portfolio Matrix, G E Nine Cell Planning Grid; Contingency Strategies; Prescriptions for choice of Business Strategy; Choosing International Strategies.
6. STRATEGY IMPLEMENTATION
Implementation Process; Resource Allocation; Organizational Implementation ; Plan and Policy Implementation; Leadership Implementation; Implementing Strategy in International Setting.
7. STRATEGY EVALUATION AND CONTROL
Control and Evaluation Process; Motivation to Evaluate; Criteria for Evaluation; Measuring and Feedback; Evaluation and Corrective Action.
8. CASE Analysis: To gain actual feeling of strategic management process from mission development to strategy evaluation.

Note: At least **five Cases** should be discussed in the class

Books recommended:

1. Strategic Management Text & Cases -- Boseman G. and PhatakArvind:
John Wiley & Sons, Latest Edition
2. Strategic Management – V.S.Rao , Excel Books, Latest Edition
3. Business Policy and Strategic Management-- Lawrance , Jaush &
Gupta, TreniceBarota&Co. Ltd. Latest Edition
4. Business Policy ---,KazmiAzhar , Tata McGraw Hill, Latest Edition
5. Business Policy, Strategic Planning & Management --Ghosh P.K , Sultan
Chand & Sons, Latest Edition
6. Global Strategic Management -- Davidson,W.H., John Wiley & Sons, Latest Edition

832C- Econometrics (Core)

Objective: *The objective of this paper is to understand the different economics and mathematical tool that are applied to business problems to find their solutions.*

1. Differentiation of a function; Application of differentiation in Economics Elasticity's, Maxima and Minima, Profit Maximization.
2. Integration of a function: Application of Integration in Economic Problems, Consumer's and Producer's Surplus.
3. Random Variable, Expectation of Random Variable. Basics of Hypothesis Testing; Nature and Scope of Econometrics.
4. Types of data; Meaning and Methodology of Econometrics; Meaning of Causal relationship; Nature of Regression Analysis; Properties of good Estimator; Gauss-Markov Theorem.
5. Basics of Two-Variable Regression Analysis. Estimation and Hypothesis Testing; interpretation of results and their application
6. Extensions of the Two-variable Linear Regression Model. Multiple Regression Model, its Estimation and Inference; types of Non Linear Regression Models and their applications.
7. Nature, Consequences, Detection and Remedial Measures of Specification Bias, Heteroscedasticity, Autocorrelation and Multi Co linearity
8. Regression on Dummy Variables and their application.
9. Autoregressive and Distributed Lag Models; problems in estimation and their application.
10. Systems of Equations, Identification (Rank and Order Conditions) and Estimation Methods (ILS and 2SLS) of Simultaneous Equation Models.

Note: At least **five Cases** should be discussed in the class

Books Recommended:

1. Gujarati, D.N. Basic Econometrics (5thEdition) MC Graw Hill New Delhi.

2. Koutsoyiannis, A, Theory of Econometrics (2nd Edition), The Macmillan Press Ltd. London
3. Maddala, G.S, (3rd Edition) Introduction to Econometrics, McMillan, London

Suggested Readings

1. Gujarati D.N., Econometrics by Example, Palgrave Macmillan
2. J. Woolridge, Introductory Econometrics (5th Edition), South-Western Educational Publishing
3. Principles of Econometrics, N. Hatekar, Sage Publishing House
4. Krishna, K.L., Economic Application in India, Oxford University Press, Delhi.

833C-International Economics (Core)

Objective: *The objective of this paper is to understand the theories of international economics and its application in the field of trade and business*

1. Distinct features of international trade. The classical theory of international trade. Concept of reciprocal demand in the theory of comparative costs. Modern theory of international trade – relevance and applications.
2. Terms of trade. Factors affecting terms of trade. Free trade Vs protection. Commercial policies – Tariffs, Dumping and Countervailing measures.
3. Balance of Payments – Composition and significance. Disequilibrium in BOP – causes and measures for correcting. Marshall-Lerner Approach of devaluation. Foreign trade multiplier.
4. Foreign Exchange determination – The purchasing power and BOP theory. Fixed and flexible exchange rates. Exchange Control – meaning, objective and methods of exchange control, Appreciation and Depreciation of currency, Spot and forward exchange rates. Volatility of exchange rates and their effects. Volatility of exchange rates in relation to dollar & Euro. Convertibility of Currency.
5. Directions and Trends in India's balance of payment position since reform period.

Note: At least **five Cases** should be discussed in the class

Books recommended:

1. International Economics—B.O Sodersten, The Macmillan Press Ltd London, IIIrd Edition, 1994.
2. International Economics-- Vrinda Publishing House Ltd, Latest Edition
3. International Economics—H.G. Mannur, Vikas publishing House Ltd, Latest Edition
4. International Economics D.M. Mithani, Himalaya Publishing House, Latest Edition
5. International Economics- Paul R. Krugman, Pearson Education India, 8E, 2009

834C-Strategic Human resource & Development

Objective: *The objective of the course is to develop the perspective of strategic human resource management. Understand the strategic role of specific HR systems. Appreciate SHRM in the context of changing forms of organization.*

1. Strategic Management: The Field of HRM

Need and significance of HRM, HRM function, Role of HR in Organizations, Understanding Strategic Human Resource Management, Building Competitive advantage through people.

2. Acquisition & selection of Human Resources:

Human Resource Planning, Selection tools and their application, Job analysis, job Design & Job Descriptions, job specification, employee welfare and quality of work life.

3. Human resource Development

Systems Approach to HRD, HRD Strategies, HRD Staffing: Role of Top Management in HRD, HRD and Training Policy, Assessing Training Needs; Process of Training; Designing and Evaluating Training and Development Program, types and Methods of Training; Training within Industry (TWI); Transactional Analysis.

4. Strategic approach to HRM :

Integrating HR Strategies with corporate & functional strategies, Integrating Human resource in strategic decisions, HRIS and its application.

5. Strategies for maximizing HR productivity:

Organizational restructuring, Turn around Management, Mergers, Acquisitions & joint ventures.

6. Managing Employee Performance

Performance Management Systems & Processes Rewards, Compensation and Benefits Multi -Rater Feedback Systems, Grievance Handling.

Recommended Books

1. "Human Resource Management --Robert L. Mathis and John H. Jackson," South Western College Publishing, Latest Edition
2. "Human Resource Management" A strategic approach to employment, --S.K Sharma Global india Publicatio 01-dec-2009
3. Human Resource Management—C.B.Gupta, Sultancvhand and Sons, Latest Edition
4. Human Resource & Personnel Management—K.Aswathapa, Tata McGraw-Hill Publication Ltd, Latest Edition
5. Effective Human Resource Training and Development Strategy By [Dr B Rathan Reddy](#), Latest Edition
6. Human Resource Management—S.P.Robbins, Printice Hall Publication, Human Resource Planning—Bhattacharya, Excel, Latest Edition

835C-Supply Chain Management & Documentation

Objective:

The objective of this paper is to understand how the chain involved in the marketing and distribution is working and decide the routing and scheduling of the products.

1. Analyzing & Understanding the Supply Chain - Decision phases in supplyChain; Process view of supply chain, framework for supply chain solutions, Supply chain relationships Outsourcing, 3 PLs, and 4PLs.

2. Elements of L & SCM, logistical information system, Introduction, Information functionality and principles, Information architecture, Applications of new information technologies in supply chain.
3. International Logistics Management and Importance of Documentation in Supply chain System.
3. Planning Demand and Supply, through Ware housing & Distribution Centers– Break Bulk, Cross Docking and Consolidation.
4. Inventory Management for International Business - Role of cycle inventory; uncertainty / Safety Stock; In transit and work in process stock; Managing, Inventory cost. ROP & Optimal level of product availability - Importance and Factors affecting optimal level of product availability; Managerial levels to improve supply chain profitability.
5. Transportation in an International supply chain - Role of transportation, Factors affecting transportation decisions; Modes of transportation.
6. Importance of Packaging in International Supply Chain Management.
7. Role of Material Handling and its Effects on Supply Chain

Books recommended:

1. Purchasing & Supply Chain management – A.J.V. Weele
2. Supply Chain Management – Meindl & Chopra—Pearson Education Asia . Addison Wesley Longman (Singapore) Pte Ltd. 482, F.I.E. Patparganj, Delhi 110 092, latest edition
3. Logistics and Supply Chain Management By P Radhakrishnan, Allied publisher, 2001
4. Logistical Management – David Closs – Tata McGraw Hill , New Delhi, Latest edition
5. Supply Chain Management, [Janat Shah](#), Pearson Education India, 2009
6. The Management of Business Logistics: A Supply Chain Perspective, [John Joseph Coyle](#), [Edward J. Bardi](#), [C. John Langley, Jr.](#), South-Western/Thomson Learning, 2003

Note: At least **five Cases** should be discussed in the class

836G-Business Law

Objective: The objective of this paper is to understand the different laws , legal rules and regulations through which the business world is governed.

Legal Frame work

1. The Customs 1962.
2. Foreign Exchange Management Act
3. The Money Laundering Act, 2002.(Penalties, contraventions and general features)
4. Information and technology Act 2000 (salient features and general aspects, DSC Mechanism)
5. Competitions Act 2002 including the types of the restrictive agreements (Salient Features)
6. Interpretation of law

Contractual Relations and company regulations

1. The Indian Contract Act. 1872.

2. The Companies Act 2013 (types of companies, prospectus, MOA, AOA, Prospectus, Shares, AGM, winding up of a company, Preferential Shares and Dividend, company audit)
3. The LLP Act, 2008 (Basic Provisions)

Property Rights: Intellectual Property

1. The Copyright Act, 1957.
2. The Patent Act.
3. The Designs Act & Trade Marks Act.
4. International Conventions & UNO specifications

Preferred Act

1. Security Contract act (It may be classified under the head contractual relations and company regulations)
2. Product Liability Transfer of Technology, International Contracts, Licenses Joint Ventures/ Consultations, Foreign Investment Laws, International Organizations, United Nations World Trade Organization

Payments- Letters of Credit, Electronic Transfer, NEFT, ECS, RTGS, Bank Guarantee.

Recommended Books

1. Sakhlecha&Sakhlecha – Corporate Law
2. B.S. Moshal- Business Law, Anne Books Pvt. Ltd.
3. Tax man - Corporate laws
4. MohnishBhandari – Corporate Law
5. Bharat - Corporate laws
6. Bare Acts - Corporate laws

Note: At least **five Cases** should be discussed in the class

837DA-Integrated Marketing Communication (Elective Discipline)

Objective: *The objective of this paper is to understand the concept and applications of Integrated Marketing Communications and Design integrated marketing communication strategies*

Course Structure:

1. Foundations of IMC: An Overview of IMC, IMC and Marketing, Elements of IMC, Role of IMC in the marketing process
2. IMC partners: Role of advertising agencies, media partners and other marketing communications agencies
3. IMC planning process: Steps involved in IMC planning process
4. Establishing Objectives and Budgeting: Promotional Objectives, Communications Objectives, DAGMAR, Budgeting Methods
5. Advertising Campaign: Types of Advertising, Functions/Role/Benefits of Advertising, Developing Advertising Campaign, Creative Appeals , Message design, Copy Writing, Script, Story Board, Media Planning,Types and Characteristics of Media, Media Mix Decisions
6. Direct Marketing: Database, Catalogue, Telemarketing, Mobile Marketing
7. Interactive Marketing: Internet and Interactive Media, Using social media for promotion, Viral Marketing
8. Sales Promotion: Role of Sales Promotion, Trade Promotion and Consumer Promotion, Sales Promotion and other IMC tools
9. Public Relations and Publicity: The PR process, Publics and PR tools, Corporate communications
10. Personal Selling: The role of personal selling in IMC, Personal Selling Process

11. Event Marketing: Events, Sponsorships, Point of Purchase Promotion and Designing Environment
12. Measuring IMC Effectiveness: Pre and Post launch effectiveness techniques, quantitative and qualitative.

Text/References:

Belch, G. E., Belch, M. A., and Purani, Keyoor, **Advertising and Promotion – An Integrated Marketing Communications Perspective**, Latest Edition, Tata McGraw Hill, New Delhi

Clow, K. E. and Baack, D. (2007), **Integrated Advertising, Promotion, and Marketing Communications**, Pearson, New Delhi.

Shimp, T. A. (2007), **Advertising and Promotion – An IMC Approach**, South Western Cengage Learning, New Delhi.

Shah, K. and D'Souza, A. (2009), **Advertising and Promotion – An IMC Perspective**, Tata McGraw Hill, New Delhi.

838DA- International Marketing (Elective Discipline)

Objective: The objective of this paper is to have knowledge of strategies, adopted in the foreign markets to succeed with a suitable market plan.

1. International Marketing environment, economic, cultural, legal, technological and political. EPRG Framework.
2. Process of entering international marketing management, Decision criteria for entry methods in the international market and the various entry methods for the international market
3. Product policy decisions, Product Standardization and Product Adaptation. Packaging, Labeling and Positioning.
4. New product development, Adoption and Diffusion of new products, Product line extensions, International product life cycle.
5. Managing Foreign Distribution--- through distributors and through firm's presence in the international market, Types of intermediaries ----Direct and Indirect Channel, Channel Adaptation, Channel Development.
6. Physical distribution – Modes of transportation,
7. Export pricing-Objectives, Frame work of international pricing, Factors Gray market, Price escalation, Foreign exchange risk, transfer pricing.
8. International Promotion, Branding ,Role of Advertising, advertising decisions taken for international market, Personal selling, Sales promotion, public relations and trade shows.

Note: At least **five Cases** should be discussed in the class

Books recommended:

1. International Marketing Analysis and Strategy – OnkVisitSak John J. Shaw Pearson Education, Latest Edition
2. International Marketing Management – Subhash Jain, CBS Publishing & Distribution, Latest Edition
3. International Marketing-- P.K.Vasudeva, Excel Books, Latest Edition
4. International Marketing—F. Cherunilam, Himalaya Publishing House Ltd, Latest Edition

5. International Marketing Management—M.N.Mishra, Oxford & IBH, Publication Pvt,
6. International Marketing Management—R.L.Varshney and B.L. Bhattacharya, Sultanchand & Sons, Latest Edition

837DB-Cost & Management accounting

Objective: *The objective of this paper is to provide knowledge about cost & management accounting, its techniques and cost control.*

1. Meaning of Cost accounting, significance & importance, Difference in Cost and Financial Accounting, Preparation of Cost Sheet
2. Process Accounts joint and by product accounting, Normal and Abnormal Losses.
3. Marginal costing and Break even analysis, Cost volume, Profit analysis.
4. Alternatives choice decisions.
Make or buy sell or process further operate or shutdown, Special orders.
5. Budgetary control:- Concept, Advantages and types, Sales budget, Production Budget, Cash Budget.
6. Standard costing and variances analysis, meaning, concept and advantages labour variances.

Note: At least **five Cases** should be discussed within the class

BOOKS FOR REFERENCE:

1. M.I. Singhai: Cost Accounts— Universal Publication, Agra latest edition
2. Sanjay Mehta & Prof. MukeshBrahmbhatt Cost Accounting: - Devi AhilyaPrakashan.
3. M.C. Shukla, T.S.Grewal and M.P.Gupta: Cost Accounting – Text and Problems, S.Chand publication & Co, New Delhi.
4. Ravi M. Kishore: Cost Accounting and Financial Management, Taxman Allied Services (P) Ltd., New Delhi.
5. JawaharLal and SeemaSrivastava: Cost Accounting – Tata McGraw Hill Publication.

838DB- Security Analysis & Portfolio Management

Objective: *The objective of this paper is to provide knowledge about the portfolio management of a company and its security.*

1. Introduction: Meaning & Concept of Investment, Investment verses Speculation verses gambling, Financial and Economic Aspect of Investment, Types, Characteristics and Objectives of Investment.
2. Risk Return: Concept of Risk and Return, Application of Statistics, Systematic and Unsystematic Risk, Efficient capital markets, Concept of Beta, Capital Assets Pricing Model, SML.
3. Factor Models and Arbitrage Pricing Theory.

4. Valuation of Securities – An introduction to security valuation, Top Down and Bottom Up approach. Tax Implications.
5. Valuation of Equity & analysis – Active equity Investment styles, Equity valuation Models
6. Valuation of Bonds: PV Model, Bonds Yield, Measures Duration, Modified Duration, Immunization, Convexity, Bond Value Theorem, Yield to maturity, Tax Implications.
7. Security Analysis: Fundamental Analysis and Technical Analysis, Dow Theory, Elliott Wave Theory, Efficient Market Hypothesis and Testing.
8. Portfolio Concepts: Portfolio and Security Returns, Diversification, Markowitz Model, Sharp Index Model, Multiple Security Portfolio, Portfolio Investment Process, CML Valuations
9. Portfolio Evaluation: Measures of Returns, Formula Plans, Sharpe and Treynor Measures, Jenson model.

Note: At least **five Cases** should be discussed within the class

Books recommended:

1. V.K.Bhalla, Investment Management: Security Analysis and Portfolio Management, New Delhi, S.Chand and Sons, Sixth Edition, 1999
2. Donald E.Fisher and Ronald J.Jordan, Security Analysis and Portfolio Management, New Delhi, PHI Publication, 1998.
3. V.A.Avadhani, Investment and Security Markets in India, Bombay, Himalaya Publication, 1998.
4. Edwin J.Elton and Martin J.Gruber, Modern Portfolio Theory and Investment, Singapore, John Wiley and Sons, 1996.
5. Preeti Singh, Investment Management, Bombay, Himalaya Publications, 9th Edition, 2000.

839P-Summer Training

All the students are required to undergo six to eight week summer training, after the completion of first two semesters in Industrial and Business organizations. The institute prefers that an organization puts a student on a specific project where a student will be expected to work and understand the working of all aspects of the organization. The students are instructed to submit a certificate of successful completion of their summer training. Each student will be required to give a presentation of their summer project.

MBA (BE) IV SEMESTER January 2021

841C	Business Forecasting & Planning Techniques (Core)	3
842C	Service Marketing & CRM (Core)	3
843A	Commodity Derivative & Price Risk Mgmt.(Ability Enhancement)	3
844DA	Retail Marketing & RM (Elective Discipline)	3
845DA	Sales & Distribution Management (Elective Discipline)	3
844DB	Business Taxation (Elective Discipline)	3
845DB	Insurance and Bank Management (Elective Discipline)	3
846P	MRP(Submission & viva voce) (Project Work)	3
84V	Comprehensive Viva Voce(Virtual credit)	4
	Total Credits	

841C-Business Forecasting & Planning Techniques (Core)

Objective: The objective of this paper is to teach the different forecasting techniques that are helpful in trade and business.

1. Basic concepts of Business Forecasting and Planning, Fundamentals of Business & Business Environment, Nature of business in 21st Century, Components of business Environment, Stages and Techniques for Environmental Analysis.
2. Essentials of forecasting, Quantitative Forecasting; Criteria for Evaluation: ME, MAD, MSE, RMSE (SDE), PE, MPE, MAPE, Theil –U - Statistic; Introduction to Qualitative & Technological Forecasting.
3. Methods of Business Forecasting; Quantitative Approach-Naive Method, Single and Double Moving Averages; Single exponential smoothing, ARRSSES, Double exp. smoothing (Brown's one parameter & Holt's two parameters Methods).
Trend Analysis - Linear, Semi-Log, Exponential and Logistic Models.
4. Introduction to Box-Jenkins (ARIMA) Methods, types, interpretation and application.
5. Qualitative & Technological Methods of Forecasting: Subjective Assessment Methods - Jury of Executive Opinion, Sales force Composite Methods, Formal Surveys & Market Research - Based Assessments, Subjective Probability Assessments. **Exploratory Methods** - Scenario Development Methods, Delphi, Cross-Impact Matrices, Curve Fitting, Analogy Methods, Morphological Research, Catastrophe Theory, **Normative Methods** - Relevance Trees, Introduction to Systems Dynamics.
6. Applications of Forecasting Techniques in predictions of Demand (Consumer durable, Capital goods & new product), Sales, Cost, Price, Stock prices, Profits, Inventory, Production, Cash flow, Foreign exchange rate, Import, Investment, Labour requirements & macroeconomic leading indicators like interest rate forecasting.
7. Business Forecasting & Planning: The role of forecasting in planning, relating forecasting & planning in business organization, forecasting as input to planning & decision making, contribution of forecasting to analysis and Understanding (The variance as a Measure of Risk, Marginal Analysis,

Elasticity's, Costing, Seasonal & Cyclical Considerations, Simulation & Sensitivity Analysis).

Note: At least **five Cases** should be discussed in the class

Books recommended:

1. Makridakis, Wheelwright and McGea (1983), Forecasting: Methods and Applications, John Wiley & Sons.
2. Makridakis, Wheelwright and Hyndman (2003), Forecasting Methods and applications, John Wiley & Sons.
3. Business Forecasting, John E. Hanke, Dean W. Wichern (8th Edition), Pearson Education.
4. Elements of forecasting, Francis. X. Diebold, Thomson Learning
5. Forecasting Application & Methods, Francis. X. Diebold, Cengage Learning

Journals

1. International Journal of Forecasting.
2. Journal of Forecasting.
3. Technological Forecasting and Social Change.

842C-Service Marketing and Customer Relationship Management

Objective: The objective of this paper is to understand various processes and strategies for marketing of services and strategies for building lasting customer relationship

1. Understanding Services: Service Sector & Economic Growth, Service Concept - Service Characteristics-Classification of Services, -Challenges in Service Marketing
2. Marketing mix in service marketing (7 ps) - Understanding service process, Service offerings –core & supplementary product element -Price & other costs of services – Place & time – Service Delivery system -Promotion & customer education -People employees role in service – Productivity and Quality -Physical Evidence in Services
3. Customer Satisfaction- Service quality in service Marketing, Monitoring and Measuring Customer Satisfaction, SERVQUAL& GAP Model, Handling Complaints, Services Failures & Recovery.
4. Strategic Issues in Service Marketing -Service Positioning and Design-Service Differentiation, Demand Management Strategies for Services.
5. Introduction to CRM: Evolution of CRM, Relationship Marketing, significance and benefits of CRM to different business organizations and customers.
6. Concepts of CRM: Concept of Customer Lifecycle, Lifecycle stages, Customer Lifecycle Management, Customer Lifetime Value assessment
7. CRM Process: Objectives, Customer segmentation, Customer database, Core processes, Customer retention, recovering lost customers, Terminating relationships.
8. Database Management: Information management for customer acquisition, retention, attrition and defection, data warehousing, data mining.
9. Measuring CRM Effectiveness: CRM Metrics – Financial and non-financial measures.

Text Readings

1. Christopher H. Lovelock, "Services Marketing", New Delhi: Prentice Hall of India, Latest edition
2. Baran, Roger J., Galka, Robert J. and Strunk, Daniel P. (2008), *Customer Relationship Management*, Cengage Learning, New Delhi
3. Sheth, J.N., Parvatiyar, A. and Shainesh, G., "Customer Relationship Management", TMH, Latest edition
4. Kumar, V. and Reinartz, Werner J. (2006), *Customer Relationship Management: A Databased Approach*, Wiley India, New Delhi

843A- Commodity, Derivative & Price Risk Management

OBJECTIVE:

The objective of this paper is to provide the necessary inputs require making the students well acquainted with the modalities of the commodity derivatives market in India, enhancing domain knowledge like functioning settlement system factors impacting the commodity market & its role in economy & risk mgmt

1. **Introduction to Derivatives** – Introduction to Derivatives, Meaning of Forwards, Futures, Options and Swaps, Difference between Sport and Futures Markets, Difference between Futures and Forward contracts, types of orders.
2. **History of commodity markets** – Evolution of commodity markets, Commodity markets of India
3. **Commodity Futures** – Meaning and Objective of Commodity Futures, Pricing commodity Futures: Factors affecting Cost of Carry, Investment and Consumption Commodities, Meaning of Basis and Spreads – Basis, Basis Risk, Spread, Participants in Commodity Derivatives – Hedgers, Speculators, Arbitraders.
4. **Future contracts:** Introduction to futures markets, future contract and future trading, specification of the future contract, newspaper quotes, hedging using futures, Index futures, basics of stock index futures, interest rate futures, foreign exchange and currency futures, mechanism of future contracts, operations of margin, convergence clearing process, clearing house and clearing margins, hedging, difference between forward future
5. **Advanced concept in Commodity Futures-Hedging**, what is the concept of hedging ratio, buying hedge or Long Hedge, Uses of buying hedge strategy, Buying hedge with Basis Risk, Selling hedge or Short hedge ,uses of selling hedge strategy, hedge with basis risk, Rolling over of Hedge position, advantage and limitations of Hedging speculation.
6. **Option Markets** - Types of options, uses of options, Payoffs from options, Trading strategies, Involving options Bull-bear spread, butter-Fly, calendar and diagonal spread, Straddles, strip and straps, Options valuation and pricing, over the counter exchange option, strangle, index options
7. **Swaps:** Introduction to swaps, basic swap structure, interest rate swaps, currency swaps, mechanics of swaps, transactions, swap options

Recommended Books:

- 1 Redhead, Futures – Pearson education Asia Publications, 1999
- 2 Robert A. Strong, Derivatives: An Introduction – Thompson publications, New Delhi, 2000

- 3 Robert W. Kolb, Understanding Futures – PHI Publications, New Delhi,2000
- 4 Robert W. Kolb, Understanding Options – PHI Publications, New Delhi, 2000
- 5 John C. Hull Options, futures and other derivatives – Pearson education Asia, 4th edition, 2001

844DA- Retail Marketing (Elective Discipline)

Objective:-The objective of this course is familiarizing with the concepts, techniques, processes and strategies for retailing.

Course Content:

1. Introduction to Retailing: Retail Environment, Retail Industry, Theories and Retail Formats, Retail Market - Global and India.
2. Retail Strategies: Introduction, simulation analysis, strategic plan, retail value chain, acquisitions and mergers, franchising/licensing advantages and disadvantages, retail brand, franchising in India, retail store locations, steps involved in retail location
3. Retail Marketing: Retailing and Marketing, Consumer Behaviour and Retail Operations. Strategic marketing planning for Retailing.
4. Retail Marketing Mix
 - Retail Product: Merchandising, Store Design, Layout
 - Pricing: Pricing objective, Policies and Strategies.
 - Distribution: Location, Logistics, SCM, Channels.
 - Communication & Promotion: Developing Promotion Mix for Retailing, Managing Retail Brand.
5. Retail Service Quality: Quality audit.
6. Managing People Retail : HRM, CRM
7. IT in Retailing & Future trends

Text/References:

1. Newman, J, Andrew & Cullen, Peter, “**Retailing Environment & Operations**”, Thomson, Latest edition.
2. Dunne, M. Prtrick, Lusch, F., Robert, Griffith, A., David, “**Retailing**”, Thomsan, Latest edition
3. Berman, B. & Evans, J.R.; “**Retail Management**”, PHI, Latest edition
4. Pradhan, Swapna. “**Retailing Management**”, TMH, Latest edition
5. Gilbert, David, “**Retail Marketing Management**”, Pearson, Latest edition

845DA-Sales&DistributionManagement

Objective: *The objective of this paper is to provide knowledge about the different dimensions of sales and marketing and their growing challenges.*

1. Introduction to sales management, growing challenges of sales & distribution in marketing.
2. Personal selling - objectives, buyer - seller relationship, processes of selling.
3. Designing Sales force Strategies- Recruitment, Selection, and Training of Sales force
4. Designing Sales force Strategies- Motivation, Compensation and Controlling of Sales force
5. Buyer seller Dyad. Theories of selling.
6. Sales territories - coverage and administration.
7. Sales Budget & Quotas.
8. The marketing channel system, factors, effective choice of channel, channel integration.
9. Channel Members- Function, Selection, Motivation and Appraisal .
10. Physical Distribution - Transportation, storage, location of physical distribution facilities.

Books recommended

1. Sales Management Decisions: Still Richard R. Pearson education 5th edition
2. Sales Management Decisions: Johnson Eugene M. McGraw-Hill International Editions
2. Sales Management Decisions: Dr. Mathew M.J. Rbsa Publishers latest edition

844 DB- Business Taxation (Elective Discipline)

Objective: *The objective of this paper is to have knowledge about the tax procedure of India.*

1. Income Tax Act: Important provisions
 - (i) Basic Concepts : Assessment year, Previous year, Person, Income, Gross Total Income, Agricultural Income, Capital & Revenue - Receipts & Expenditure; Residential Status and Incidence of tax; tax free income.
 - (ii) Income from Salaries: Meaning, Taxability of Allowances & Perquisites, Permissible Deductions, Treatment of P.F., Gratuity.
 - (iii) Income from House Property: Computation of Annual Value & Deductions. Income from Business & Profession: Basis of charge, scheme of provisions, Deductions allowed, Expenses allowed under restriction, Depreciation, double taxation.
 - (iv) Overview of Income from Capital Gains & Other Sources.
 - (v) Deductions allowed from Total Income, Rebates & Relief.
 - (vi) Tax deduction at source, Advance Payment of Tax, filing of returns.
2. Introduction to Goods & Service TAX: Evolution of GST, Structure & constitutional background of GST, CGST, SGST,
3. Tax collection & reverse charge mechanism, Concept of goods & services
4. Input tax credit, E-way bill concept in GST, Calculation of CGST, SGST, IGST,
Valuations

Note: At least **five Cases** should be discussed in the class

Books recommended:

1. Students Guide to Income Tax - Dr.V.K.Singhania, Taxmann Allied Services Pvt. Ltd.
2. Systematic Approach to I.T. Act & Central Sales Tax - Girish Ahuja – Bharat Law House.

845DB- Insurance and Bank Management (Elective Discipline)

Objective: *The objective of this paper is to have knowledge about the risk prevailing in the insurance and banking industry.*

Insurance

1. Risk and Insurance: Defining Risk, Nature and Types of Risk, Risk and Its Relation with Insurance, Concept and Significance of Insurance, Classification of Insurance – Life and Non life, General Principles of Insurance, Insurance and Acceptance Procedure, Insurance Terminology.
2. Life Insurance Products: Term Insurance, Endowment Insurance, Pensions, Annuities, Underwriting, Reinsurance, Claim management.
3. General Insurance Products: Fire, Marine, Motor Vehicles, Third Party Insurance, Miscellaneous – Med Claim and Health Policies, Group Insurance, Burglary Insurance.
4. Role of IRDA.

BANK MANAGEMENT

1. Overview of Banking Industry: Banking Structure in India – RBI, Commercial, Rural and Co-operative Banks - their Role and Significance,
2. Banking Risks: Credit, Liquidity, Market, Operational, Interest Rate, ALM by Banks: Classification of Assets. Capital Adequacy Norms for Banks.
3. Industrial Financing: Evaluating Commercial Loan Requests, modes of creating charge, purchase and discounting of bills, letters of credit, guarantees.
4. Retail Banking: Overview of new areas in banking – Internet Banking, Mobile Banking, Consumer Loans (Housing / Personal / Vehicle Loans). Negotiable Instruments Act-Specific Provisions related to cheques, bills of exchange & Promissory notes.

Note: At least **five Cases** should be discussed in the class

Books recommended:

1. O.S.Gupta, Life Insurance, Special Reference to LIC.
2. Insurance : Theory and Practice: NaliniPravaTripathy PHI (2005)
3. Fundamentals of Insurance: Dr. P. K. Gupta , Himalaya Publishing House, latest edition
4. Vasant Joshi and Vinay Joshi, Managing Indian Banks, New Delhi SAGE Response; Third edition
5. R.M.Shritastava, Management of Indian Financial Institutions, New Delhi, Himalaya Publications.
6. Banking & Finance Sector Reforms In India, Banerjee Amalesh, Deep & Deep Publication, 2001 Indian Banking System- Board of Editors

846P-MRP (Submission & Viva Voce) (Project Work)

The MRP shall comprise of individual & original research by a student under the guidance of a faculty member on a topic which shall preferably relate to an area of his interest/ specialization. Research here construes **either or both** of the following:

1. Research based on Primary or Secondary data.
2. Study based Research, wherein a researcher must exhibit **in depth** knowledge of the chosen topic.

The MRP shall carry a weight of **four credits** and shall be awarded grades A/ B/ C/ D/ F. Prior to submission of final report, the students have to prepare their Synopsis with due consultation of their respective guides. Topic or guide once finalized will not be changed. Only those students would be allowed to submit their final MRP, who maintain regularity in their attendance and remain in constant touch with their respective guides. The students have to strictly follow the following pattern of their Synopsis and MRP.

Format of synopsis

1. Title
2. Introduction
3. Review of literature
4. Objectives
5. Methodology

Format of thesis

1. Title
2. Introduction
3. Review of literature
4. Objectives
5. Methodology
6. Analysis of data / text
7. Findings, suggestions and implication of the study
8. Bibliography
