

FACULTY OF ECONOMICS & BUSINESS

Syllabus

For

MASTER IN BUSINESS ADMINISTRATION

(Five Years Integrated Course)

(Under Credit Based Continuous Evaluation Grading System)

(SEMESTER: I–X)

Session: 2014-15



GURU NANAK DEV UNIVERSITY
AMRITSAR

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MBA (Five Years) Integrated Course (Semester System)
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SCHEME OF COURSE

Semester – I:

Course No.	C/E/I	Course Title	L	T	P	Total Credits
Core Courses						
PBL-121 or						
PBL-122	C	Punjabi / Mudhli Punjabi (Basic Punjabi)	2	--	--	2
ENL101	C	Communicative English	2	--	--	2
MIL-102	C	Business Economics-I	4	--	--	4
MIL-103	C	Business Mathematics	4	--	--	4
MIL-104	C	Business Organization & Office Management	4	--	--	4
MIL-105	C	Computer Applications for Business-I	2	--	1	3
MIL-106	C	Seminar	--	--	2	2
Total Credits			18	--	3	21

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SCHEME OF COURSE

Semester –II:

Course No.	C/E/I	Course Title	L	T	P	Total Credits
Core Courses						
PBL-131	or					
PBL-132	C	Punjabi / Mudhli Punjabi (Basic Punjabi)	2	--	--	2
ENL-151	C	Communicative English	2	--	--	2
MIL-152	C	Business Economics-II	4	--	--	4
MIL-153	C	Business Statistics	4	--	--	4
MIL-154	C	Computer Applications for Business-II	2	--	1	3
MIL-155	C	Management Principles & Practices	4	--	--	4
MIL-156	C	Seminar	--	--	2	2
Total Credits			18	--	3	21

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SCHEME OF COURSE

Semester III:

Course No.	C/E/I	Course Title	L	T	P	Total Credits
Core Courses						
MIL-201	C	Financial Accounting	4	--	--	4
MIL-202	C	Business Laws	4	--	--	4
MIL-203	C	Operations Research	4	--	--	4
MIL-204	C	Fundamentals of Human Resource Management	4	--	--	4
ESL-220	C	Environmental Studies	3	--	--	3
	I	Interdisciplinary	3	--	--	3
Total Credits			22	--	--	22

***Note: The marks of Paper ESL-220 (Semester-III) Environmental Studies will not be added in the total marks.**

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SCHEME OF COURSE

Semester IV:

Course No.	C/E/I	Course Title	L	T	P	Total Credits
Core Courses						
MIL-251	C	Cost Accounting	4	--	--	4
MIL-252	C	Business Communication	4	--	--	4
MIL-253	C	Money & Banking	4	--	--	4
MIL-254	C	Fundamentals of Operations Management	4	--	--	4
MIL-255	C	e-Commerce	4	--	--	4
	I	Interdisciplinary	3	--	--	3
Total Credits			23	--	--	23

Note: Every student would be required to undergo industrial training of **four** weeks duration.

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SCHEME OF COURSE

Semester –V:

Course No.	C/E/I	Course Title	L	T	P	Total Credits
Core Courses						
MIL-301	C	Management Accounting and Business Finance	4	--	--	4
MIL-302	C	Company Law	4	--	--	4
MIL-303	C	Indian Economy	4	--	--	4
MIL-304	C	Fundamentals of Marketing	4	--	--	4
MIL-305	C	Organisational Behavior	4	--	--	4
MIL-306	C	Seminar	--	--	2	2
	I	Interdisciplinary	3	-	-	3
Total Credits:			23	--	2	25

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SCHEME OF COURSE

Semester –VI:

Course No.	C/E/I	Course Title	L	T	P	Total Credits
Core Courses						
MIL-351	C	Total Quality Management	4	--	--	4
MIL-352	C	Income-Tax Law and Practice	4	--	--	4
MIL-353	C	Banking and Insurance Services	4	--	--	4
MIL-354	C	Fundamentals of International Trade	4	--	--	4
MIL-355	C	Entrepreneurship and Small Business	4	--	--	4
MIL-356	C	Term Paper	--	--	2	2
Total Credits:			20	--	2	22

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SCHEME OF COURSE

Semester-VII:

Course No.	C/E/I	Course Title	L	T	P	Total Credits
Core Courses						
MIL 401	C	Business Environment	4	--	--	4
MIL 402	C	Managerial Leadership	4	--	--	4
MIL 403	C	Corporate Governance & Business Ethics	4	--	--	4
MIL 404	C	Quantitative Methods for Management	4	--	--	4
MIL 405	C	Regulatory Framework for Business	4	--	--	4
MIL 406	C	Seminar	2	--	--	2
	I	Interdisciplinary	3	-	--	3
Total Credits:			25	--	--	25

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SCHEME OF COURSE

Semester-VIII:

Course No.	C/E/I	Course Title	L	T	P	Total Credits
Core Courses						
MIL 451	C	Research Methodology	4	--	--	4
MIL 452	C	Financial Management	4	--	--	4
MIL 453	C	Marketing Management	4	--	--	4
MIL 454	C	Human Resource Management	4	--	--	4
MIL 455	C	International Business	4	--	--	4
MIL 456	C	Workshop on Business Communication	2	--	--	2
		Industrial Training for 6 Weeks	--	--	--	--
		Total Credits:	22	--	--	22

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SCHEME OF COURSE

Semester IX:

Course No.	C/E/I	Course Title	L	T	P	Total Credits
Core Courses						
MIL – 511	C	Decision Support System and Management Information System	4	--	--	4
MIL – 512	C	Seminar	--	--	2	2
Interdisciplinary Courses (3 Credits)						
	I	To be offered from the outside Department.	3	--	--	3
Elective Courses (16 Credits)						
	E	Elective Courses*	16	--	--	16
Total Credits			23	--	2	25

***Note: Any two of the following groups, each having two papers.**

Group A: Finance

Course No	C/E/I	Course Title	L	T	P
MIL – 531	E	Management Control Systems	4	--	--
MIL – 532	E	Capital Markets and Investment Management	4	--	--

Group B: Marketing

MIL – 533	E	Consumer Behaviour	4	--	--
MIL – 534	E	Marketing Research	4	--	--

Group C: Human Resource Management

MIL – 535	E	Labour Legislations	4	--	--
MIL – 536	E	Organisational Change & Development	4	--	--

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SCHEME OF COURSE

Semester X:

Course No.	C/E/I	Course Title	L	T	P	Total Credits
Core Courses						
MIL – 551	C	Strategic Management	4	--	--	4
MIL – 552	C	Project Management	4	--	--	4
Interdisciplinary Courses (3 Credits)						
	I	To be offered from the outside Department.	3	--	--	3
Elective Courses (12 Credits)						
	E	Elective Courses*	12	--	--	12
Total Credits			23	--	--	23

***Any one of the following groups, each having three papers.**

Group A: Finance

MIL – 581	E	International Financial Management		4	--	--
MIL – 582	E	Financial Markets and Financial Services		4	--	--
MIL – 583	E	Corporate Tax Law and Planning		4	--	--

Group B: Marketing

MIL – 584	E	Advertising and Sales Management		4	--	--
MIL – 585	E	Brand and Retail Management		4	--	--
MIL – 586	E	Services Marketing		4	--	--

Group C: Human Resource Management

MIL – 587	E	Industrial Relations		4	--	--
MIL – 588	E	Managerial Competencies and Career Development		4	--	--
MIL – 589	E	International Human Resource Management		4	--	--

PBL121

ਪੰਜਾਬੀ ਲਾਜ਼ਮੀ

ਪਾਠ-ਕ੍ਰਮ ਅਤੇ ਪਾਠ-ਪੁਸਤਕਾਂ

Credits: 2-0-0

- (I) 1. ਆਤਮ ਅਨਾਤਮ (ਸੰਪ. ਵਰਿਆਮ ਸਿੰਘ ਸੰਧੂ ਅਤੇ ਡਾ. ਸੁਹਿੰਦਰਬੀਰ ਸਿੰਘ, ਗੁਰੂ ਨਾਨਕ ਦੇਵ ਯੂਨੀਵਰਸਿਟੀ, ਅੰਮ੍ਰਿਤਸਰ) ਵਿੱਚੋਂ ਹੇਠ ਲਿਖੇ ਕਹਾਣੀਕਾਰ:
- | | | |
|-------------------------|---|--|
| (ੳ) ਗੁਰਮੁਖ ਸਿੰਘ ਮੁਸਾਫਿਰ | : | ਗਟਾਰ |
| (ਅ) ਸੁਜਾਨ ਸਿੰਘ | : | ਪਠਾਣ ਦੀ ਧੀ |
| (ੲ) ਕਰਤਾਰ ਸਿੰਘ ਦੁਗਲ | : | ਉੱਚੀ ਅੱਡੀ ਵਾਲੀ ਗੁਰਗਾਬੀ
(ਕਹਾਣੀ-ਸਾਰ, ਵਿਸ਼ਾ-ਵਸਤੂ, ਕਹਾਣੀ-ਕਲਾ, ਕਹਾਣੀਕਾਰ) |
2. ਗੁਰਮੁਖੀ ਔਰਥੋਗਰਾਫੀ ਦੀ ਜੁਗਤ, (ਪੈਂਤੀ; ਮੁਹਾਰਨੀ; ਬਿੰਦੀ, ਟਿੱਪੀ ਤੇ ਅੱਧਕ); ਵਿਰਾਮ ਚਿੰਨ੍ਹ, ਸ਼ਬਦ ਜੋੜ (ਸੁਧ-ਅਸੁਧ)
- (II) 1. ਆਤਮ ਅਨਾਤਮ (ਸੰਪ. ਵਰਿਆਮ ਸਿੰਘ ਸੰਧੂ ਅਤੇ ਡਾ. ਸੁਹਿੰਦਰਬੀਰ ਸਿੰਘ, ਗੁਰੂ ਨਾਨਕ ਦੇਵ ਯੂਨੀਵਰਸਿਟੀ, ਅੰਮ੍ਰਿਤਸਰ) ਵਿੱਚੋਂ ਹੇਠ ਲਿਖੇ ਕਹਾਣੀਕਾਰ:
- | | | |
|----------------------|---|---|
| (ੳ) ਸੰਤੋਖ ਸਿੰਘ ਧੀਰ | : | ਸਾਂਝੀ ਕੰਧ |
| (ਅ) ਕੁਲਵੰਤ ਸਿੰਘ ਵਿਰਕ | : | ਉਜਾੜ |
| (ੲ) ਮਹਿੰਦਰ ਸਿੰਘ ਸਰਨਾ | : | ਜਥੇਦਾਰ ਮੁਕੰਦ ਸਿੰਘ
(ਕਹਾਣੀ-ਸਾਰ, ਵਿਸ਼ਾ-ਵਸਤੂ, ਕਹਾਣੀ-ਕਲਾ, ਕਹਾਣੀਕਾਰ) |
2. ਲੇਖ ਰਚਨਾ (ਜੀਵਨੀ-ਪਰਕ, ਸਮਾਜਕ ਅਤੇ ਚਲੰਤ ਵਿਸ਼ਿਆਂ ਉਤੇ):
10 ਲੇਖ ਲਿਖਵਾਉਣੇ (ਕਲਾਸ ਵਿਚ ਅਤੇ ਘਰ ਲਈ ਅਭਿਆਸ)
- (III) 1. ਆਤਮ ਅਨਾਤਮ (ਸੰਪ. ਵਰਿਆਮ ਸਿੰਘ ਸੰਧੂ ਅਤੇ ਡਾ. ਸੁਹਿੰਦਰਬੀਰ ਸਿੰਘ, ਗੁਰੂ ਨਾਨਕ ਦੇਵ ਯੂਨੀਵਰਸਿਟੀ, ਅੰਮ੍ਰਿਤਸਰ) ਵਿੱਚੋਂ ਹੇਠ ਲਿਖੇ ਕਹਾਣੀਕਾਰ:
- | | | |
|-----------------------|---|--|
| (ੳ) ਪ੍ਰੇਮ ਪ੍ਰਕਾਸ਼ | : | ਮਾੜਾ ਬੰਦਾ |
| (ਅ) ਗੁਲਜ਼ਾਰ ਸਿੰਘ ਸੰਧੂ | : | ਕੁਲੁਛਣੇ |
| (ੲ) ਮੋਹਨ ਭੰਡਾਰੀ | : | ਘੋਟਣਾ |
| (ਸ) ਵਰਿਆਮ ਸਿੰਘ ਸੰਧੂ | : | ਦਲਦਲ
(ਕਹਾਣੀ-ਸਾਰ, ਵਿਸ਼ਾ-ਵਸਤੂ, ਕਹਾਣੀ-ਕਲਾ, ਕਹਾਣੀਕਾਰ) |
2. ਪੈਰਾ ਪੜ੍ਹ ਕੇ ਪ੍ਰਸ਼ਨਾਂ ਦੇ ਉਤਰ ਦੇਣਾ
(ਆਤਮ ਅਨਾਤਮ ਪੁਸਤਕ ਦੇ ਕਹਾਣੀ ਭਾਗ ਵਿੱਚੋਂ 15 ਪੈਰਿਆਂ ਦੇ ਅਭਿਆਸ ਕਰਵਾਉਣੇ)

PBL-122

ਮੁੱਢਲੀ ਪੰਜਾਬੀ

(In lieu of Punjabi Compulsory)

Credits:2-0-0

ਪਾਠ-ਕ੍ਰਮ

1. ਪੰਜਾਬੀ ਭਾਸ਼ਾ,
ਗੁਰਮੁਖੀ ਲਿਪੀ
ਗੁਰਮੁਖੀ ਲਿਪੀ : ਬਣਤਰ ਅਤੇ ਤਰਤੀਬ
2. ਗੁਰਮੁਖੀ ਆਰਥੋਗ੍ਰਾਫੀ
ਸੂਰ ਬਣਤਰ ਅਤੇ ਉਚਾਰਨ
ਵਿਅੰਜਨ ਬਣਤਰ ਅਤੇ ਉਚਾਰਨ
3. ਪੰਜਾਬੀ ਸ਼ਬਦ ਬਣਤਰ
ਸਾਧਾਰਨ ਸ਼ਬਦ
ਇਕ ਉਚਾਰਥੰਡੀ ਸ਼ਬਦ

ਯੂਨਿਟ ਅਤੇ ਥੀਮ

1. ਪੰਜਾਬੀ ਭਾਸ਼ਾ : ਨਾਮਕਰਣ ਅਤੇ ਸੰਖੇਪ ਜਾਣ ਪਛਾਣ, ਗੁਰਮੁਖੀ ਲਿਪੀ : ਨਾਮਕਰਣ, ਗੁਰਮੁਖੀ ਵਰਣਮਾਲਾ; ਪੈਂਤੀ ਅੱਖਰੀ, ਅੱਖਰ ਕ੍ਰਮ, ਸੂਰ ਵਾਹਕ (ੳ ਅ ਏ), ਲਗਾਂ ਮਾਤਰਾਂ, ਪੈਰ ਵਿਚ ਬਿੰਦੀ ਵਾਲੇ ਵਰਣ, ਪੈਰ ਵਿਚ ਪੈਣ ਵਾਲੇ ਵਰਣ, ਬਿੰਦੀ, ਟਿੱਪੀ, ਅੱਧਕ।
2. ਗੁਰਮੁਖੀ ਆਰਥੋਗ੍ਰਾਫੀ ਅਤੇ ਉਚਾਰਨ; ਸੂਰਾਂ ਦੀ ਬਣਤਰ ਅਤੇ ਉਚਾਰਨ (ਲਘੂ-ਦੀਰਘ ਸੂਰ); ਸੂਰ ਅਤੇ ਲਗਾਂ ਮਾਤਰਾਂ; ਵਿਅੰਜਨਾਂ ਦੀ ਬਣਤਰ ਅਤੇ ਉਚਾਰਨ; ਪੈਰ ਵਿਚ ਪੈਣ ਵਾਲੇ ਵਰਣਾਂ (ਹ, ਰ, ਵ) ਦਾ ਉਚਾਰਨ ; ਲ ਅਤੇ ਲ਼ ਦਾ ਉਚਾਰਨ; ਭ, ਧ, ਢ, ਝ, ਞ ਦਾ ਉਚਾਰਨ; ਪੈਰ ਵਿਚ ਬਿੰਦੀ ਵਾਲੇ ਵਰਣਾਂ ਦਾ ਉਚਾਰਨ।
3. ਪੰਜਾਬੀ ਸ਼ਬਦ-ਬਣਤਰ : ਸਾਧਾਰਨ ਸ਼ਬਦ; ਇਕੱਲਾ ਸੂਰ (ਜਿਵੇਂ ਆ); ਸੂਰ ਅਤੇ ਵਿਅੰਜਨ (ਜਿਵੇਂ ਆਰ); ਵਿਅੰਜਨ ਅਤੇ ਸੂਰ (ਜਿਵੇਂ ਪਾ); ਵਿਅੰਜਨ ਸੂਰ ਵਿਅੰਜਨ (ਜਿਵੇਂ ਪਾਰ); ਕੋਸ਼ਗਤ ਸ਼ਬਦ (ਜਿਵੇਂ ਘਰ, ਪੀ); ਵਿਆਕਰਣਕ ਸ਼ਬਦ (ਜਿਵੇਂ ਨੂੰ, ਨੇ); ਪੰਜਾਬੀ ਸ਼ਬਦ ਰਚਨਾ-1; ਲਿੰਗ-ਪੁਲਿੰਗ, ਇਕ ਵਚਨ-ਬਹੁ ਵਚਨ; ਨਿੱਤ ਵਰਤੋਂ ਦੀ ਪੰਜਾਬੀ ਸ਼ਬਦਾਵਲੀ-1: ਖਾਣ-ਪੀਣ, ਸਾਕਾਦਾਰੀ, ਰੁੱਤਾਂ, ਮਹੀਨਿਆਂ, ਗਿਣਤੀ, ਮੌਸਮ ਆਦਿ ਨਾਲ ਸੰਬੰਧਿਤ।

ENL101**Communicative English****Time: 3Hrs****Credits: 2-0-0**

Objectives: To Introduce students in a graded manner to the communication skills of Reading and Writing in English. At the end of semester I, the students should be able to demonstrate adequate competence in comprehending the prescribed text and performing the given writing tasks.

Reading:**a) Developing Habits of Independent and Fast Reading**

Students will be required to read a prescribed prose anthology titled *Selections from Modern English Prose* (Ed. Haladhar Panda published by University Press, Hyderabad). The essays in the anthology will be read by students at home with the help of glossary given in the book. Progressing from one lesson to another, they should learn to read fast.

Students are supposed to keep a record of their reading in the form of notes, difficulties, summaries, outlines and reading time for each essay. Class teacher may use this record for award of internal assessment (if any).

b) Developing Comprehension Skills

Teacher will provide guided comprehension of the prescribed texts in the class and help students in answering the questions given at the end of each lesson. Teacher can construct more questions of factual and inferential nature to enhance the comprehension skills of the students. The teacher shall also guide students to do the grammar exercises given at the end of each lesson.

Writing:**a) Developing Skills in Personal Writing**

Students will be required to learn short personal write-ups involving skills of description and narration. The types of composition task may include personal letter writing, telegram writing, notice writing, diary writing etc. Teacher shall instruct the students about the appropriate format and usual conventions followed in such writings. The teacher may also prescribe composition/writing book if so required.

b) Developing Writing Skills based on Guided Composition

The students will be required to write a longish composition on a question from the essays on *Selections from Modern English Prose*. The composition will require presentation of ideas beyond the prescribed essays. Sample composition topics are given at the end of each lesson.

Question Paper: The following format is suggested for a 3–hour test.

(Appropriate choices may be given where possible)

1. Short–answer comprehension questions (at least 5) based on the lessons included in *Selection from Modern English Prose* **App. weighting 30%**
2. Questions on grammar and vocabulary (words, phrases, proverbs) **App. weighting 20%**
3. Two short writing tasks of app. 100 words. One a personal letter involving narration of a personal experience or description of objects, persons, places of events. The second may be a telegram or public notice or a diary entry about a personal or family achievement, loss or celebration. **App. weighting 30%**
4. One long composition of about 300 words on one of the topics discussed in Selections from Modern English Prose. Due consideration be given to the organization of details and coherence in writing. **App. weighting 20%**

Internal Assessment: The teacher may consider the following for award of internal assessment, if any.

1. Evidence of independent reading as given above. Teacher may suggest some special tasks to suit the needs of their students.
2. Students may be asked to keep diary of their daily or specific routines.
3. Students may be asked to write a certain number of compositions on selected topics during the semester.

The division of the syllabus and the paper pattern for Minor and Major tests may be as follows:-

Minor-I

The syllabus to be covered; the essay from Sr. No. 1 to Sr. No. 6 from the prescribed book and personal letter.

Paper pattern: The following format is suggested for a test of 20 marks.

1. Personal letter (1 out of 2)
2. Short answer type question from the essay (2 out of 4).
3. Questions on Grammar and Vocabulary.

Minor-II

The syllabus to be covered; the essay from Sr. No. 7 to Sr. No. 13 from the prescribed book and personal letter.

Paper pattern: The following format is suggested for a test of 20 marks.

1. Personal letter (1 out of 2)
2. Short answer type question from the essay (2 out of 4).
3. Questions on Grammar and Vocabulary.

Major Test

The syllabus to be covered; the essay from Sr. No. 14 to Sr. No. 20 from the prescribed book telegram and diary entry.

The format for 3 hour major test will be mentioned in the syllabus. This test will also include the syllabus covered in Minor-I and Minor-II.

MIL 102: BUSINESS ECONOMICS – I

Credits: 4-0-0

Text
<p>Nature, Scope and Subject Matter of Economics. Law of Demand, Elasticity of Demand, (Price, Income and Cross). Utility Analysis: Law of Diminishing Marginal Utility, Law of Equi-Marginal Utility. Indifference Curve Analysis: Consumer's Equilibrium, Price Effect, Income Effect and Substitution Effect. Production Analysis: Return to Factor and Return to Scale. Theory of Costs: Traditional and Modern Theories of Cost.</p>
First Minor Test: One Hour
<p>Concept of Revenue: Total Revenue, Average Revenue, Marginal Revenue and Elasticity of Demand. Equilibrium Analysis: Static, Comparative Static and Dynamic Equilibrium. Market Analysis : Perfect Competition; Price Determination, Equilibrium of Firm and Industry, Long Run Supply Curve of Industry. Monopoly; Price Determination, Equilibrium of Firm and Industry, Price Discrimination, Monopoly Power, Regulation of Monopoly. Monopolistic Competition; Price Determination, Group Equilibrium, Selling Cost, Excess Capacity. Introduction to the Concept of Oligopoly.</p>
Second Minor Test: One Hour
<p>Factor Pricing: Marginal Productivity Theory, Product Exhaustion Problem, Modern Theory of Distribution. Macro Theories of Distribution: Ricardian Theory of Distribution, Kaldor's Theory of Distribution. Land; Ricardian Theory of Rent, Modern Theory of Rent. Capital; Classical Theory, Neo-Classical Theory, Liquidity Preference Theory of Rate of Interest. Entrepreneur; Dynamic Theory of Profit, Risk Theory of Profit, Uncertainty Theory of Profit. Labour ; Marginal Productivity Theory, Modern Theory of Wages.</p>
Final Examination: Three Hours

Suggested Readings:

1. Ahuja, H. L., Advanced Economic Theory.
2. Koutsoyiannis, A., Modern Micro Economics.
3. Mankiw, N. G., Economics: Principles and Applications.
4. Stonier and Hague, A Text Book of Economic Theory

MIL-103: BUSINESS MATHEMATICS

Credits: 4-0-0

Text
<p>Matrices : Introduction, types of matrices, operations on matrices, transpose of a matrix, symmetric matrix, skew-symmetric matrix, orthogonal matrix.</p> <p>Determinants : Minors, Cofactors, properties of determinants, singular and non singular matrices, adjoint of a matrix, inverse of a matrix, solutions of a system of linear equations: Cramer's rule and Matrix Inversion method.</p>
<p>First Minor Test : One Hour</p> <p>Differentiation : Concept of limit, continuity, properties of continuous functions, differentiability, derivative of a function multiplied by a constant, derivative of the sum of two differentiable functions, derivatives of the product of two functions, derivative of quotient of two functions, chain rule, differentiation of implicit functions, logarithmic differentiation,</p> <p>Differentiation of parametric forms, successive differentiation, partial differentiation, homogenous functions, Euler's theorem, applications of differentiation</p> <p>Integration and its Applications : Introduction, methods of integration : integration by substitution, integration by parts, integration by partial fractions, applications of integration</p>
<p>Second Minor Test : One Hour</p> <p>Sets : Introduction, Equality of sets, sub sets, Null set, Power set, Operations on sets: Union, Intersection; complements, Algebra of sets, Venn diagram, Applications of set theory.</p> <p>Functions: Introduction, characteristics of a function, linear function, the exponential function, logarithmic function, even and odd functions.</p> <p>Progressions: Arithmetical progression, Geometrical progression, Harmonic progression.</p> <p>Permutations and Combinations: Permutations of n different objects, permutations of things not all different, Circular permutations. Combinations, restricted combinations, combinations of things not all different selecting some or all things.</p> <p>Trigonometry: System of measuring angles, trigonometric ratios, trigonometric identities, signs of trigonometric ratios.</p>
<p>Final Examination: Two Hours</p>

Suggested Readings:

1. Ajay Goel and Alka Goel –Mathematics and Statistics (Taxmann's).
2. Qazi Zameeruddin, V.K. Khanna, S.K. Bhambri – Business Mathematics (Vikas).
3. G.S. Monga – Mathematics for Management and Economics (Vikas).
4. Taru Yamane – Mathematics for Economists.

MIL-104: BUSINESS ORGANIZATION AND OFFICE ADMINISTRATION

Credits: 4-0-0

Text
<p>Introduction of Business:</p> <p>Concept, Nature, Scope, Objectives of Business, Distinction between Business, Commerce and Trade. Forms of Business Organisations: Sole Proprietorship, Partnership, Joint Stock Company, Cooperative Societies. Government and Business; Public Sector Enterprises, Small Scale Business. Business Ethics and Corporate Social Responsibility.</p>
<p>First Minor Test: One Hour</p> <p>Introduction of Office Administration:</p> <p>Office Location, Office Lay-out. Office Accommodation. Office Furniture and Equipment. Office Staffing.</p>
<p>Second Minor Test: One Hour</p> <p>Principles and Practices of Office Administration. Office Systems, Processes and Procedures. Office Manuals: Preparation, Types, Uses.</p>
<p>Final Examination: Three Hours</p>

Suggested Readings:

1. Deyner, “Office Management”
2. John J.W. Neunor and B. Lewis Keeling, “Modern Office Management”
3. Y.S. Bhushan, “Fundamentals of Business Organisation and Management”,
New Delhi, Sultan Chand and Sons.

MIL-105: COMPUTER APPLICATIONS FOR BUSINESS-I

Credits: 2-0-1

Text
<p>Introduction to Computer: Definition of Computer, Features of Modern Computer, Classification of Computer on the Basis of Generation, Components of Computer: Input Unit, Output unit, Central Processing Unit Various Input Devices and Output Devices Internal and External Memory Storage, RAM, ROM, PROM, EPROM, Hard Disc, Magnetic Tapes Hardware and Software: Difference between Hardware and Software, Types of Software (System Software and Application Software)</p>
<p>First Minor Test: One hour</p> <p>Operating System: Concepts, Definition of Operating System (as Resource Manager, Processor Manager and Information Manager) Window: Introduction to Window (Working of Windows, Manipulation of Icon, Menus and opening different applications simultaneously), Various Versions of Windows, Basic commands of windows (Creating, Moving, Renaming, Deleting Files/Folders)</p>
<p>Second Minor Test: One hour</p> <p>MS-Office: Introduction, Components of Office MS-Word: History, Creating, Saving, Opening, Importing, Exporting and Inserting document, Formatting pages, Alignment, Paragraphs and Sections. Indents and Outdents, Creating lists and numberings Formatting Commands: Headings, Styles, Fonts and Size editing, Viewing Text, Finding and Replacing text, Headers and Footers, Inserting page breaks, Page numbers, Special Symbols and Dates Mail merge, Preview and Printings command MS-Powerpoint: History, Creating, Saving, Opening, Existing presentation, Creating and Saving a Presentation using Auto Content Wizard, Design Template, Blank Presentation The Slide Sorter View, Slide Show, Inserting pictures and graphics and Printings Slides</p> <p>Practical: Weightage 50%.</p>
<p>Final Examination: Three Hours</p>

Suggested Readings:

1. Understanding Computers by V. Rajaraman.
2. Introduction to Computers by Peter Norton.
3. A First Course in Computers by Sanjay Saxena
4. Computer Fundamental by B. Ram
5. Introduction to Computers by Alexis Leon, Matheus Leon
6. PC Software Made Easy by Gursharan Singh, Nishchay Behl
7. Operating System by Harjeet Kaur, Aastha Sharma.

MBA (Five Years) Integrated Course (Semester – II)
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PBL-131

ਪੰਜਾਬੀ ਲਾਜ਼ਮੀ

ਪਾਠ-ਕ੍ਰਮ ਅਤੇ ਪਾਠ ਪੁਸਤਕਾਂ

Credits: 2-0-0

- (I) 1. ਆਤਮ ਅਨਾਤਮ (ਸੰਪ. ਵਰਿਆਮ ਸਿੰਘ ਸੰਧੂ ਅਤੇ ਡਾ. ਸੁਹਿੰਦਰਬੀਰ ਸਿੰਘ, ਗੁਰੂ ਨਾਨਕ ਦੇਵ ਯੂਨੀਵਰਸਿਟੀ, ਅੰਮ੍ਰਿਤਸਰ) ਵਿੱਚੋਂ ਹੇਠਾਂ ਲਿਖੇ ਕਵੀ:
- (ੳ) ਭਾਈ ਵੀਰ ਸਿੰਘ
(ਅ) ਪ੍ਰੋ: ਪੂਰਨ ਸਿੰਘ
(ੲ) ਪ੍ਰੋ: ਮੋਹਨ ਸਿੰਘ
(ਕਵਿਤਾ-ਸਾਰ, ਵਿਸ਼ਾ-ਵਸਤੂ, ਕਾਵਿ-ਕਲਾ, ਕਵੀ)
2. ਪੰਜਾਬੀ ਸ਼ਬਦ ਬਣਤਰ: ਧਾਤੂ/ਮੂਲ, ਵਧੇਤਰ (ਅਗੇਤਰ, ਪਿਛੇਤਰ, ਵਿਉਂਤਪਤ ਅਤੇ ਰੁਪਾਂਤਰੀ), ਸਮਾਸ ।
- (II) 1. ਆਤਮ ਅਨਾਤਮ (ਸੰਪ. ਵਰਿਆਮ ਸਿੰਘ ਸੰਧੂ ਅਤੇ ਡਾ. ਸੁਹਿੰਦਰਬੀਰ ਸਿੰਘ, ਗੁਰੂ ਨਾਨਕ ਦੇਵ ਯੂਨੀਵਰਸਿਟੀ, ਅੰਮ੍ਰਿਤਸਰ) ਵਿੱਚੋਂ ਹੇਠ ਲਿਖੇ ਕਵੀ:
- (ੳ) ਅੰਮ੍ਰਿਤਾ ਪ੍ਰੀਤਮ
(ਅ) ਡਾ. ਹਰਭਜਨ ਸਿੰਘ
(ੲ) ਸ਼ਿਵ ਕੁਮਾਰ ਬਟਾਲਵੀ
(ਕਵਿਤਾ-ਸਾਰ, ਵਿਸ਼ਾ-ਵਸਤੂ, ਕਾਵਿ-ਕਲਾ, ਕਵੀ)
2. ਪੈਰਾ ਰਚਨਾ : ਕਲੱਸ ਵਿੱਚ 10 ਵਿਸ਼ਿਆਂ (ਸਭਿਆਚਾਰਕ, ਧਾਰਮਿਕ ਅਤੇ ਰਾਜਨੀਤਕ) ਤੇ ਪੈਰਾ ਰਚਨਾ ਦੇ ਅਭਿਆਸ ਕਰਵਾਉਣੇ ।
- (III) 1. ਆਤਮ ਅਨਾਤਮ (ਸੰਪ. ਵਰਿਆਮ ਸਿੰਘ ਸੰਧੂ ਅਤੇ ਡਾ. ਸੁਹਿੰਦਰਬੀਰ ਸਿੰਘ, ਗੁਰੂ ਨਾਨਕ ਦੇਵ ਯੂਨੀਵਰਸਿਟੀ, ਅੰਮ੍ਰਿਤਸਰ) ਵਿੱਚੋਂ ਹੇਠ ਲਿਖੇ ਕਵੀ:
- (ੳ) ਡਾ. ਜਸਵੰਤ ਸਿੰਘ ਨੇਕੀ
(ਅ) ਡਾ. ਜਗਤਾਰ
(ੲ) ਡਾ. ਸੁਰਜੀਤ ਪਾਤਰ
(ਸ) ਪਾਸ਼
(ਕਵਿਤਾ-ਸਾਰ, ਵਿਸ਼ਾ-ਵਸਤੂ, ਕਾਵਿ-ਕਲਾ, ਕਵੀ)
2. ਮੁਹਾਵਰੇ ਤੇ ਅਖਾਣ (ਅਖਾਣ ਤੇ ਮੁਹਾਵਰਾ ਕੋਸ਼ ਵਿੱਚ) 200 ਮੁਹਾਵਰਿਆਂ ਅਤੇ 100 ਅਖਾਣਾਂ ਨੂੰ ਵਾਕਾਂ ਵਿੱਚ ਵਰਤਣ ਦੇ ਅਭਿਆਸ ਕਰਵਾਉਣੇ (ਕਲਾਸ ਵਿੱਚ ਤੇ ਘਰ ਲਈ) ।

MBA (Five Years) Integrated Course (Semester – II)
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PBL-132

ਮੁੱਢਲੀ ਪੰਜਾਬੀ

(In lieu of Punjabi Compulsory)

Credits: 2-0-0

ਪਾਠ-ਕ੍ਰਮ

1. ਪੰਜਾਬੀ ਸ਼ਬਦ-ਬਣਤਰ
ਸੰਯੁਕਤ ਅਤੇ ਮਿਸ਼ਰਤ ਸ਼ਬਦ
ਬਹੁ-ਉਚਾਰਖੰਡੀ ਸ਼ਬਦ
2. ਪੰਜਾਬੀ ਵਾਕ-ਬਣਤਰ
ਸਾਧਾਰਨ-ਵਾਕ : ਕਿਸਮਾਂ
ਸੰਯੁਕਤ-ਵਾਕ : ਕਿਸਮਾਂ
ਮਿਸ਼ਰਤ-ਵਾਕ : ਕਿਸਮਾਂ
3. ਪ੍ਰਕਾਰਜੀ ਪੰਜਾਬੀ
ਚਿੱਠੀ ਪੱਤਰ
ਪੈਰਾ ਰਚਨਾ
ਸੰਖੇਪ ਰਚਨਾ
ਅਖਾਣ ਅਤੇ ਮੁਹਾਵਰੇ

ਯੂਨਿਟ ਅਤੇ ਥੀਮ

1. ਪੰਜਾਬੀ ਸ਼ਬਦ-ਬਣਤਰ : ਸੰਯੁਕਤ ਸ਼ਬਦ; ਸਮਾਸੀ ਸ਼ਬਦ (ਜਿਵੇਂ ਲੋਕ ਸਭਾ); ਦੋਜਾਤੀ ਸ਼ਬਦ (ਜਿਵੇਂ ਕਾਲਾ ਸਿਆਹ); ਦੋਹਰੇ ਸ਼ਬਦ/ਦੁਹਰਰੁਕਤੀ (ਜਿਵੇਂ ਧੂੜ ਧਾੜ੍ਹ/ਭਰ ਭਰ), ਮਿਸ਼ਰਤ ਸ਼ਬਦਾਂ ਦੀ ਬਣਤਰ/ਸਿਰਜਨਾ; ਅਗੇਤਰਾਂ ਰਾਹੀਂ (ਜਿਵੇਂ ਉਪ ਭਾਸ਼ਾ), ਪਿਛੇਤਰਾਂ ਰਾਹੀਂ (ਜਿਵੇਂ ਰੰਗਲਾ), ਪੰਜਾਬੀ ਸ਼ਬਦ ਰਚਨਾ-2: ਪੜਨਾਵੀਂ ਰੂਪ, ਕਿਰਿਆ/ਸਹਾਇਕ ਕਿਰਿਆ ਦੇ ਰੂਪ; ਨਿੱਤ ਵਰਤੋਂ ਦੀ ਪੰਜਾਬੀ ਸ਼ਬਦਾਵਲੀ-2: ਮਾਰਕੀਟ/ਬਾਜ਼ਾਰ, ਵਪਾਰ, ਧੰਦਿਆਂ ਨਾਲ ਸੰਬੰਧਿਤ।
2. ਪੰਜਾਬੀ ਵਾਕ-ਬਣਤਰ : ਕਰਤਾ ਕਰਮ ਕਿਰਿਆ; ਸਾਧਾਰਨ ਵਾਕ, ਬਿਆਨੀਆ, ਪ੍ਰਸ਼ਨਵਾਚਕ, ਆਗਿਆਵਾਚਕ, ਸੰਯੁਕਤ ਅਤੇ ਮਿਸ਼ਰਤ ਵਾਕਾਂ ਦੀਆਂ ਕਿਸਮਾਂ; ਸੁਤੰਤਰ ਅਤੇ ਅਧੀਨ ਉਪਵਾਕ; ਸਮਾਨ (ਤੇ/ਅਤੇ) ਅਤੇ ਅਧੀਨ (ਜੋ/ਕਿ) ਯੋਜਕਾਂ ਦੀ ਵਰਤੋਂ; ਪੰਜਾਬੀ ਵਾਕਾਂ ਦੀ ਵਰਤੋਂ : ਵਿਭਿੰਨ ਸਮਾਜਕ/ਸਭਿਆਚਾਰਕ ਪ੍ਰਸਥਿਤੀਆਂ ਦੇ ਅੰਤਰਗਤ; ਘਰ ਵਿਚ, ਬਾਜ਼ਾਰ ਵਿਚ, ਮੇਲੇ ਵਿਚ, ਸ਼ੋਪਿੰਗ ਮਾਲ/ਸਿਨੇਮੇ ਵਿਚ, ਵਿਆਹ ਵਿਚ, ਧਾਰਮਿਕ ਸਥਾਨਾਂ ਵਿਚ, ਦੋਸਤਾਂ ਨਾਲ ਆਦਿ।
3. ਇਸ ਯੂਨਿਟ ਵਿਚ ਚਿੱਠੀ ਪੱਤਰ (ਨਿੱਜੀ/ਦਫ਼ਤਰੀ/ਵਪਾਰਕ), ਪੈਰਾ ਰਚਨਾ, ਸੰਖੇਪ ਰਚਨਾ ਅਤੇ ਅਖਾਣ ਮੁਹਾਵਰਿਆਂ ਦੀ ਵਰਤੋਂ ਰਾਹੀਂ ਵਿਦਿਆਰਥੀ ਦੀ ਭਾਸ਼ਾਈ ਯੋਗਤਾ ਨੂੰ ਪਰਖਿਆ ਜਾਵੇਗਾ।

MBA (Five Years) Integrated Course (Semester – II)
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ENL151**Communicative English****Time: 3Hrs****Credits: 2-0-0**

Objectives: To Introduce students in a graded manner to the communication skills of Reading and Writing in English. At the end of semester II, the students should be able to demonstrate adequate competence in comprehending an unseen passage and performing the prescribed communication/writing tasks.

Prescribed Book: Vandana R. Singh, *The Written Word*, Oxford University Press, New Delhi (Selected Chapters).

Reading:**a) Developing Comprehension Skills**

Students will be required to read sample comprehension passage as given in Chapter *Critical Reading and Comprehension* of the prescribed book. The teacher will help students in handling text and answering questions given at the end of each passage.

Teacher can bring in more texts and construct questions of factual and inferential nature to enhance the comprehension skills of the students.

b) Developing Habits of Additional Reading

The students will be required to show evidence of additional independent reading. They will maintain a scrapbook consisting of such readings as clippings from newspapers and magazines, short articles, stories etc. The minimum quantum of such additional reading will be decided by the class teacher, who will also test students individually on their additional reading (and appropriately award internal assessment, if required).

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Writing:**a) Developing Vocabulary and using it in the Right Context**

Students will be required to pay special attention to build up their vocabulary. They should master the contents of the chapter on *Vocabulary* in the prescribed book. Teacher will help the students learn the correct and appropriate use of the given set of words/phrases/expressions.

b) Developing Skills in Formal Writing

Students will be required to do write-ups involving skills of making formal complaints, requests, orders etc., reporting, note taking, summarizing and transcoding. The types of composition task may include business and public interest letters, news/features writing, speeches, minutes, instructions, summary reports etc. Teacher shall instruct the students about the appropriate format and usual conventions followed in such writings. The following chapters in the prescribed book may be consulted for exercise materials on these tasks:

1. Paragraph and essay writing
2. Report Writing
3. Letter Writing
4. Note Making and Summarizing
5. Transcoding

Recommended Books:

1. A Course in Grammar and Composition by Geeta Nagaraj, Foundation Book, 2006.
2. Oxford Guide to Effective Writing and Speaking by Jhon Seely.

MBA (Five Years) Integrated Course (Semester – II)
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MIL 152: BUSINESS ECONOMICS – II

Credits: 4-0-0

Text
<p>Basic Concepts: Micro vs. Macro Economics. Variables: Real and Nominal; Induced and Autonomous; Ex-Ante and Ex-Post. National Income: Definition and Importance of National Income. Concepts of National Income: Productive vs. Non-Productive; Intermediate and Final Output; Gross and Net National Product; Gross and Net Domestic Product; Personal and Disposable Income. Measurement of National Income: Income, Output, Expenditure Method; Problems in Measurement of National Income.</p>
First Minor Test : One Hour
<p>Employment: Classical Theory of Employment, Say's Law of Market, Keynesian Theory of Output and Employment. Inflation: Meaning, Types, Inflationary Gap, Theories of Inflation; Demand Pull Inflation, Cost Push Inflation, Stagflation, Inflation Unemployment Tradeoff (Philips Curve), Effects of Inflation and Remedies. Keynesian Economics: Theory of Money, Saving and Investment Function. Multiplier: Static and Dynamic Analysis; Balanced Budget Multiplier, Employment Multiplier.</p>
Second Minor Test : One Hour
<p>Consumption: Psychological Law of Consumption, Relative Income Hypothesis, Permanent Income Hypothesis, Life Cycle Hypothesis. Investment: Classical Theory of Investment, Keynesian Theory of Investment, Accelerator Theory of Investment. Business Cycle: Keynes's Theory of Trade Cycle, Kaldor's Theory of Trade Cycle, Hicks' Theory of Trade Cycle, Samuelson's Theory of Trade Cycle</p>
Final Examination: Three Hours

Suggested Readings:

1. Ackley, G., Macroeconomic Theory.
2. Beckerman, W., An Introduction to National Income Analysis
3. Crouch, R.L., Macroeconomics
4. Shapiro, E., Macroeconomic Analysis
5. Peterson, W. C., Income, Employment and Economic Growth.
6. Gupta, R.D., Keynes, Post-Keynesian Economics

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MIL-153: BUSINESS STATISTICS

Credits: 4-0-0

Text
<p>Statistics : Introduction, Importance and Scope of statistics. Measures of Central Tendency : Mean, Median, Mode and Quartiles. Measures of Dispersion : Range, Quartile deviation, Mean deviation and Standard deviation. Moments, Skewness and Kurtosis : Introduction, Moments about the mean, Skewness, Kurtosis.</p>
First Minor Test : One Hour
<p>Correlation Analysis : Introduction, types of correlation, measurement of correlation: Karl Pearson’s Coefficient of correlation, Spearman’s rank correlation. Regression Analysis : Introduction, Utility, Method of Least Squares, Coefficient of regression, Standard error of estimate, Coefficient of determination. Index Numbers : Introduction, Price index numbers, Quantity index numbers, Choice of base for computing index numbers.</p>
Second Minor Test : One Hour
<p>Intrapolation and Extrapolation: Introduction, Utility, Assumptions, Methods of Intrapolation, Extrapolation (formulae used). Time Series and Forecasting: Introduction, Models of time series analysis, Editing of time series, Measurement of secular trends, Measurement of seasonal variations. Measurement of cyclical variations of cyclical variations</p>
Final Examination: Three Hours

Suggested Readings:

1. Joshi R.C., “ Fundamentals of Statistics”, New Academic Publishing.
2. D.N. Elhance, Veena Elhance and B.M. Aggarwal – Fundamentals of Statistics (Kitab Mahal).
3. C.B. Gupta – An Introduction to Statistical Methods (Vikas).
4. R.S. Bhardwaj – Business Statistics (Excel Books).
5. Ajay Goel and Alka Goel – Mathematics and Statistics (Taxmann’s).

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MIL-154: COMPUTER APPLICATIONS FOR BUSINESS-II

Credits: 2-0-1

First Term
<p>Introduction to Internet : Overview, Definition of Internet, Working of Internet, Types of Connections, Modem and Its Functioning Internet Addressing Scheme, Types of Addressing, IP Address, Domain Name System, Uniform Resource Locator, Telnet and Working of Electronic Mail, Advantages of Electronic Mail File Transfer Protocol (FTP): Introduction, Features of FTP, Working of FTP, Newsgroup, Cookies,</p>
First Minor Test : One hour
<p>Fundamental Concepts of Networking : Need and Advantages of Computer Networks, Types of Networks (LAN, MAN, WAN) Network Security, Topologies of Networks, Concept of Text Processing, Distributed Processing, Batch Processing, On-Line Processing, Real-Time Processing, Searching the Net : Chatting on Net, Types of Search Tools, Search Engines, Web Directories and Virtual Libraries</p>
Second Minor Test: One hour
<p>MS-Excel: Introduction, Components of Excel History, Creating, Saving, Opening, Spreadsheet, Formatting numbers and Text, Graph and Chart Formatting Commands, Menu Bar, Toolbars, Producing Charges, Protecting Cell Macro and Printing Operation, Spell Checking, Cell Editing, Using Formulas</p>
Practical: Weightage 50%.
Final Examination : Three Hours

Suggested Readings:

1. Computer Fundamental by B.Ram.
2. Internet 6-in-1 by Kraynak and Habraken.
3. Internet for Business Manager by Sanjeev Gupta and Shameene Gupta.
4. Understanding computers by V.Rajaraman.
5. Introduction to Computers by Peter Norton.
6. Introduction to Computers by Alexis Leon, Matheus Leon.
7. Office 2000 in 24 Hours by Perry (Techmedia)

MBA (Five Years) Integrated Course (Semester – II)
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MIL-155: MANAGEMENT PRINCIPLES AND PRACTICES

Credits: 4-0-0

Text
<p>Management: Nature and Purpose, Evolution of Management Thought – Classical Perspective, Humanistic Perspective, Managerial Roles Approach, Contingency Approach, Management Science Approach, Systems Approach, Operational Approach; Patterns of Management Analysis and System Approach to Management, Roles, Skills and Functions of Managers.</p> <p>Planning: Concept and Importance, Types, Steps in Planning, Limitations of Planning and Planning Premises. Management by Objectives (MBO): Concept, Objective setting process, Benefits and Weaknesses of MBO.</p>
<p>First Minor Test : One Hour</p> <p>Decision Making: Nature and Types of Decisions, Decision Making Models, Decision Making Process, Problems in Decision Making and Improving Decision Making.</p> <p>Organizing: Nature and Types of Organizations; Departmentation; Span of Management; Centralization and Decentralization; Line and Staff Authority; Authority and Responsibility; Committees: Nature, Advantages and Disadvantage of Committees.</p>
<p>Minor Test: One Hour</p> <p>Second Motivation: Concept and various theories of Motivation: McGregor’s theory X and theory Y, Maslow’s Hierarchy of Needs theory, Alderfer’s ERG theory, Herzber’s Motivation-Hygiene theory, McClelland’s Needs theory of Motivation, Adam’s Equity theory, Vroom’s Expectancy theory and Porter and Lawler’s Model of Motivation.</p> <p>Leadership: Concept and various theories of Leadership: The Michigan Studies, The Ohio State Leadership Studies, Tannenbaum and Schmidt’s Leadership Pattern, Fiedler’s Contingency theory, Path-Goal theory, Likert’s System four, The Managerial Grid, Charismatic Leadership, Transactional and Transformational Leadership.</p> <p>Controlling: Concept, Controlling Process and Control Techniques.</p>
<p>Final Examination: Three Hours</p>

Suggested Readings:

MBA (Five Years) Integrated Course (Semester – II)
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1. Harold Koontz and Heinz Weihrich, *Essentials of Management: An International Perspective*, New Delhi, McGraw-Hill, 2007.
2. Richard L Daft, *The New Era of Management*, New Delhi, Thomson, 2007.
3. Jon L Pierce and Donald G Gardner, *Management and Organizational Behaviour*, New Delhi, Thomson, 2007.
4. Stephen P Robbins, David A. Decanzo, *Fundamentals of Management*, New Delhi, Pearson Education, 2001.
5. Sekaran, Uma, *Organizational Behaviour: Text and Cases*, New Delhi, Tata McGraw Hill, 2007.
6. Steven L. McShane, Mary Ann Von Glinow, Radha R Sharma, *Organisational Behaviour*, New Delhi, Tata McGraw Hill, 2007.
7. Paul Hersey, Kenneth H Blanchard, Devwey E Johnson, *Management of Organizational Behaviour: Leading Human Resources*, New Delhi, Pearson Education, 2002.
8. Philip Sadler, *Leadership*, New Delhi, Kogan Page, 2004.

MBA (Five Years) Integrated Course (Semester – II)
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MIL-201 Financial Accounting

Credits: 4-0-0

Text
<p>Meaning and objectives of accounting, Users of accounting information, Limitations of accounting information, Basic accounting concepts. Journal, Ledger, Trial Balance, Brief idea about accounting errors and their rectification.</p>
<p>First Minor Test: One hour</p>
<p>Concept of depreciation, depletion, amortization; Methods of charging depreciation (SLM & WDV), Methods of recording depreciation, Brief idea about ICAI and revaluation of fixed assets as per AS 10 - Accounting for Fixed Assets. Capital and revenue expenditures and receipts Preparation of financial statements of non-corporate business entities AS 1 – Disclosure of Accounting policies</p>
<p>Second Minor Test: One hour</p>
<p>AS 2 – Valuation of Inventories Brief idea about preparation of financial statements of not for profit organizations and from incomplete records Preparation of accounts with accounting software package – Tally (latest available version)</p>
<p>Final Examination : Three Hours</p>

Suggested Readings:

1. Anthony, R.N., Hawkins, David F and Merchant, Kenneth A, “Accounting Text and Cases”; McGraw Hill Companies.
2. Gupta, R.L. and Radhaswamy, M, “Financial Accounting”; Sultan Chand and Sons, New Delhi.
3. Monga J.R., Ahuja, Girish, and Sehgal, Ashok, “Financial Accounting”; Mayur Paper Back, Noida.
4. Shukla, M.C., Grewal, T.S., and Gupta, S.C, “Advanced Accounts”; S. Chand & Co., New Delhi.
5. “Fundamentals of Accounting”, The Institute of Chartered Accountants of India, New Delhi.
6. Rawat , D.S., “Students’ Guide to Accounting Standards”, Taxmann, New Delhi.
7. Manual of Tally.
8. www.icai.org/

MBA (Five Years) Integrated Course (Semester – II)
(Under Credit Based Continuous Evaluation Grading System)

MIL-202: Business Laws

Credits: 4-0-0

Text
Law of Contract (1872): Nature of contract; Classification; Offer and acceptance; Capacity of parties to contract; Free consent; Consideration; Legality of object; Agreement declared void;
First Minor Test : One Hour
Discharge of contract; Remedies for breach of contract. Sale of Goods Act 1930: Formation of contracts of sale; Goods and their classification, price; Conditions, and warranties; Transfer of property in goods; Performance of the contract of sales; Unpaid seller and his rights, sale by auction; Hire purchase agreement.
Second Minor Test: One Hour
Negotiable Instrument Act 1881: Definition of negotiable instruments; Features; Promissory note; Bill of exchange cheque; Holder and holder in the due course; Crossing of a cheque, types of crossing; Negotiation; Dishonour and discharge of negotiable instrument; Indian Partnership Act,1932: Definition & Nature of Partnership, Formation of Partnership
Final Examination : Three Hours

Suggested Readings:

1. Singh Avtar: The Principles of Mercantile Law; Eastern Book Company, Lucknow.
2. Kuchal M.C.: Business Law; Vikas Publishing House, New Delhi.
3. Kapoor N.D.: Business Law; Sultan Chand & Sons, New Delhi.

MBA (Five Years) Integrated Course (Semester – II)
(Under Credit Based Continuous Evaluation Grading System)

MIL 203 - Operations Research

Credits: 4-0-0

Text
<p>Operations Research : Significance and scope of O.R. in practical business problems. Linear Programming Problems: Formulation, Solution by Graphic/ Simplex methods, Two Phase Simplex Method, Primal & Dual.</p>
First Minor Test: One hour
<p>Assignment Problems Transportation Problems Sequencing Problems</p>
Second Minor Test: One hour
<p>Game Theory Inventory Problems : Deterministic Models only (Single item), Price Break / Discount</p>
Final Examination : Three Hours

Suggested Readings:

1. Operations Research : Gupta and Hira, S.Chand & Co.
2. Operations Research : V K Kapoor, Sultan Chand.
3. Operations Research : Hiller & Lieberman, Tata Mcgraw Hill.
4. Operations Research : Natarajan, Balasubramani & Tamilarasi, Pearson.

MBA (Five Years) Integrated Course (Semester – II)
(Under Credit Based Continuous Evaluation Grading System)

MIL-204: Fundamentals of Human Resource Management

Credits: 4-0-0

Text
<p>Introduction of Human Resource Management: Concept, Nature, Scope, Objectives of Human Resource Management, Challenges before Human Resource Management. Introduction of Human Resource Planning: Concept, Need and Importance; Factors affecting Human Resource Planning Process; Barriers to Human Resource Planning. Introduction of Job Analysis: Concept, Objectives, Process, Advantages and Problems. Introduction of Job Design: Concept, Factors affecting Job Design and Techniques of Job Design.</p>
First Minor Test : One Hour
<p>Introduction of Recruitment: Concept, Factors affecting Recruitment, Sources, Techniques and Problems associated with Recruitment. Introduction of Selection: Concept, Process, Tests, Interview and Barriers to effective Selection. Introduction of Induction and Orientation: Concept, Process, Benefits and Problems associated with Induction and Orientation. Introduction of Managing Careers: Concept, Promotion, issues related to Promotion; Demotion- Concept, Purpose and issues related to Demotion; Transfer- Concept, Purpose and issues related to Transfer.</p>
Second Minor Test: One Hour
<p>Introduction of Managing Industrial Relations: Concept, Significance of peaceful Industrial Relations, Approaches to Industrial Relations. Introduction of Grievances: Concept, Nature, Sources, Grievances Redressal Mechanism. Introduction of Industrial Disputes: Concept, Nature, Causes and Modes of Settlement of Industrial Disputes.</p>
Final Examination : Three Hours

Suggested Readings:

1. Biswajeet Pattanayak, "Human Resource Management", New Delhi.
2. PHI. C.B.Memoria, "Personnel Management" Bombay, Himalaya Publishers.
3. K. Aswathapa. "Human Resource and Personnel Management: Text and Cases", New Delhi, Tata McGraw-Hill.

MBA (Five Years) Integrated Course (Semester – II)
(Under Credit Based Continuous Evaluation Grading System)

ESL 220 Environmental Studies (Compulsory)

Credit 3-0-0

1. **The Multidisciplinary Nature of Environmental Studies:** Definition, scope & its importance, Need for public awareness.
2. **Natural Resources:** Natural resources and associated problems.
 - a) **Forest Resources:** Use of over exploitation, deforestation, case studies. Timber extraction, mining, dams and their effects on forests and tribal people.
 - b) **Water Resources:** Use and over-utilization of surface and ground water, floods, drought, conflicts over water, dams-benefits and problems.
 - c) **Mineral Resources:** Use and exploitation, environmental effects of extracting and using mineral resources, case studies.
 - d) **Food Resources:** World food problems, change caused by agriculture and overgrazing, effects of modern agriculture, fertilizer-pesticide problem, salinity, case studies.
 - e) **Energy Resources:** Growing of energy needs, renewable and non-renewable energy resources, use of alternate energy sources, case studies.
 - f) **Land Resources:** Land as a resource, land degradation, soil erosion and desertification.
 - g) Role of an individual in conservation of natural resources, Equitable use of resources for sustainable lifestyles.
3. **Ecosystem:**

Concept of an ecosystem, Structure and function of an ecosystem, Producers, consumers and decomposers, Energy flow in the ecosystem, Ecological succession, Food chains, food webs and ecological pyramids.

Introduction, types, characteristic features, structure and function of the following ecosystems:

 - a) Forest ecosystem
 - b) Grassland ecosystem
 - c) Desert ecosystem
 - d) Aquatic ecosystems (ponds, streams, lakes, rivers, oceans, estuaries).
4. **Biodiversity and its Conservation:**

Definition: Genetic, species and ecosystem diversity, Biogeographical classification of India. **Value of Biodiversity:** Consumptive use; productive use, social, ethical, aesthetic and option values.

Biodiversity of global, National and local levels, India as mega-diversity nation "Hot-spots of biodiversity.

Threats to Biodiversity: Habitat loss, poaching of wild life, man wildlife conflicts Endangered and endemic species of India.

Conservation of Biodiversity: In situ and Ex-situ conservation of biodiversity.

MBA (Five Years) Integrated Course (Semester – III)
(Under Credit Based Continuous Evaluation Grading System)

5. Environmental Pollution:

Definition, Causes, effects and control measures of:

- a) Air Pollution
- b) Water Pollution
- c) Soil Pollution
- d) Marine Pollution
- e) Noise Pollution
- f) Thermal Pollution
- g) Nuclear Hazards

Solid Waste Management: Causes, effects and control measures of urban and industrial wastes.

Role of an individual in prevention of pollution.

Pollution case studies Disaster Management: Floods, Earthquake, Cyclone and Landslides

6. Social Issues and Environment:

- * From unsustainable to sustainable development
- * Urban problems related to energy
- * Water conservation, rain water harvesting, watershed management
- * Resettlement and rehabilitation of people; its problems and concerns. Case studies
- * Environmental ethics: Issues and possible solutions.
- * Climate change, global warming, acid rain, ozone layer depletion, nuclear accidents and holocaust. Case studies.
- * Wasteland reclamation
- * Consumerism and waste products
- * Environmental Protection Act
- * Air (prevention and Control of Pollution) Act
- * Water (prevention and Control of Pollution) Act
- * Wildlife Protection Act
- * Forest Conservation Act
- * Issues involved in enforcement of environmental legislation
- * Public awareness

7. Human Population and the Environment

- * Population growth, variation among nations
- * Population explosion-Family welfare programme
- * Environment and human health
- * Human rights
- * Value education
- * HIV / AIDS
- * Women and child welfare
- * Role of information technology in environment :and human health
- * Case studies
- * **Road Safety Rules & Regulations:** Use of Safety Devices while Driving, Do's and Don'ts while Driving, Role of Citizens or Public Participation, Responsibilities of Public under Motor Vehicle Act, 1988, General Traffic Signs
- * **Accident & First Aid:** First Aid to Road Accident Victims, Calling Patrolling Police & Ambulance

MBA (Five Years) Integrated Course (Semester – III)
(Under Credit Based Continuous Evaluation Grading System)

- 8. Field Work:** Visit to a local area to document environmental assets–river / forest / grassland/ hill / mountain. Visit to a local polluted site–Urban / Rural / Industrial / Agricultural. Study of common plants, insects, birds. Study of simple ecosystems–pond, river, hill slopes, etc. (Field work equal to 5 lecture hours)

References:

1. Agarwal, K. C. 2001. Environmental Biology, Nidhi Publications Ltd. Bikaner.
2. Bharucha, E. 2005. Textbook of Environmental Studies, Universities Press, Hyderabad.
3. Bharucha, E. 2004. The Biodiversity of India, Mapin Publishing Pvt. Ltd. Ahmedabad.
4. Brunner, R. C. 1989. Hazardous Waste Incineration, McGraw Hill Inc. New York.
5. Clark, R. S. 2000. Marine Pollution, Clarendon Press Oxford.
6. Cunningham, W. P., Cooper, T. H., Gorhani, E. & Hepworth, M. T. 2001. Environmental Encyclopedia, Jaico Publications House, Mumbai.
7. De, A. K. 1989. Environmental Chemistry, Wiley Eastern Ltd.
8. Down to Earth, Centre for Science and Environment, New Delhi.
9. Hawkins, R. E. 2000. Encyclopedia of Indian Natural History, Bombay Natural History Society.
10. Heywood, V. H & Waston, R. T. 1995. Global Biodiversity Assessment, Cambridge House, Delhi.
11. Jadhav, H. & Bhosale, V. M. 1995. Environmental Protection and Laws. Himalaya Pub.
12. Joseph, K. and Nagendran, R. 2004. Essentials of Environmental Studies, Pearson Education (Singapore) Pte. Ltd., Delhi.
13. Kaushik, A. & Kaushik, C. P. 2004. Perspective in Environmental Studies, New Age International (P) Ltd, New Delhi.
14. Miller, T. G. Jr. 2000. Environmental Science, Wadsworth Publishing Co.
15. Odum, E. P. 1971. Fundamentals of Ecology. W.B. Saunders Co. USA.
16. Rajagopalan, R. 2005. Environmental Studies from Crisis to Cure. Oxford University Press, New Delhi.
17. Sharma, B. K. 2001. Environmental Chemistry. Geol Publishing House, Meerut.
18. Sharma, J. P. 2004. Comprehensive Environmental Studies, Laxmi Publications (P) Ltd, New Delhi.
19. Sharma, P. D. 2005. Ecology and Environment, Rastogi Publications, Meerut.
20. Subramanian, V. 2002. A Text Book in Environmental Sciences, Narosa Publishing House, New Delhi.
21. Survey of the Environment. 2005. The Hindu.
22. Tiwari, S. C. 2003. Concepts of Modern Ecology, Bishen Singh Mahendra Pal Singh, Dehra Dun.
23. Townsend, C., Harper, J. and Michael, B. 2001. Essentials of Ecology, Blackwell Science.
24. Booklet on Safe Driving. Sukhmani Society (Suvidha Centre), District Court Complex, Amritsar.

MIL-251 Cost Accounting

Credits 4-0-0

Text
<p>Introduction to Cost Accounting: Meaning, Scope and use of cost accounting, cost accounting and financial accounting, classification of costs, Brief idea about methods of Costing.</p> <p>Materials: Purchase and storage of material, Pricing of material issue, Inventory control techniques like EOQ, fixation of levels, ABC and VED analysis</p> <p>Labour: Items of labour cost, Remuneration methods, Accounting and control of idle time and overtime.</p>
<p>First Minor Test: One hour</p> <p>Overheads : Classification, apportionment and absorption of overheads Preparation of cost sheet.</p> <p>Budgets and Budgetary control: Understanding concepts of master budget, fixed budget and flexible budget, zero based budget, participative budget and performance budget</p>
<p>Second minor test: One hour</p> <p>Introduction to standard costing and variance analysis: Standard costing as a control technique, setting of standards and their revision; Variance analysis-meaning and importance, kinds of variances and their uses-material, labour variances; relevance of variance analysis to budgeting and standard costing</p> <p>Marginal costing and breakeven analysis: Concept of marginal cost, marginal costing and absorption costing, marginal costing versus direct costing, cost volume profit analysis, breakeven analysis, assumptions and practical applications of breakeven analysis.</p>
<p>Final Examination : Three Hours</p>

Suggested Readings:

1. Horngren, Datar and Foster, “Cost Accounting: A Managerial Emphasis”, Pearson Education.
2. Arora, M.N., “Cost Accounting Principles and Practices”, Vikas Publishing House.
3. Kishore, Ravi M., “Cost Accounting”, Taxmann Allied Services.
4. Lal, Jawahar, “Cost Accounting”, Tata McGraw Hill.

MIL 252: Business Communication

Credits: 4-0-0

Text
<p>Introduction: Nature of Communication, Verbal and Non-verbal Communication, Myths about Communication, Communication Process and Stages in Communication, Barriers to Effective Communication, Formal and Informal Communication, Internal and External Communication, Communication Channels, Choosing the means of Communication, Audience Analysis, Ethical considerations for business Communication.</p> <p>Business Writing-A</p> <ul style="list-style-type: none"> (a) Business Letters (b) Minutes (c) Memos (d) E-mails and Faxes.
<p>First Minor Test : One Hour</p> <p>Verbal Communication Skills for Managers: Essentials of Oral Communication, Informal Speech, Telephonic Conversations and voice Mails, Preparing and delivering presentations, Overcoming Stage Fright, Anxiety and Stress, Meetings, Round-Table Discussions, Team communications, Group discussions and Seminars.</p> <p>Business Writing-B</p> <ul style="list-style-type: none"> (a) Bio-data, Resume and Curriculum Vitae (b) Report Writing (c) Team Writing
<p>Second Minor Test: One Hour</p> <p>Business English: Allocating the Budget, Giving Instructions, Making Complaints, Product Advertising, Description of Products, Description of Events and Processes, Profit and Loss, Labour Relations, Money and A Growing Economy.</p>
<p>Final Examination : Three Hours</p>

Suggested Readings:

1. Robinson Brian, Netrakanti Vidya S. & Shintre Hari. V , “*Communicative Competence in Business English*”, Orient Longman Private Limited.

MIL 253: Money & Banking

Credits: 4-0-0

Text
<p>Money: Definition, functions, kinds of money; supply of money: mechanics of money supply, Measures of money supply in India. Demand for money; Fisher, Cambridge, Keynesian and Friedman theories.</p> <p>Rate of Interest: Determination, Factors affecting the level and structure of Interest Rates.</p> <p>Money and Capital Markets (Introductory), Characteristics of Indian Money Market and its weaknesses.</p>
<p>First Minor Test : One Hour</p> <p>Banking: Functions and Theories; Credit Creation. Commercial Banking in India; structure and functioning; Nationalisation: Objectives and Performance Evaluation. Banking Sector Reforms.</p> <p>Role of Commercial Banks in Economic Development, Latest Developments in Banking Sector in India.</p>
<p>Second Minor Test: One Hour</p> <p>Central Banking: Functions and techniques of credit control. Monetary policy: Objectives, Targets and indicators. Reserve Bank of India.</p> <p>Innovations in Banking: Internet Banking, E -Banking, Mobile banking, Wholesale and Retail Banking, Universal and Narrow Banking, Off-shore Banking. Asset Classification, Non Performing Assets.</p>
<p>Final Examination : Three Hours</p>

Suggested Readings:

1. Locket, D.G. : Money and Banking, McGraw Hill, New York
2. Gupta, S.B. : Monetary Planning for India, Oxford University Press, New Delhi
3. Cargill, T.F. : Money: The Financial system and Monetary Policy, Engle Wood Cliffs, Prentice-Hall.
4. Shekhar, K.G. : Banking Theory and Practice Law and Foreign Exchange. Vikas Publishing House, New Delhi.
5. Misra, S. Puri : Indian Economy, Himalaya Publishing House, New Delhi
6. Varshney, P.N. : Banking Law & Practice.
7. Reserve Bank of India: Report on Currency and Finance.
8. Reserve Bank of India Bulletin
9. Economic Times, Financial Express.

MIL 254: Fundamentals of Operations Management

Credits 4-0-0

Text
<p>Concept of Production & Operations management, product and service continuum. Types of Production and Service systems. Process Analysis. Operations strategy: Linkage with Corporate Strategy Market Analysis, Competitive Priorities and capabilities. New Product Design and development. Plant location Plant layout.</p>
<p>First Minor Test : One Hour</p>
<p>Scheduling for Manufacturing Systems: Production Scheduling Techniques – Sequencing. Economic Batch Quantity with Joint Production Runs, Gantt. Charts. Network Analysis. Productivity: Concept and Importance, Factors Affecting Productivity, Methods to improve productivity. Value Analysis. Work study: Methods Analysis – Various Charts, Principles of Motion Economy. Work Measurement. Strategic Capacity Management – capacity planning and management in manufacturing and operations.</p>
<p>Second Minor Test : One Hour</p>
<p>Resources Planning: Aggregate Planning MRP (Bills of Materials & Product Structure), Enterprise Resource Planning, Resource Planning in Services. Quality Issues: Concept of Quality and Total Quality Management, Statistical Quality Control. Just in Time Manufacturing Systems. Inventory Management: Concept and Classification of Inventory, Relevant Costs for Inventory Decisions. Inventory Control Models, Reorder level, Lead Time and Safety Stock. Supply Chain Management: Concept & Components of Supply Chain, Activities in Supply Chain Management, Logistics Management.</p>
<p>Final Examination: Three Hours</p>

Suggested Readings:

1. Operations Management Theory & Practice, B. Mahadevan, Pearson Education.
2. Production & Operations Management, Kanishka Bedi, Oxford Higher Education.
3. Operations Management Processes & Value Chains, L.J. Krajewski & L.P. Ritzman, Pearson Education.
4. Production Operation Management, B.S. Goel.
5. Operations Management – For Competitive Advantage, Richard B Chase, F Robert. Jacobs, Nicholas J Aquilano and Nitin K. Agarwal, The McGraw Hill Companies.

MIL-255: e-Commerce

Credit: 4-0-0

Text
<p>History of E-Commerce: Definition, advantages & disadvantages of E- Commerce; Emergence of World Wide Web; Transition to e-commerce in India; E -Commerce opportunities for Industries;</p> <p>Business Models for E-Commerce: E-business models based on the relationship of Transaction parties; E-business models based on Relationship of Transaction type: Brokerage model, Aggregation Model.</p> <p>Technologies of World Wide Web: Internet client-server applications; Telnet, File Transfer Protocol(FTP), Internet, Relay Chart(IRC), ICQ, Multipurpose Internet Mail Extensions(MIME), Internet Networks and Internets; Communication Switching, Developments in Transmission, Network Routers, Internet Naming Conventions, Uniform Resource Locators (URLs), Transmission Control Protocol(TCP), Search Engines, Internet Service Providers (ISPs); ISPs in India, Terms Related to ISPs, ISP Policy of the Government of India, Major ISP Players in India.</p>
<p>First Minor Test: One Hour</p> <p>E-Marketing: Traditional Marketing; Identifying Web Presence Goals; Achieving Web Presence Goals, Uniqueness of Web, Meeting the needs of Website Visitors, E-marketing value chain, site adhesions, maintaining a website, metrics designing internet units of measurements.</p> <p>Online marketing: How buyers pay online, advantages of online market research, Building customer Relationship based on one to one marketing, market segmentation, data mining and marketing research, Intelligent Agents in Marketing and Customer-related applications, measuring the effectiveness of E-advertising; Internet Marketing Trends, Target Markets; E-branding; e-marketing related marketing strategies.</p> <p>E-Security: Information System Security; Security on the Internet; E-business Risk Management Issues; Information Security Environment in India.</p> <p>E-Payment Systems: Digital payment Requirements; Digital Token-based E-payment systems; Classification of new-payment systems; Properties of Electronic-Cash; Cheque payment systems on the Internet; Risks in E-payments; Digital Signatures.</p>

Second Minor Test: One Hour

Information System for Mobile Commerce: Definition, wireless applications, Cellular Network, Wireless spectrum. Technologies for mobile commerce, Different generations in wireless communication, mobile commerce in India.

Web-Designing: Requirements of Intelligent Websites, setting website goals and objectives, strategies for website development.

Legal & Ethical Issues: Ethical issues in Digital Economy, computers as targets for crime, computer as storage devices, computers as communication tools, cyberstalking, privacy, printing, copyrights, Internet Gambling Threats to Children, Ethical Characteristics of Internet.

Final Examination: Three Hours**Suggested Readings:**

1. Joseph, P.T. E-Commerce – An Indian Perspective, Prentice Hall of India, 3rd Edition.
2. Schneider, Gary P. E-Commerce: Strategy, Technology and Implementations, Cengage Learning India Private Limited, Fourth Edition.
3. Murthy, C.S.V. E-Commerce; Concepts, Models, Strategies; Himalaya Publishing House.
4. Brahm Canzer, E-Business and Commerce: Strategic Thinking & Practice Biztantra Publishers.

MIL –301 MANAGEMENT ACCOUNTING AND BUSINESS FINANCE

Credits 4-0-0

Text

Meaning of management accounting; relationship between cost accounting, financial accounting and management accounting.

Disclosure requirements and contents of Published Accounts

Meaning and importance of financial analysis; ratio analysis: meaning, importance and classification as liquidity ratios, activity ratios, solvency ratios, profitability ratios and valuation ratios.

First Minor Test: One Hour

Comparative statements, common size statements and trend analysis Cash flow statement (as per AS-3)

Responsibility Accounting

Meaning of business finance and its relationship to accounting; Broad areas of financial decision making; Financial goal: profit maximisation vs. wealth maximization.

Second Minor Test: One Hour

Time Value of Money: meaning, reasons, compounding & discounting calculations Sources of finance: Long term and Short term

Cost of capital: Meaning and significance; calculation of cost of debt, preference share capital, equity share capital, retained earnings and weighted average cost of capital.

Final Examination: Three Hours

Suggested Readings:

1. Anthony, A., "Management Accounting", Pearson Education.
2. Chandra, P., "Financial Management", Tata McGraw-Hill.
3. Gitman, L.J., "Principles of Managerial Finance", Pearson Education.
4. Horngren, C.T., "Introduction to Management Accounting", PHI.
5. Khan, M.Y. and Jain, P.K., "Management Accounting", Tata McGraw-Hill.
6. Van Horne., "Financial Management & Policy", Pearson Education.
7. Pandey, I.M., "Financial Management", Vikas Publishing House.
8. Jawahar Lal., "Accounting for Management", Himalaya Publishing House.

MIL-302: COMPANY LAW**Credits 4-0-0****Text**

Definition/ Features of a Corporate legal entity. Difference between partnership firm and a Joint Stock Company.

Nature and types of Joint Stock

Companies. Formation of a Company.

Memorandum and Articles of association.

First Minor Test-One Hour

Prospectus

Types of share capital, kinds of shares & debentures.

Directors; Who Is a director, qualification, types, meetings, appointment & removal

Second Minor Test-One Hour

Shareholders' meetings.

Winding up of a company. Modes and consequences of winding up. Defunct Companies

Final Examination: Three Hours**Suggested Readings:**

1. N.D.Kapoor, "*Company Law*", Sultan Chand & Sons, New Delhi.
2. Ashok K, Bagrial, "*Company Law*", Vikas Publications.
3. S.M.Shah, "*Company Law: Lectures*", N.M. Tripathi Publishers, Bombay.
4. Avtar Singh, "*Introduction to Company Law*", Eastern Book Company.

MIL-303: INDIAN ECONOMY

Credits 4-0-0

Text

Indian Economy :

Nature of Indian Economy

The need for Economic Development causes of under development determinates of development

National Income of India-estimates

Variations of national income.

First Minor Test-One Hour

Human Resource:

Demographic : Features of Indian population

Size and growth of population and economic development. Problem of over population

Agriculture:

Feature

Rural Indebtness;

Agricultural marketing and prices. Agricultural and agricultural policy.

Second Minor Test-One Hour

Industries:

Growth and problems of major industries- Iron and Steel Cotton Textiles

Small Scale Industries- Problem and

policy Economic Planning:

Importance of planning for Economic development,

Salient features of India's five year plans priorities- target achievements, Failure factors affecting successful implementation of plans.

Final Examination: Three Hours

Suggested Readings:

1. K.P.M. Sundharam : Indian Economy.
2. A.N.Aggarwal : Indian Economy.

MIL-304: FUNDAMENTALS OF MARKETING**Credits 4-0-0****Text**

Introduction: Marketing Concepts, nature and scope of Marketing, Role of Marketing in Economic Development;
Marketing mix, Marketing Environment;
Market Segmentation – Concept and Importance ; Base for Market Segmentation.

Minor Test-One Hour

Consumer Behaviour : Nature, scope ; importance ; buying motives, buying process. Marketing Research: Meaning, Importance, Scope and Applications;
Product Decision: Concept of Product; types of products, product planning and development, Product life cycle concept, After-sales service.

Minor Test-One Hour

Pricing Decisions: Meaning and Importance of Product Pricing, Objectives and methods; Channels of Distribution: Concept and role, types of distribution channels, Factors affecting channel choice;
Promotional Decisions: Concept of Promotion, Objectives of promotion, Promotion mix.

Final Examination: Three Hours**Suggested Readings:**

1. Keller, Kevin, Koshy A, Kotler, Philip and Jha Mithileshwar, “Marketing Management: A South Asian Perspective”, Pearson Education, 13th Edition, 2009.
2. Kotler, Philip, “Marketing Management: Analysis, Planning, Implementation and Control”, Macmillan, New Delhi.
3. Kotler, Philip and Armstrong G., “Principles of Marketing”, Prentice Hall of India, New Delhi.
4. Ramaswamy, V.S. and Namakumari, S. “Marketing Management: Planning and Control”, Macmillan, New Delhi.

MIL-305: ORGANISATIONAL BEHAVIOUR

Credits 4-0-0

Text

Organisational Behaviour (OB): Conceptual foundations, Significance, Challenges and Opportunities for OB.

Personality: Concept and determinants, The Myers-Briggs Type Indicator, The Big Five Model, Key Personality attributes influencing OB: Locus of Control, Machiavellianism, Positive and Negative Affectivity, Self-Efficacy, Self-Monitoring, Type A and Type B personality.

Values: Significance, Sources of value system, Classification of values. **Attitudes:** Sources and Types; Theories of Attitude; Cognitive dissonance theory, Overview of Major Job Attitudes: Job Satisfaction, Organizational Commitment and Prejudice.

First Minor Test-One Hour

Emotions and Moods: Nature and Types, Sources of Emotions and Moods, Managing Emotions at work, Emotional Intelligence: Concept and Dimensions.

Perception: Nature and significance of perception, Factors influencing perception, perceptual process, Perceptual Distortions and Improving Perception. **Group and Team Dynamics:** Defining and Classifying groups, Stages of group development, Group dynamics, Group decision making, Types of Teams, Contemporary issues in managing teams.

Second Minor Test-One Hour

Interpersonal Behaviour: Dynamics of Interpersonal Relationship; Psychological Contract: Concept and Types; Trust: Concept, Types and Building Trust among employees; Organizational Citizenship Behaviour: Concept, Forms and suggestions for promoting Organizational Citizenship Behaviour; Whistle-Blowing; Cooperation: Concept and Determinants; Conflict: Concept, Consequences, Sources, Approaches of Conflict management; Transactional Analysis; Deviant Organizational Behaviour: Concept, Dimensions and Categories of Deviant Organizational Behaviour.

Organizational Culture: Nature and Characteristics, Functions and Deciphering Organizational Culture, Creating and Sustaining Culture.

Stress Management: Concept, Causes, Consequences and Coping with stress.

Final Examination: Three Hours

Suggested Readings:

1. Stephen P. Robbins, Timothy A. Judge, Seema Sanghi, *Organisational Behaviour (12e)*. New Delhi, Pearson Education, 2007.
2. Steven L. McShane, Mary Ann Von Glinow, Radha R Sharma, *Organisational Behaviour*, New Delhi, Tata McGraw Hill, 2007.
3. K. Aswathappa, *Organisational Behaviour, Text, Cases and Games*, Delhi, Himalaya Publishing, 2007.
4. Udai Pareek, *Understanding Organizational Behaviour*, New Delhi, Oxford University Press, 2007.
5. Jerald Greenberg and Robert A. Baron, *Behaviour in Organizations*, New Delhi, Pearson Education, 2004.
6. Sekaran, Uma, *Organizational Behaviour: Text and Cases*, New Delhi, Tata McGraw Hill, 2007.
7. Mirza S Saiyadain, *Organizational Behaviour*, New Delhi, Tata McGraw-Hill, 2003.

MBA (Five Years) Integrated Course (Semester - VI)
(Under Credit Based Continuous Evaluation Grading System)

MIL-351: TOTAL QUALITY MANAGEMENT

Credits 4-0-0

TEXT

Basic concept of total quality Components

of total quality loop Kaizen

Quality costs

Total Productive Maintenance

Quality Improvement tools

First Minor Test: One Hour ISO-9000 Standards

Customer and TQM

Total Quality of Services

Quality Audit

Design for quality

Failure analysis (FTA and FMEA)

Second Minor Test: One Hour Conceptual approach to

SQC, Control charts,

Acceptance Sampling and Inspection, Statistical Process

Control

Six sigma

Final Examination: Three Hours

MBA (Five Years) Integrated Course (Semester - VI)
(Under Credit Based Continuous Evaluation Grading System)

Suggested Readings:

1. Carruba, Eugene R. and Gorden, Ronald D. Product Assurance Principles: Integrating design Assurance & Quality Assurance, New York, McGraw Hill, 1991.
2. Grant, Eu-gene L. and Leavenworth, Richards. : Statistical Quality Control, McGraw Hill, New York, 1991.
3. Ireson, W.G. and Coombas, C.P. : Handbook of Reliability Engineering & Management, New York, McGraw Hill, 1988.
4. Lochner, Robert H. and Matar, Joseph E.: Designing for Quality, London, Chapman & Hall, 1990.
5. Pike, John and Barnes, Richard. : TQM in Action, London, Chapman & Hall, 1994.
6. Schmidt, Warren H. and Finnigan, Jerome P. : TQ Manager, San Francisco, Jossey Bass, 1993.
7. Spenley, Paul. : World Class Performance Through TQ, London, Chapman & Hall, 1992.

The list of cases and specific references including recent articles will be announced in the class at time of launching of the course.

MIL 352: INCOME TAX LAW & PRACTICE**Text****Credits 4-0-0**

Introduction to Income tax Act, 1961: Definitions of Assessee, Person, Assessment Year, Previous Year, Rates of Tax for Individuals, Firms, Average Rate of Tax Concept of Agriculture Income, Partly Agriculture Income, Tax Calculation.

Residential Status: Determination of residential status of an Individual, Incidence of Tax, Scope of total income on the basis of residence.

Income u/h Salaries

First Minor Test: One Hour

Income u/h House Property

Income u/h Capital Gains

Income u/h Other Sources

Second Minor Test: One Hour

Set off & carry forward of losses

Deduction from Gross Total Income. (Related to Individuals).

Computation of total income as Regard to income of individual

Voluntary Return of Income, Due Date of filing return, PAN

Final Examination: Three Hours**Suggested Readings:**

1. Ahuja Girish, “*Systematic Approach to Income Tax*”, Bharat Law House, New Delhi
2. Mehrotra H.C., “*Income Tax Law & Practice*”, Sahitya Bhawan Publications, Agra
3. Singhania . K. Vinod., “*Students Guide to Income Tax*”, Taxman Publications (P)

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MIL-353: BANKING & INSURANCE SERVICES

Credits 4-0-0

Text

Commercials Banksing in India: Introduction

Liberalisation of Banking Sector in India.

Narasimham Committee Report Part-I and II. Implementation Status of the Report

Regional Rural Banks in India

Mergers and Acquisitions in Banking Sector. Wholesale and Retail Banking.

Universal and Narrow Banking

Off Shore Banking

Minor Test-One Hour Management of CB in India.

Corporate Governance

Primary and Secondary Reserves

Priority Sector Financing

Assets and Liabilities Management

Credit Deposit Ratios Relationship

Banking

Minor Test-One Hour Insurance

Introduction to Insurance; Purpose and need of Insurance; Insurance as a Social Security Tool; Insurance and Economic Development. IRDA Act., 1999.

Premium, Bonuses, Surrender Value and Paid up Value.

Group Insurance and Health Insurance.

Liberalisation in Insurance Sector: Malhotra Committee Report and its Status

Final Examination: Three Hours

Suggested Readings:

1. Srivastava, R.M & Nigam Divya, "Management of Indian Financial Institutions", Himalaya Publishing House.
2. Rangandhachary, A.V., "Banking Theory & Practice", Kalyani Publications.
3. Mishra, M.N. "Insurance: Principles & Practice", S. Chand.
4. Bodla, Garg & Singh, "Insurance Fundamentals, Environment & Procedures", Deep Deep Publications.
5. www.rbi.org.in
6. ww.irda.org

MIL-354: FUNDAMENTALS OF INTERNATIONAL TRADE

Credits 4-0-0

Text

Theoretical Foundation of International
Business International Trade Theory
International Financial Markets.
Understanding Foreign Exchange
The Foreign Exchangemarket
The exchange rate mechanism

Minor Test-One Hour Eurocurrency Market

International Monetary Fund,
International Bank for Reconstruction and Development ; International
Development (IDA)

Minor Test-One Hour

Barriers to International Trade and Investment.
Multinational Corporations.
The new International Economic Order (NIEC ORDER
World Trade Organization (WTO),

Final Examination: Three Hours

Suggested Readings:

1. M.L.Verma : International Trade, Vikas Publication House Pvt. Ltd., New Delhi, 1995.
2. Peter H. Lindert, International Economics, All India Traveller Book Seller, Delhi, 1987.
3. V.K.Bhalla and S. Shiva Ramu, International Business Environment and Management, Arnold Publishing Pvt. Ltd., 1990.
4. Kamal Fathehi, International Management- A Cross Cultural and Functional Perspective, Prentice Hall, New Jersey, 1996.

MIL-355: ENTREPRENEURSHIP AND SMALL BUSINESS

Text

Credits 4-0-0

Concept of Entrepreneurship : The Entrepreneur : Definition, nature, and characteristics of entrepreneurship : Emergence of entrepreneurial class including women entrepreneurs: Theories of entrepreneurship : Socio-economic environment and the entrepreneur; Characteristics of Entrepreneur Leadership, risk taking, decision making and business planning;
Innovation and entrepreneurship, entrepreneurial behaviour and motivation.

Minor Test-One Hour

Entrepreneurial Development Programmes-their relevance and achievements; Role of government in organizing such programmes. Critical Evaluation;
Small Business as a seed bed of entrepreneurship: Concept of business venture. The start-up process : Concept, Plan, Implementation, Initial Strategic Planning, Product and Marketing Scope, Legal and tax consideration, risk analysis and financial considerations;

Minor Test-One Hour

Profit Planning in Small Enterprise: Growth Strategies and diversification. Financial. Marketing and Human Resource management in Small Business Enterprises; Institutions supporting small business in India

Final Examination: Three Hours

Suggested Readings:

1. Roy, Rajeev, "Entrepreneurship", Oxford University Press, 4th Edition, 2009
2. Charantimath, M. Poornima, "Entrepreneurship Development Small Business Enterprise", Pearson Education, 4th Edition, 2009

MIL-401: BUSINESS ENVIRONMENT

Credits 4-0-0

Text
<p>Business Environment: Meaning, Types: Internal Environment; External Environment; Micro and Macro Environment with special reference to India Salient features of Economic Systems: Capitalist system/Market economy; Socialist system and Mixed Economy, Basic Features of Indian Economy, Government Business Relationship. Aspects of Economic Reforms: Liberalisation; Privatisation; Globalisation and its Implications for India.</p>
First Minor Test: One Hour
<p>Economic Planning in India: objectives, Strategies and Evaluation of Xth plan and Strategy and priorities of XIth plan Social Responsibility of Business: Concept, rationale, dimensions models of social responsibility and barriers of SR; The Environment Protection Act, 1986. Foreign direct investment: Nature of FDI, causes of poor flows of FDI</p>
Second Minor Test: One Hour
<p>Analysis of current year Annual Budget. Disinvestment of Public Enterprises: Rationale; Objectives and Implications. Evaluation of various regulatory policies of Government: Industrial Policy, Fiscal and Monetary policy Salient Features of FEMA .prices and distribution control by government</p>
Final Examination: Three Hours

Suggested Readings:

1. Francis Cherunilam, Business Environment: Himalya Publishing House, New Delhi.
2. K Asvathappa, Legal Environment of Business, Himalya Publishing House. New Delhi.
3. M. Adhikary, Economic Environment for Business, Sultan Chand & Sons, New Delhi.
4. K. Aswathappa, Essentials of Business Environment Himalya Publishing House.
5. Ruddar Dutt and KPM Sundaram, Indian Economy, S. Chand and Company Ltd., New Delhi.
6. P.K. Ghosh and G.K. Kapoor, Business Policy and Environment, Sultan Chand and Sons, Delhi.
7. Govt. of India, Five Years Plan Documents.
8. Govt. of India, Various Issues of Annual Economic survey of India.
9. Paul Justin, Business Environment – Text and Cases, Tata McGraw Hills.

MIL-402: MANAGERIAL LEADERSHIP

Credits 4-0-0

Text
Theories of Leadership Leadership Styles Leadership Styles and Leadership Leadership Skills
First Minor Test: One Hour
Team work & Team building Interpersonal skills – Conversation, Feedback, Feed forward Delegation, Humour, Trust, Expectations, Values, Status, Compatibility
Second Minor Test: One Hour
Conflict Management: Types of conflicts, Coping strategies and Conflict Management Conflict Management Styles Positive thinking, Attitudes, Beliefs Positive thinking – Martin Seligman’ s theory of Learned Helplessness, Learned Optimism
Final Examination: Three Hours

Suggested Readings:

1. Organizational Behavior by Fred Luthans
2. How to Manage Conflict by Peg Pickering
3. High Performance Leadership – Vijayraghavan

MIL- 403 CORPORATE GOVERNANCE & BUSINESS ETHICS

Credits 4-0-0

Text
<p>Corporate governance: Meaning, Issues , Is governance more than just board process and procedures. Corporate Governance Systems, Indian model of Governance , What is good corporate Governance . Rights and Privileges of Shareholders: Introduction, rights of shareholders, Poor track record of Shareholders, protection and Grievance redressal process Relationship between investor’s protection and corporate governance.</p>
First Minor Test: One Hour
<p>Board of Directors as a powerful instrument in governance :Role of board , Governance issues related to board, Role of directors. Corporate social responsibility: Definition, Justification and scope. Role of public policies in governing business: Introduction, framing, Involvement of business in public policy decision making. SEBI: Role in promoting Corporate governance.</p>
Second Minor Test: One Hour
<p>Business ethics and corporate governance : importance and need for business ethics Ethical principles in business- codes and innovations Need for values in global change : Indian perspective values for managers Corporate governance in developing and transition economies: introduction, problems and challenges.</p>
Final Examination: Three Hours

Suggested Readings:

1. A.C. Fernando- Corporate Governance Principles Policies and Practices(Pearson Education)
2. S.S. Iyer - Managing for Value (New Age International Publishers).
3. Laura P Hartman Abha Chatterjee - Business Ethics (Tata McGraw Hill).
4. S.K. Bhatia - Business Ethics and Managerial Values (Deep & Deep Publications Pvt. Ltd).
5. Velasquez – Business Ethics – Concepts and Cases (Prentice Hall).
6. Reed Darryl – Corporate Governance, Economic Reforms & Development (Oxford).
7. Mathur UC – Corporate Governance & Business Ethics (Mc Millan).
8. Ashok K.Nadhani–Business Ethics & Business communications (TAXMANN PUB. PVT,LTD.)

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MIL-404: QUANTITATIVE METHODS FOR MANAGEMENT

Credits 4-0-0

Text
<p>Correlation and Regression Analysis: Simple, Partial correlation coefficients; Simple and Multiple regression (three variables only) and their estimation by least square method. Elementary Probability Theory: Additive and Multiplicative laws of probability and their applications.</p>
<p>First Minor Test: One Hour</p>
<p>Probability Distributions: Binomial, Poisson and Normal Distribution and their Properties/Applications. Hypothesis, Null Hypothesis and Alternative Hypothesis, Type-I error and Type-II error.</p>
<p>Second Minor Test: One Hour</p>
<p>Hypothesis Testing Parametric Tests: Z-test, t-test, F-test ANOVA (One way and two way classification) Non parametric tests-chi-square test</p>
<p>Final Examination: Three Hours</p>

Suggested Readings:

1. Mathematical Statistics by S.C. Gupta and V.K. Kapoor, Sultan Chand & Sons.
2. Vohra, N.D., Quantitative Techniques in Management, Tata McGraw Hills, New Delhi.
3. Sharma, J.K., Business Statistics, Pearson Education, New Delhi.
4. Hooda, R.P Statistics for Business and Economics. McMillan Publishers, New Delhi.
5. Suranjan Saha, Practical Business Mathematics and Statistics, Tata McGraw Hills, New Delhi.

MIL-405: REGULATORY FRAMEWORK OF BUSINESS

Credits 4-0-0

Text
<i>Competition Act, 2002</i> <i>Consumer Protection Act, 1986</i>
First Minor Test: One Hour
<i>Industrial Disputes Act, 1947</i> <i>Factories Act, 1948</i>
Second Minor Test: One Hour
Value Added Tax (VAT) and Service Tax (will be replaced by Goods and Service Tax, when incorporated) Role of SEBI in controlling Capital Markets
Final Examination: Three Hours

Suggested Readings:

1. Singh Avtar: *Mercantile Law*, Eastern Book Company, Lucknow.
2. Kapoor N.D: *Business Law*, Sultan Chand & Sons, New Delhi.
3. Francis Cherunilam: *Business Environment*, Himalya Publishing House, New Delhi.
4. K Asvathappa: *Legal Environment of Business*, Himalya Publishing House, New Delhi
5. Malik P L: *Handbook of Industrial Law*, Eastern Book Company, Lucknow.

www.labour.nic.in

www.ncdrc.nic.in

www.cci.gov.in

www.sebi.gov.in

www.servicetax.gov.in

www.pextax.com

www.stvat.com

Punjab, Department of Excise and Taxation

General Information about VAT Act of Indian States

MIL-451 RESEARCH METHODOLOGY

Credits 4-0-0

Text
<p>Research methodology: Nature and scope; problem formulation and statement of research objectives. Research process.</p> <p>Research designs: Exploratory, descriptive and Causal designs (Basic designs— After only, Before After, After along with control group, Before after with control group, Time series designs)</p>
<p>First Minor Test : One Hour</p>
<p>Sampling schemes: Non-probability sampling techniques—Convenience, Judgement, Snowball and Quota sampling; Probability sampling techniques— Simple random sampling, Multistage, Systematic, stratified and Cluster sampling; Sampling and nonsampling errors.</p> <p>Primary data collection: Survey and observation methods. Questionnaire design.</p> <p>Measurement concept, Levels of measurement—Nominal, Ordinal, Interval and Ratio.</p>
<p>Second Minor Test: One Hour</p>
<p>Attitude Measurement: Comparative and Non-comparative scaling techniques, Tabulation and cross-tabulation of data.</p> <p>Data analysis techniques: Multiple regression analysis, Logistic regression analysis, Discriminant analysis and Factor analysis.</p> <p>Practicals through SPSS</p>
<p>Final Examination : Three Hours</p>

Suggested Readings:

1. Cooper, D. R. and Schindler, P.S., Business Research Methods, Tata McGraw Hill, New Delhi.
2. Levine, D.M., Krehbiel T.C. and Berenson M.L., Business Statistics, Pearson Education, New Delhi.
3. Kothari, C. R., Research Methodology.
4. Anderson, Sweeney and Williams: Statistics for Business and Economics, Thompson, New Delhi.

MIL – 452 FINANCIAL MANAGEMENT

Credits 4-0-0

Text
<p>Financial Management: Meaning and nature; Financial goal-profit vs. wealth maximization; Finance functions-investment, financing, liquidity and dividend decisions. Theories of capitalization.</p> <p>Capital Structure Theories: Conceptual framework. Net income approach, Net operating income approach, Intermediary approach and M.M. Hypotheses.</p> <p>Operating and Financial Leverage: Measurement of leverages; analyzing alternate financial plans; Financial and operating leverage, Combined leverage. EBIT and EPS analysis</p>
<p>First Minor Test: One Hour</p>
<p>Capital Budgeting: Nature of investment decisions; Investment evaluation criteria-non- discounted cash flow criteria, discounted cash flow criteria; Risk analysis in capital budgeting (practicals through excel).</p> <p>Dividend Policies: Issues in dividend decisions; Theories of relevance and irrelevance of dividends; Types of dividend policies in practice</p> <p>Bonus Shares, Stock Split & Consolidation, Buy Back of Shares.</p>
<p>Second Minor Test: One Hour</p>
<p>Management of Working Capital: Meaning, significance and types of working capital; approaches of working capital; Calculating operating cycle period and estimation of working capital requirements.</p> <p>Management of cash: Motives for holding cash and Strategies for effective cash management.</p> <p>Management of Receivables: Credit policy, credit terms and collection efforts.</p>
<p>Final Examination: Three Hours</p>

Suggested Readings:

1. Gitman, L.J., "Principles of Managerial Finance", Pearson Education.
2. Van Horne., "Financial Management & Policy", Pearson Education.
3. Chandra, P., "Financial Management", Tata McGraw-Hill.
4. Pandey, I.M., "Financial Management", Vikas Publishing House.
5. Khan, M.Y. and Jain, P.K., "Financial Management", Tata McGraw-Hill.

MIL – 453: Marketing Management

Credits: 4-0-0

TEXT
<p>Marketing concepts, scope & importance. Developing marketing strategies & plan. Dealing with competition, strategies of market leaders, challengers and followers.</p>
<p>First Minor Test – One Hour</p>
<p>New product development process – challenges & development process. Retailing: Organized v Unorganized Retail, Changing Scenario with FDI in retail. Direct marketing & online marketing, issues in direct marketing.</p>
<p>Second Minor Test – One Hour</p>
<p>Rural Marketing – Environment, Strategies & Problems. Global Marketing - Strategies & Marketing Mix. Sustainable marketing – Socially Responsible Marketing , Green Marketing Contemporary issues in marketing. Laws affecting marketing in India.</p>
<p>Final Examination- Three Hours</p>

Suggested Readings:

1. Keller Kevin, Koshy A, Kotler Philip and Jha Mithileshwar, “Marketing Management: A South Asian Perspective”, Pearson Education.
2. Kotler Philip and Armstrong G., “Principles of Marketing”, Prentice Hall of India, New Delhi.
3. Ramaswamy, V.S. and Namakumari, S. “Marketing Management: Planning and Control”, Macmillan, New Delhi.

MIL-454: Human Resource Management

Credit-4-0-0

Text
<p>Human Resource Management: An Overview Strategic Human Resource Management-A Framework: Concept, Features, Steps, Levels, Types, Benefits, Barriers of Strategy. Differences between SHRM and HRM. HR Training and Development: Concept, Need, Process, Objectives, Strategy & Designing and Implementation Methods of Training Programme. Levels of Training Evaluation, Impediments to Effective Training. E-Learning-An Overview. Performance Appraisal: Meaning, Purpose, Features, Various Components of Effective Performance Appraisal, Methods and Techniques of Performance Appraisal.</p>
<p>First Minor Test: One Hour</p> <p>Job Evaluation: Meaning, Process and Methods of Job Evaluation. Managing Compensation and Employee Remuneration: Concept, Objectives, Components and Factors Influencing Employee Remuneration. Challenges of Remuneration. Executive Compensation. Incentives: Concept, Importance and Process of Incentives. Fringe Benefits: Concept, Forms and Administration of Benefits.</p>
<p>Second Minor Test: One Hour</p> <p>Employee Well-Being: Concept, Objectives, Need, Steps, Essentials, Statutory Provisions concerning Employee Safety and Health. Stress and Stress Management. Employee Welfare and Social Security: Concept, Features, Objectives, Statutory and Non-Statutory Welfare Facilities, Employee Welfare Responsibility, Advantages and Limitations of Employee Welfare Measures. Social Security: Concept, Feature, Classification of Social Security Schemes in India. Industrial Relations: Concept, Features, Industrial Disputes and Statutory and Non-Statutory Settlement Approaches.</p>
<p>Final Examination: Three Hours</p>

Suggested Readings:

1. Aswathappa, K., “*Human Resource Management*”, *Text and Cases*. New Delhi, Tata McGraw – Hill.
2. Dessler, Gary, “*Human Resource Management*”, New Delhi, Pearson Education Asia.
3. Durai, Pravin, “*Human Resource Management*,” New Delhi, Pearson
4. Mamoria and Rao, “*Personnel Management*”, New Delhi, Himalaya Publishing House.

MIL-455: International Business

Credits 4-0-0

Text
<p>Theoretical Foundation of International Business International Trade Theories: Absolute Advantage Theory, Comparative Cost Theory. International Monetary Fund World Bank and WTO: Introduction</p>
<p>First Minor Test: One hour</p>
<p>Barriers to International Trade and Investment: Tariff and Non Tariff Foreign Direct Investment: meaning, types, effects on economy. Multinational Corporations: meaning, types, contribution of MNCs' in economic growth.</p>
<p>Second Minor Test: One hour</p>
<p>Understanding Foreign Exchange The Foreign Exchange Market, arbitrage , speculation ,hedging The exchange rate mechanism ; theories of foreign exchange rate determination (fixed and flexible)</p>
<p>Final Examination: Three hours</p>

Suggested Readings:

1. Verma M. L., *International Trade*, Vikas Publication House Pvt. Ltd., New Delhi.
2. Peter H. Lindert, *International Economics*, All India Traveller Book Seller, Delhi
3. Bhalla V. K. and Shiva Ramu S., *International Business Environment and Management*, Arnold Publishing Pvt. Ltd.
4. Fathehi Kamal, *International Management- A Cross Cultural and Functional Perspective*.

MIL 456: WORKSHOP ON BUSINESS COMMUNICATION

Credits 2-0-0

Text
<p>Introduction to Communication Nature of Communication. Verbal and Non-verbal Communication. Myths about Communication; Communication Process and Stages in Communication. Roots of misunderstanding – Barriers to Effective communication, Formal and Informal communication, Internal and External communication. Communication Channels – Choosing the means of Communication. Audience Analysis. Ethical considerations for Business Communication. Principles of Business Communication – Choosing words, Developing sentences, Forming paragraphs, Using unbiased language.</p>
<p>First Minor Test : One Hour</p> <p>Written and Verbal Communication Skills for Managers: Positive, Negative, Neutral and Social Business Messages; Planning, Writing and Revising Business Documents. Writing letters, Memos, E-mails, Faxes, Web- writing; Types and characteristics of business reports – Writing a formal report, Mechanics of a formal report. Essentials of Oral Communication – Informal speech, Telephonic conversations and Voice mails. Preparing and delivering presentations. Overcoming Stage fright, Anxiety and Stress, Meetings, Round-table discussions, Group discussions, Seminars.</p>
<p>Second Minor Test: One Hour</p> <p>Interpersonal Communication and Teamwork: Working in teams, Characteristics of effective teams, Leadership and Management Styles, Decision making, Active and engaged team members, Team process, Gender differences in team communications, Resistance and team thinking, Developing team strategy, assigning team roles, Building trust, Giving and receiving feedback, Team writing. Application of the subject through exercises such as - Preparing for Interviews, Preparing for conferences and Seminars, Discussing Styles of Résumé, Résumé Writing and Online submission of Resume</p>
<p>Final Examination : Three Hours</p>

References:

1. Krizan, A. C. et al. *Business Communication*, Thomson South-Western.
2. Young, Dona J, *Foundations of Business Communication: An Integrated Approach*, Tata McGraw-Hill.
3. Locker, K. O, & Kaczmarek S. K. *Business Communication: Building Critical Skills*, Tata McGraw-Hill.
4. Bovee, C.L. et. al. *Business Communication Today*, Pearson Education.
5. Taylor Shirley *Communication for Business*, Pearson Education.
6. James S. O'Rourke IV *Management Communication: A Case Analysis Approach*, Pearson Education.
7. Lesikar, R. V., & Pettit Jr, J. D. *Business Communication: Theory and Application*, Tata McGraw-Hill.

MIL-511: Decision Support System and Management Information System

Credits 4-0-0

Text
<p>Introduction to system, Elements of system, characteristics, types of systems, system view of Business.</p> <p>Data and information, Classification of Information, Introduction to Information system, Types of Information system.</p>
First Minor Test: One hour
<p>Management Information Systems (MIS): Need and concepts, Role of MIS in an organisation, structure of MIS, Pitfalls of MIS development.</p> <p>Managing Hardware Assets: Computer hardware and IT, Storage, Input and Hardware technology, Categories of Computers.</p> <p>Managing Software Assets: System Software, Application Software, Contemporary Tools for Software Development.</p>
Second Minor Test: One hour
<p>Decision Support Systems (DSS): MIS and DSS. Types of DSS, Components of DSS.</p> <p>Group DSS: What is GDSS, Characteristics of GDSS, GDSS Software Tools.</p> <p>Managing Knowledge: Information and Knowledge Work Systems, Artificial Intelligence and other Intelligence Techniques.</p>
Final Examination: Three hours

Suggested Readings:

1. Laudon and Laudon – *Management Information Systems*, Pearson Education.
2. Jerome Kantler – *Management Information Systems*, PHI.
3. Murdick & Ross – *Information Systems for Modern Management*, Prentice Hall.
4. Janakiraman & Sarukesi – *Decision Support Systems*.

Group A: Finance

MIL 531: Management Control Systems

Credits 4-0-0

Text
<p>Understanding Strategy: Concept of Strategy and its Need, Corporate & Business Level Strategies</p> <p>Management Control System: Nature, Scope & Process of Management Control System, Pre-requisites of a Successful Management Control System, Relationship & Distinction between Strategic Planning, Operational Control and Management Control Cases; Xerox Corporation (A); NUCOR (A)</p> <p>Behavioural Aspects Of Management Control: Goal congruence – factors affecting goal congruence – formal and informal systems. NUCOR (B) Case</p> <p>Management Control Structure: Types of Organization Structures & its Implications to MCS, Matching structure to strategy, Controller’s organization- Functions & Role of Controller, Rendell Company case</p>
First Minor Test : One Hour
<p>Responsibility Accounting: Meaning, Responsibility Centre-Types, Advantages and Implementation.</p> <p>Transfer Pricing: Objectives, Types & Methods of Transfer Pricing, Arms Length Principle, Issues in Fixing Transfer Pricing, Managing Inter-Departmental Conflicts Related to Transfer Pricing, International Transfer Pricing. General Appliances corporation case</p> <p>Activity Based Costing: Need Over Existing Traditional Costing Systems, Meaning & Nature of Activity Based Costing, Steps in Implementing ABC, Utility of ABC for Managerial Decision Making and Improving Cost Management & Profitability.</p> <p>Budgeting and Budgetary control: Preparation of Budgets, Relevance of Budgetary Control in MCS, Behavioural Aspects of budgets.</p>
Second Minor Test: One Hour
<p>Performance Measurement: Financial & Non-Financial Measures, Return on Sales, ROI, Residual Income, Economic Value Added & Market Value Added, Performance Measurement Issues in Case of MNCs.</p> <p>Balanced Score Card: Four Perspectives, Aligning BSC to Strategy, Features of a Good BSC, Implementation of BSC and Pitfalls of BSC.</p> <p>Management Compensation & Rewards: Principles of Managerial Compensation, Linking Rewards to Performance, Types of Rewards & Compensation.</p> <p>Management Control Systems in Services organizations and Multinational Corporations</p>
Major Test: Three Hours

Suggested Readings:

1. Management Control System, Robert Anthony and Govindrajana, Tata McGrawHill Pub.
2. Management Control Systems – P. Saravnaval, Himalaya Publications.
3. Management Control Systems – Using Adaptive Systems to Attain Control – Joseph A. Maciariello & Calvin J Kirby, Second Edition, Prentice Hall of India.
4. Cost Accounting – A Management Emphasis, Charles Horngren, Srikan Datar, George Foster, Pearson Publications.

Group A: Finance
MIL 532: Capital Markets & Investment Management

Credits 4-0-0

Text
<p>Introduction: Evolution, Structure and Functions of Capital Market in India New Issue Market: Meaning, Functions and Mechanics of Floating New Issues-Public Issues, E-IPOs, Book Building, Private Placement, New Financial Instruments, Reforms in New Issue Market Stock Exchange: Organisation, Management, Membership Rules of Stock Exchange, Listing of Securities; Trading on a Stock Exchange-Online Trading, Internet Trading; Recent Reforms in the Stock Exchanges</p>
First Minor Test : One Hour
<p>Clearing and Settlement: Clearing and Settlement-Process, Account Period Settlement, Rolling Settlement, Derivatives Market: Products, Participants and Functions, Derivatives Market in India Regulation of Capital Market in India Depository System: Need, Process and Progress Security Analysis: Concept and Types of Risk and Return, Risk- Return Trade-off, Valuation of Equity Shares, Preference Shares, and Debentures, Factors influencing Share Prices</p>
Second Minor Test: One Hour
<p>Investment Analysis: Fundamental Analysis, Technical Analysis, Efficient Market Hypotheses, Capital Asset Pricing Model(CAPM), Arbitrage Pricing Theory Portfolio Management: Construction, Revision and Evaluation</p>
Final Examination : Three Hours

Suggested Readings:

1. Sharpe, William F., Gordon J. Alexander and Jeffrey V. Bailey, Investments (Prentice Hall of India).
2. Fabozzi, Frank Investment Management (Prentice Hall).
3. Haugen, Robert A. The Inefficient Stock Market (Prentice Hall).
4. Taggart, Robert A., Quantitative Analysis for Investment Management (Prentice Hall).
5. Richard Brealey and Steward Myers. Principles of Corporate Finance, McGraw- Hill.
6. Dimson, E. (ed.): Stock Market Anomalies (Cambridge: Cambridge University Press).
7. Khan, M Y, Financial Services, Tata McGraw Hill Publishing Company, New Delhi.
8. Singh, Preeti Investment Management, Himalaya Publishing House, New Delhi.

9. Avadhani, V A Investment Management, Himalaya Publishing House, New Delhi
10. Annual Reports of RBI
11. Annual Reports of SEBI

Journals:

1. SEBI Bulletin
2. Capital Market
3. NSE Newsletter
4. The Stock Exchange Review (Bombay Stock Exchange)
5. SEBI and Corporate Laws (Laxmann)

Websites:

www.sebi.gov.in
www.bseindia.com
www.nseindia.com
www.iseindia.com
www.stockholding.com
www.capitalideasonline.com
www.indiainfoline.com
www.rbi.org.in
www.goidirectory.nic.in
www.otcei.net
www.capitalmarket.com

Group B: Marketing
MIL-533 Consumer Behaviour

Credits 4-0-0

Text
<p>Introduction to Consumer Behaviour: Nature, Scope and Importance.</p> <p>Consumer Motivation: Nature of Motivation; Types of Consumer Needs and Motives; Dynamics of Motivation; Need Conflict; Need Hierarchy Theory of Motivation and its Applications; Measurement of Motives.</p> <p>Personality and Consumer Behaviour: Definition of Personality; Theories of Personality; Personality and Consumer Diversity; Self Concept and Self Image; Life Style and Psychographics.</p> <p>Consumer Perception: Elements of Perception; Dynamics of Perception, Perceptual Process; Perception and Marketing Strategy; Perceived Risk.</p>
First Minor Test: One Hour
<p>Consumer Learning: Elements of Consumer Learning; Behavioural Theories and Cognitive Theories of Learning.</p> <p>Consumer Attitude Formation: Definition of Attitudes; Structural Models of Attitudes; Attitude Theories; Attitude Formation; Strategies of Attitude Change; Measuring Attitude.</p> <p>Reference Group and Family Influences: Power of Reference Groups; Types of Consumer Related Reference Groups; Celebrity and Other Reference Group Appeals; Family Decision Making and Consumption Related Roles; Family Life Cycle.</p> <p>Social Class: Definition; Measurement of Social Class; Social Class Dynamics.</p>

Second Minor Test: One Hour
<p>Cultural and Sub cultural Influences on Consumer Behaviour: Definition of Culture and Subculture; Affect of Culture on Consumer Behaviour; Nature of Culture; Measurement of Culture; Subculture and Consumer Behaviour; Subcultural Categories.</p> <p>Diffusion of Innovation; Diffusion Process; Adoption Process.</p> <p>Opinion Leadership: Definition; Dynamics of the Opinion Leadership Process; Motivation behind Opinion Leadership</p> <p>Consumer Decision Making: Consumer Decision Process; Types of Decisions; Information Search Process; Alternative Evaluation and Selection; Decision Rules.</p> <p>Models of Consumer Behaviour: E.K.B; Howard and Sheth; Nicosia's Model.</p>
Final Examination : Three Hours

Suggested Readings:

1. Schiffman, I. G. and Kanuk, L. L. Consumer Behaviour, New Delhi, Pearson Eductaion, 2007.
2. Blackwell, Roger D., Miniard, Paul W., and Engel James F. Consumer Behaviour, Cengage, 2006.
3. Solomon, Michael R. Consumer Behaviour, New Delhi, Pearson Education, 2003.
4. Assael, Henry Consumer Behaviour and Marketing Action, Cengage, 2006
5. Loudon, David L. and Della Bitta, Albert J., Consumer Behavior, Tata McGraw-Hill, Fourteenth Edition, 2002.

Group B: Marketing
MIL 534: Marketing Research

Credits 4-0-0

Text
<p>Marketing Research: Definition, Role of marketing research in marketing decision making; Marketing Information System, Role of Marketing Research in Management Information System and Decision Support System.</p> <p>Marketing Research Process: Steps in conducting marketing research</p> <p>Organization for Marketing Research: organizing the marketing research department; Understanding the marketing research industry</p> <p>Defining the Marketing Research Problem: Importance of defining the problem and developing an approach, tasks involved.</p> <p>Ethics in Marketing Research</p> <p>Secondary Data in Marketing: Internal secondary data, Commercial (Syndicated) and Non-Commercial Sources</p>
First Minor Test : One Hour
<p>Multi Item Scale development: Scale evaluation: Measurement Accuracy, Reliability and Validity</p> <p>Applications of Marketing Research in Marketing: Traditional Applications: Product Research, Price Research, Distribution Research and Promotion Research.</p> <p>Contemporary Applications: Brand Equity and Customer Satisfaction</p> <p>Emerging Applications: E – Commerce, Database Marketing, Mobile Marketing, Social Marketing and Relationship Marketing.</p>

Second Minor Test: One Hour
Statistical Designs: Completely Randomized Design, Randomized Block Design, Latin Square Design with ANOVA
Data Analysis Techniques: Factor Analysis, Cluster Analysis
Final Examination : Three Hours

Suggested Readings:

1. Malhotra, Naresh and Dash, Satyabhushan Marketing Research: An Applied Orientation, 6th Edition, Pearson, 2010
2. Churchill Gilbert A and Iacobucci Dawn: Marketing Research: Methodological Foundations, 9th Edition, Thomson, 2007.
3. Nargundkar R, Marketing Research, Tata McGraw Hill, New Delhi, 2002.
4. Aaker, Kumar, Day & Leone, 2011, Marketing Research 10th Edition, Wiley India.
5. Harper, W.Boyd, (Jr.), Ralph Westfall and Tandoy, F- Starsch Marketing Research, All India Travellers Bookseller, Delhi, 2002.
6. Paul, E. Green and Donald, S.Tull, Research for Marketing Decisions, Prentice Hall of India Pvt. Ltd., Delhi.

Group-C: Human Resource Management
MIL-535: Labour Legislations

Credits 4-0-0

Text
<p>Principles of Labour Legislation: Introduction, Social and Labour Legislation, Forces Influencing Modern Social and Labour Legislation in India, Principles of Modern Labour Legislation and Types of Labour Legislation.</p> <p>Laws Relating to Working Conditions: Factories Act, 1948; Apprentices Act, 1961; Employment Exchanges (Compulsory Notification of Vacancies) Act, 1959; Contract Labor (Regulation and Abolition) Act, 1970.</p>
First Minor Test : One Hour
<p>Wages and Bonus Laws: Minimum Wages Act, 1948; Payment of Wages Act, 1936; Payment of Bonus Act, 1965; Equal Remuneration Act, 1976.</p> <p>Industrial Relations Laws: Trade Unions Act, 1926; Industrial Disputes Act, 1947; Industrial Employment (Standing Orders Act), 1946.</p>
Second Minor Test: One Hour
<p>Social Security Laws: The Unorganised Workers' Social Security Act, 2008; Workers Compensation Act, 1923; Employee's State Insurance Act, 1948; The Employee's Provident Fund and Miscellaneous Provisions Act, 1952; The Payment of Gratuity Act, 1972.</p> <p>Child Labour (Prohibition and Regulation) Act, 1986.</p> <p>Recommendations of the Second National Commission on Labour (2002).</p>
Final Examination : Three Hours

Suggested Readings:

1. Sarma, A.M. (2011) Industrial Jurisprudence and Labour Legislation, Himalaya Publishing House, Mumbai.
2. Taxmann (2009) Labour Laws, Taxmann Allied Services Pvt. Ltd.
3. Srivastava, S. C. (2008) Industrial Relations and Labour Laws, Vikas Publishing House Pvt Ltd, New Delhi.
4. Sinha, P.R.N., Sinha, Indu Bala and Shekhar, Seema Priyadarshini (2004) Industrial Relations, Trade Unions and Labour Legislation, Pearson Education, New Delhi.

Group-C: Human Resource Management
MIL-536: Organisational Change and Development

Credits 4-0-0

Text
<p>Organisational Change: Concept, Forces of Change, Types of Change, Theoretical Frameworks of Organisational Change; Life Cycle Theory, Teleological Theory, Dialectical Theory, Evolutionary Theory, Beer & Nohria (2000).</p> <p>Perspective on Organisational Change; Contingency Perspective, Resource Dependence Perspective, Population-Ecology Perspective, Institutional Perspective, Evolutionary Perspective, Process Oriented Perspective, Spiritual and Vedic Science Perspective.</p>
First Minor Test : One Hour
<p>Model of Change; Lewin's Model of change, Galpin's Change Management Process Model, Bullock and Batten's Integrative Model for Planned Change, Schein's Model of Change, Cummings & Huse's Action Research Model, Isabella's Model, Burke-Litwin's Model of Organisational Performance and Change, Leavitt Organisational Systems Model, Nadler-Tushman Congruence Model, Weisbord's Six Box Model, Tichy's TPC Model.</p> <p>Resistance to Change; Concept, Nature, Factors Contributing to resistance, Mechanism Underlying Resistance: Behavioural Elements, Cognitive and Affective Processes; Recognizing Resistance, Managing Resistance to Change.</p>
Second Minor Test: One Hour
<p>Implementing Organizational Change: Change Management Techniques, Change Management Skills, Organisational Change Strategy.</p> <p>Organisational Culture and Change; Concept of Organizational Culture, Functions of Organizational Culture, Emerging Trends in Organization Culture.</p> <p>Transformational Leadership; Concept, Key, Competencies.</p> <p>Measuring and Evaluating Change; Introduction & Measures of Change.</p> <p>Organisational Transformation; Organizational Birth, Growth, Decline and Death.</p>
Final Examination : Three Hours

References:

1. Sharma Radha R., *Change Management, Concept and Applications*, Tata McGraw Hill, New Delhi, 2007.
2. Brown R. Donald and Harvey Don, *An Experimental Approach to Organisation Development*, Pearson Education, New Delhi, 7th Ed. 2006.
3. Gratetz, Fiona, Rimmer Malcolm, Lawrence Ann S. and Smith Aaron, *Managing Organisational Change*, John Wiley & Sons, Australia Ltd. 2002.
4. Burke, W. Warner, *Organisational Change, Theory and Practice*, SAGE, New Delhi, 2nd Ed. 2008.
5. Jones, Gareth R., *Organisational Theory, Design and Change*, Pearson Education, New Delhi, 5th Ed., 2007.
6. Beer, Michael and Nohria, Nitin, *Breaking the Code of Change*, Harvard Business School Press, 2000.
7. Sadler Philip, *Managing Change*, Kogan Page, 1996.

MIL-551: Strategic Management

Credits: 4-0-0

Text
<p>Understanding Strategy and Strategic Management: Strategic Management Process. Strategic Decision Making. Levels of Strategy. The Secret of Success of Successful Companies(Mckinsey’s 7 S model)</p> <p>Defining Strategic Intent: Vision, Mission Goals and Objectives. Characteristics of a Good Mission Statement. Designing and Evaluating a Mission Statement.</p> <p>External Environment Analysis: Strategically Relevant Components of External Environment. Industry Analysis – Porter’s Five Forces Model; Strategic Group Mapping; Industry Driving Forces; Key Success Factors. External Factor Evaluation Matrix.</p>
First Minor Test: One Hour
<p>Internal Environment Analysis - Resource Based View of an Organization: VRIO Framework; Value Chain Analysis; Competitive Advantage and Core Competency. Internal Factor Evaluation Matrix.</p> <p>Environmental Scanning Techniques – ETOP and SWOT Analysis</p> <p>Business Level Strategies – Porter’s Framework of Competitive Strategies: Cost Leadership, Differentiation and Focused Strategies.</p> <p>Corporate Level Strategies – Growth Strategies – Horizontal and Vertical Integration; Strategic Outsourcing; Related and Un-related Diversification; International Entry Options; Harvesting and Retrenchment Strategies.</p>
Second Minor Test: One Hour
<p>Portfolio Strategies – BCG Model, G E Business Planning Matrix, Shell’s Directional Policy Matrix, Product Life Cycle Matrix.</p> <p>Strategy Implementation– Strategy- Structure Fit: Developing and Modifying Organizational Structure. Leadership and Organization Culture.</p> <p>Corporate Governance and Social Responsibilities of Business.</p> <p>Strategy Evaluation and Control – Nature of Strategy Evaluation; Strategy Evaluation Framework; The Balanced Score Card.</p>
Final Examination: Three Hours

Suggested Readings:

1. Wheelen, Thomas L., Hungerdavid J. and Rangarajan Krish, “ Concepts in Strategic Management and Business Policy”, Pearson Education, India.
2. David, R Fred, “Strategic Management- Concepts and Cases”, Pearson Education, India.
3. Hill, Charles W L and Jones Gareth R, “ An Integarated Approach to Strategic Management” Cengage Learning
4. Thompson, Arthur A Jr.; Strickland A J III; Gamble, John E and Jain, Arun K. “ Crafting and Executing Strategy. The Quest for Competitive Advantage.- Concepts and Cases”, TMH, New Delhi.
5. Pitts, Robert A and Lei, David. “Strategic Management Building and Sustaining Competitive Advantage”, Thomson, India
6. Kazmi, Azhar. “Business Policy and Strategic Management”, TMH, New Delhi.

MIL-552: Project Management

Credits: 4-0-0

Text
<p>Concept of project and project management, Characteristics of a project, Project Life Cycle Phases, Role of a Project Manager, Identification of project. The Planning Process: Cost Planning – tools & techniques, cost estimation, Time Planning – tools & techniques.</p>
First Minor Test: One hour
<p>Project Appraisal: Technical Appraisal: Factors for considerations of technical appraisal. Market Appraisal: Market survey, sources of data and methods of data collection, Financial Appraisal: Estimation of financial requirements, Sources of finance Social Appraisal: Rationale of Social cost benefit analysis. Fundamentals of Shadow Pricing, Basic approaches to Social Cost Benefit Analysis.</p>
Second Minor Test: One hour
<p>Project scheduling: Graphic representation of project activities, Network Analysis, Network Techniques: PERT and CPM. Resource Allocation, Risk Analysis, Control of Projects: control systems, control of constraints – cost and time over run.</p>
Final Examination: Three hours

Suggested Readings:

Prasanna Chandra, *Projects: Planning, Analysis, Selection, Implementation & Review*, Tata McGraw-Hill Publishing Company Ltd., New Delhi.

Jack R. Meredith, *Project Management: A Managerial Approach*, Wiley Publications.

B.M. Naail, *Project Management (Scheduling and Monitoring by PERT / CPM)*, Vikas Publishing House Pvt. Ltd.

A.K. Dasgupta & D.W. Pearce, *Cost Benefit Analysis (Theory and Practice)*, ELBS / McMillan.

Group A: Finance

MIL – 581 International Financial Management

Credits 4-0-0

Text
<p>Foreign Exchange System: The Internationalization of Business and Finance, Alternatives Exchange Rate System; International Monetary System, The European Monetary System.</p> <p>Foreign Exchange Rate Determination: Introduction To Spot Market and Forward Market; Setting The Equilibrium Spot Exchange Rate; Factors Affecting Currency Value; Bop Approach And Asset Market Approach; Role of Central Bank in Determination of Exchange Rates; Parity Conditions in International Finance; Purchasing Power Parity.</p>
First Minor Test: One Hour
<p>Foreign capital budgeting decisions of an MNP: Ascertainment of Cash Outlay and Future Cash Inflows for Parent and Subsidiary, Profitability Analysis of Project for Parent under Different Situation.</p> <p>Country risk analysis: Country Risk Analysis, Measuring And Managing Political Risk, Firms Specific Risk; Country Risk Analysis, Study of Economic and Political Factors Posing Risk, Country Risk Analysis In International Banking</p> <p>Measuring and Managing Various Exposures: Alternative Measures of Foreign Exchange Exposure.</p>
Second Minor Test: One Hour
<p>Risk Hedging- An Introduction; Measuring and Managing Transaction Exposure; Measuring and Managing Operating Exposure.</p> <p>Foreign Exchange Risk Management; Foreign Exchange Instruments, Currency Futures and Options Market; Interest Rates and Currency Swaps; Interest Rate Forwards and Futures.</p>
Final Examination: Three Hours

Suggested Readings:

1. Shapiro Allan C (2003), “Multinational Financial Management”, 7th edition, John Wiley and Sons, Singapore.
2. Apte P.G. (2009), “International Financial Management”, 5th edition, Tata McGraw Hill, India.
3. Bhalla, V.K. (2008), “International Financial Management”, 7th edition, Anmol Publications, India.
4. Eitman, Stonehill, Moffett (2004), “Multinational Business Finance”, 10th edition, Pearson Education, India.

Group A: Finance
MIL – 582 Financial Markets and Financial Services

Credit: 4-0-0

Text
<p>Indian Financial System: Meaning, Structure, Role and Deficiencies</p> <p>Development Banking in India: Evolution, Structure, Promotional Role, Resource Planning and Mobilisation, Project Evaluation and Follow Up, Performance Evaluation.</p> <p>Recent Developments in Development Banking.</p> <p>Reserve Bank of India: Organization and Management, Monetary Policy, Technique of Monetary Control, Liquidity Adjustment Facility.</p>
First Minor Test: One Hour
<p>NBFCs: Concepts, RBI Guidelines, Progress, problems and Prospects.</p> <p>Banking Sector Reforms in India-Implementation Status.</p> <p>Factoring Services in India</p> <p>Venture Capital Financing in India.</p> <p>CCIL: Role and Functions</p> <p>Repos: Concept, Process and Progress in India</p>
Second Minor Test: One Hour
<p>Govt. Securities Market in India</p> <p>Call Money Market in India</p> <p>Treasury Bills Market in India</p> <p>Commercial Paper and Certificate Deposit Market in India.</p> <p>Securitization: Concept, Process and Progress in India.</p>
Final Examination: Three Hours

Suggested Readings:

1. Indian Financial System by H.R. Machiraju, Vikas Publishing House Pvt. Ltd.
2. Indian Financial System by Varshney & Mittal, Sultan Chand & Sons.
3. Management of Indian Financial Institutions by R.M. Srivastava – Himalya Publishing House.
4. Managing Indian Banks by Vasant C. Joshi, SAGE Publications.
5. Indian Financial System by Vasant Desai, Himalya Publishing House.
6. Financial Institutions & Markets by L.M.Bhole.
7. M.Y. Khan, Financial Services, Tata McGraw Hills, New Delhi, 2007.

Web sites: -

- a) www.rbi.org.in
- b) www.nsdl.com
- c) www.licindia.com
- d) www.sebi.gov.in
- e) www.nabard.org
- f) www.ifci ltd.com

Group A: Finance

MIL– 583: Corporate Tax Law and Planning

Credit: 4-0-0

Text
<p>Introduction to Income Tax Act, 1961: Definitions of Person, Assesses, Assessment Year, Previous Year, Average Rate of Tax. Capital and Revenue incomes, expenses, losses and gains</p> <p>Agriculture Income, Concept, scope Partly Agriculture Income.</p> <p>Residential Status: Determination of Residential Status of a Company Individuals, Firms. Incidence of Tax, Scope of Total Income on the Basis of Residential Status.</p> <p>Income Under the Head Capital Gains: Definition of Capital Assets, Assets which are not Capital Assets, Transactions not regarded as Transfer for Computing Capital Gains Short Term/Long Term Capital Assets, Short Term/Long Term Capital Gain Taxation, Indexation, Exemptions, Computation of Capital Gains. Tax Planning for Capital Gains</p>
First Minor Test : One Hour
<p>Income Under Head Business and Profession: Deductions Expressly Allowed and Expenses Disallowed for Computing Business and Profession Income. Tax Audit, Maintenance of Books of Accounts. Exemptions Available to Company Assesses Depreciation; Concept and Computation of Depreciation under Income Tax Law, Assets Eligible for Depreciation Capital, Block of Assets, Indexation and Depreciation, Tax Planning for Income under the Head Business and Profession</p> <p>Income from Other Sources; Scope, Incomes Covered under the Head, Treatment of Income from Cross Words, Puzzles, Horse Races, Casual Income. Exemptions, Deductions Available to Income under this Heads.</p> <p>Assessment Procedure: Voluntary Return of Income, Return of Loss, Belated Return, Revised Return, Best Judgment Assessment. Significance of Carry Forward and Set off Losses in Determining Taxable Income Hierarchy and Powers of Different Income tax Authorities.</p>

Second Minor Test: One Hour
<p>Tax Planning, Tax Avoidance and Tax Evasion; Concept and Distinction. Use of Colourable Devices; Implications, Apex Court Judgement. Restrictions on Tax Avoidance; Gaps Covered and More Needed to Check Tax Avoidance and Tax Evasion Measures to Check Tax Avoidance in the Context of; Partnership and H.UF and Company Assesses.</p> <p>Tax Planning for a Companies; Tax planning for various heads of income related to companies. Deductions allowed to company, Exemptions available for companies, Set off and carry forward of losses relevant to companies. Dividend distribution provisions with special reference to company assesses and Tax Implications. Special Economic Zones; Concept, Tax Benefits to Companies Established in SEZs.</p> <p>Deduction of Tax at Source and Advance payment of Tax: Concept, Provisions of the Act for Advance Payment of Tax and Deduction of Tax at Source including Penalties and Prosecutions</p>
Final Examination : Three Hours

Suggested Readings:

- a) Ahuja Girish, “Systematic Approach to Income Tax”, Bharat Law House, New Delhi.
- b) Gaur, Narang & Puri, “Corporate Tax Planning and Management”, Kalyani Publishers, Ludhiana.
- c) Mehrotra H.C., “Income Tax Law & Practice”, Sahitya Bhawan Publications, Agra.
- d) Singhania K. Vinod, “Direct Tax Theory & Practice”, Taxman Publications (P) Ltd.
- e) Website: www.incometaxindia.gov.in

Group-B: Marketing

MIL-584: Advertising and Sales Management

Credits: 4-0-0

Text
<p>Introduction to Advertising Nature and scope and functions of Advertising, Classification of Advertising, Advertising as an element of Marketing Mix, Advertising as a Tool of Communication, Setting Advertising Objectives; Behavioral Dynamics – The DAGMAR Approach, Hierarchy of Effects Model, New Adopter Model, AIDA Model; Developing Segmentation and Positioning Strategies for Advertising – Segmenting on the Basis of Usage Patterns and Commitment Level, Segmenting Business Markets, Formulating Positioning Strategy, Benefit Positioning, User Positioning and Competitive Positioning; Advertising and Product Life Cycle; Ethical Aspects of Advertising – Misleading Advertising, Deceptive Advertising and Shock Advertising; Economic Effects and Legal Aspects of Advertising;</p>
First Minor Test : One Hour
<p>Managing an Advertising Program Message Structure – Appeals, Copy, Layout; Advertising Media – Media Planning, Media Selection and Scheduling; Measuring Advertising Effectiveness – Pre-testing and Post-testing copy; Advertising Budget – Top Down Methods: Affordable Method, Percentage of Sales Method, Competitive Parity Method; Build-up Approach: Objective and Task Method; Advertising Agencies – Types, Role and Functions; Social and Cultural Consequences of Advertising – Advertising and Stereotyping;</p>
Second Minor Test: One Hour
<p>Sales Management Nature and Scope of Sales Management, Personal Selling Objectives; Sales Force Organization – Nature and Types; Sales Force Recruitment – Process and Sources; Sales Force Selection Process; Managing Sales Training Programs – Need and Objectives; Motivating Sales Personnel – Significance, Financial and Non-Financial Reward System, Sales Meetings and Sales Contests; Designing Sales Territories and Sales Quotas – Objectives and Types; Developing and Managing Sales Evaluation Program.</p>
Final Examination : Three Hours

Suggested Readings:

1. Belch, George E. and Belch, Michael A. “Advertising and Promotion”, Tata McGraw Hill, 6th Edition.
2. Guinn, Allen, Chris T., Semenik, Richard J. “Advertising & Integrated Brand Promotion”, Thomson – South Western, 4th Edition.
3. Batra, Rajeev, Mayers, John G., and Aaker, David A. “Advertising Management”, Pearson Education, 5th Edition.
4. Spiro, Stanton and Rich “Management of a Salesforce”, Tata McGraw Hill; 11th Edition.
5. Richard R Still, Cundiff W Edward Govoni A P Norman, “Sales Management: Decision Strategy and Cases”, Pearson Education; 5th Edition.

Group–B: Marketing

MIL – 585: Brand and Retail Management

Credits 4-0-0

Text
<p>Brand Management: Brands and Brand Management: Meaning, Importance of Brands; Concept of Brand Equity. Brand Loyalty: Meaning and Measuring, Brand Loyalty; Strategic Value of Brand Loyalty; Maintaining and Enhancing Brand Loyalty. Customer Based Brand Equity: Defining Customer based Brand Equity; Brand Knowledge; Sources of Brand Equity – Brand Awareness, Brand Image; Building a Strong Brand – Brand Building Blocks, Brand Salience, Brand Performance, Brand Imagery, Brand Judgments, Brand Feelings, Brand Resonance. Brand Positioning: Identifying and Establishing Brand Positioning; Concept of brand personality</p>
First Minor Test : One Hour
<p>Brand Associations: Product Attributes, Intangibles, Customer Benefits, Relative Price, Use/Application, User/Customer Leveraging Secondary Brand Association: Country of Origin, Co-branding, Licensing Celebrity Endorsement. Designing and Implementing Branding Strategies: Brand-Product Matrix; Brand Hierarchy; Brand Extensions. Measuring and Interpreting Brand Performance: Measuring Sources of Brand Equity; Qualitative Research Techniques: Free Association, Projective Techniques; Quantitative Research Techniques: Awareness, Image. Brand Valuation Methods.</p>
Second Minor Test: One Hour
<p>Retail Management Introduction to Retailing: Nature and Scope of Retailing, Types of Retail Formats, Retail Franchising: Concept, Types, Advantages and Disadvantages. Retail Locations: Types of Retail Locations; Steps involved in choosing a Retail Location; Methods of Evaluating a Trading Area. Retail Merchandising: Concept of Merchandising; Planning Merchandising Assortments. Servicing the Retail Customer: Concept of Customer Service; Importance of Service in Retail; Customer Service as a part of Retail Strategy; Retail Store Design and Visual Merchandising: Importance of Store Design; Exterior Store Design; Interior Store Design; Visual Merchandising. Supply Chain Management: Concept of Supply Chain Management with reference to Retailing; Supply Chain Integration.</p>
Final Examination : Three Hours

Suggested Readings:

1. Keller, Kevin Lane: *Strategic Brand Management: Building, Measuring and Managing Brand Equity* (Prentice Hall India: New Delhi), Third Edition (2008).
2. Aaker, David: *Managing Brand Equity* (Free Press: New York) (1991)
3. Swapna Pradhan: *Retailing Management* (Tata McGraw Hill: New Delhi) Third Edition, (2009)
4. Levy, Michael and Weitz, Barton A.: *Retailing Management* (Tata McGraw Hill: New Delhi)
5. Dunne, Patrick M; Lusch, Robert F.; and Griffith David A.: *Retailing* (Cengage, New Delhi)

Group–B: Marketing
MIL-586: Services Marketing

Credits: 4-0-0

Text

Evolution And Understanding of Services Marketing

Conceptual Framework, Service Defined, Classification of Services, Emergence of Service Economy Globally, Growth and Importance of Services Marketing in Indian Economy.

Service Development & Design:

Service Marketing Mix, Marketing Challenges and Opportunities Pertaining to Services Marketing, Characteristics of Services, Challenges of Service Design,

Implementing Services Marketing

Differentiating Goods from Services, Goods-Services Marketing Continuum, Services Marketing Triangle.

Consumer Behaviour in Services

Consumer Purchase Decision Process, Types of Service Encounters, Customer Involvement in Services Encounters, Service Behavior Based on Technology-Oriented Service Encounters.

Understanding Customer Expectations & Perceptions:

Model of Consumer's Expectation and Perception.

First Minor Test: One Hour

Customer Expectations of Services:

Meaning and Types of Services Expectations, Customers' Zone of Tolerance, Factors that Influence Customer Expectations of Services, Sources of Desired Service Expectations, Sources of Adequate Service Expectations.

Customer Perceptions of Services:

Customer Satisfaction and Service Quality, e-Service Quality Dimensions for Influencing Customer Perceptions.

Measuring Service Quality:

Gronroos' Perceived Service Quality Model, Measuring Services Quality Dimensions using SERVQUAL Instrument and RATER Model.

Managing Service Quality:

PZB Gap Model of Services Quality, Determinants of Services Quality Gap, Factors for Addressing SQ problems.

Second Minor Test: One Hour
<p>Employees’ Role in Service Delivery:</p> <p>The Critical Importance of Service Employees, Strategies for Delivering Service Quality Through People, Hire the Right People, Develop People to Deliver Service Quality, Provide Needed Support Systems, Retain the Best People and Employee Relationship Management (ERM).</p> <p>Customers’ Role in Service Delivery:</p> <p>Importance of Customers’ in Service Delivery, Strategies for Enhancing Customers’ Participation, Define Customers’ Jobs, Recruit, Educate and Reward Customers, Manage the Customer-Mix. Customer Participation through Self-Service Technologies- Types and Customer Usage of SSTs.</p> <p>Service Recovery And Customer Retention</p> <p>Understanding of Service Failure and Recovery, How Customers Respond to Service Failures. Why Do/Don’t People Complain, Types of Customer Complaint Actions, Types of Complainers, Causes Behind Service Switching, Forms of Service Recovery Strategies, Relative Importance of Customer Retention and Customer Relationship Management in Service Organizations</p>
Final Examination: Three Hours

Suggested Readings:

- Zeithaml, V.A., Bitner, Mary Jo, Pandit, “*Services Marketing*”, Tata McGraw Hill, New Delhi.
- Lovelock, Christopher, Wirtz Jochen, Chatterjee, “*Services Marketing: People, Technology, Strategy*”, Pearson Education, New Delhi.
- Payne, Adrian, “*The Essence of Services Marketing*”, Prentice Hall of India, New Delhi.
- Nargundhar, Rajendra, “*Services Marketing*”, Tata McGraw Hill, New Delhi.
- Goncalves, Karen P., “*Services Marketing–A Strategic Approach*”, Prentice Hall International, New Jersey.
- Jauhari, Vinnie, Dutta, “*Services–Marketing, Operations Management*”, Oxford University Press, New Delhi.
- Srinivasan, R., “*Services Marketing–The Indian Context*”, Prentice Hall of India, New Delhi.

Group–C: Human Resource Management
MIL–587: Industrial Relations

Credits 4-0-0

Text
<p>Labor Force in India: Growth, Composition and Trends. Industrial Relations: Concept, Importance, Scope, Components of Industrial Relations System, Approaches to Industrial Relations, Industrial Relations in a Comparative Framework, Evolution of Industrial Relations; Industrial Relations System in India; Evolving Industrial Relations in India; Management of Industrial Relations; Industrial Relations and Technological Change Knowledge workers and knowledge organizations: Knowledge Worker, Employee Relation Problems, Knowledge Organizations, Becoming Knowledge Oriented. Workers Participation in Management: Concept, Evolution, Objectives, Forms of Worker’s Participation.</p>
First Minor Test : One Hour
<p>Trade Unions: Concept, Features, Functions, Structure of Trade Unions, Trade Unions in India: Structure and Characteristics, Constitution of Trade Unions, Registration and Recognition of Trade Unions, Trade union finances and Funds, Privileges of Registered Trade Unions, Major National Trade Union Centers in India, Future of Trade Unions in India Collective Bargaining: Concept, Features, Pre-requisites of successful Collective Bargaining, Importance, Levels of Collective Bargaining, Process of Collective Bargaining Grievance: Concept, Nature, Causes, Grievance Redressal Procedure Discipline: Misconduct, Various approaches to deal with indiscipline</p>
Second Minor Test: One Hour
<p>Industrial Disputes and Strikes: Meaning, Causes, Forms of Strike, Factors Conditioning the Outcomes of Strikes and Effects of Strikes. Dispute Settlement Machinery: Conciliation: Concept, Types, Qualities and Role of Conciliator, Conciliation Procedure and Practices in India; Adjudication – Concept, Types; Arbitration – Concept, Approaches and Types. Labor Welfare: Concept, Features, Need, Approaches, Welfare Provisions. Social Security: Introduction, Social Security System in Organized Sector, Legal Framework, Various Provisions for Medical Care, Occupational Health, Social security Reforms in India after liberalization. Employment Security and Management of Redundancies: Introduction, Legal Framework, Voluntary/Early Retirement Schemes (VRS).</p>
Final Examination : Three Hours

References:

1. Venkata Ratnam, C.S. “*Industrial Relations*”, Oxford University Press, New Delhi, 2006.
Srivastava, S. C. “*Industrial Relations and Labour Laws*”, Vikas Publishing House Pvt Ltd, New Delhi, 2008.
2. Sinha, P.R.N., Sinha, Indu Bala and Shekhar, Seema Priyadarshini, “*Industrial Relations, Trade Unions, and Labour Legislation*”, Pearson Education, New Delhi, 2004.
3. Sen Ratna, “*Industrial Relations in India*”, MacMillan, New Delhi, 2003.
4. Mamoria, Mamoria and Gankar. “*Dynamics of Industrial Relations*”, Himalaya Publishing House, New Delhi, 2007.
5. Monappa Arun, “*Industrial Relations*”, Tata McGraw Hill Edition, New Delhi, 2007.

Group–C: Human Resource Management
MIL–588: Managerial Competencies and Career Development

Credits 4-0-0

Text
<p>Competency: Concept; Personal Competency Framework; The Lancaster Model of Managerial Competencies; Transcultural Managerial Competencies; Issues Related to Developing Competency Models.</p> <p>Formation of a Competency Framework: Sources of Competency Information, Position Documentation, Process Documentation, Existing Documentation, Personnel Development Resources, Interviews, Behavioural Event Interview, Behavioural Description Interview.</p> <p>Competency Mapping and Assessment Centres: History of Assessment Centres, Use of Assessment Centres in the Industry, Types of Exercises being used in Assessment Centres; Resistance and Recommendations</p>
First Minor Test : One Hour
<p>Career Planning, Development, and Management Career: Concept, Characteristics of present day careers; Types of Careers; Career Stages; Making Career Choices; Career Anchors; Organizational Socialization; Career Paths and Career ladders; Challenges in established careers: Career Plateau; Making Career Changes; The Glass Ceiling; Dual Careers.</p>
Second Minor Test: One Hour
<p>Mentoring: Concept, Perspectives of Mentoring, Phases of the Mentoring Relationship, Outcomes of Mentoring Programmes, Design and Implementation of formal mentoring programmes, Barriers to Mentoring; Special issues in Mentoring: Women and Mentoring, Cross-gender Mentoring Relationships, Workplace Diversity and Mentoring; Mentoring Relationship – A strategic Approach.</p> <p>Work–Life Integration: Changing notions of work-family relationship; Work – Life Issues; Environmental Trends Impacting Work – Life Issues; Work – Family Conflict: Concept and Types; Work – Life Balance; Work – Life Integration; Work – Life Initiatives: meaning, type and benefits; Work – Family Culture; Approaches to Work – Life Integration.</p>
Final Examination : Three Hours

Suggested Readings:

- 1 Seema Sanghi (2007) “*The Handbook of Competency Mapping – Understanding, Designing and Implementing Competencies Models in Organizations*”, 2nd Edition, Response Book, New Delhi.
- 2 Gary W. Carter, Kevin W. Cook, and David W. Dorsey, (2009) “*Career Paths- Charting Courses to Success for Organizations and Their Employees*”, John Wiley & Sons, Ltd., UK.
- 3 Jonathan Winterton and Ruth Winterton (2002) “*Developing Managerial Competence*”, Routledge, London
- 4 Jane Yarnall (2008), “*Strategic Career Management - Developing Your Talent*”, Butterworth-Heinemann, London.
- 5 Greenberg, Jerald and Baron, Robert A. (2010) “*Behaviour in Organizations*”, 9th edition, PHI, New Delhi.
- 6 Agarwala, Tanuja, (2007), “*Strategic Human Resource Management*”, Oxford University Press, New Delhi.

Group–C: Human Resource Management
MIL–589: International Human Resource Management

Credits 4-0-0

Text
<p>International Human Resource Management: Concept, Difference between Domestic and International HRM, Variables that moderate difference between Domestic and International HRM.</p> <p>International HRM: Sustaining International Business Operations: Approaches to Staffing, Transferring Staff for International Business Activities, Role of Expatriates and Non-Expatriates, Role of the Corporate HR function.</p> <p>Recruiting and Selection Staff for International Assignments: Concepts, Issues in Staff Selection, Factors Moderating Performance, Selection Criteria, Dual Career Couples and Role of Women in International Management.</p> <p>Re-entry and Career Issues: Concept and Repatriation Process, Individual Reactions to Re-entry, Multinational Responses, Designing a Repatriation Program.</p>
First Minor Test : One Hour
<p>Training and Development: Concept, Role of Expatriate Training, Components of Effective Pre-departure Training Programs, Effective of Pre-Departure Training, Developing Staff through International Assignments.</p> <p>Compensation: Concept and Objectives of International Compensation, Key Components of an International Compensation Program, Approaches to International Compensation.</p> <p>Performance Management: Concept, Multinational Performance Management, Performance Management of International Employees, Performance of Appraisal of International Employees.</p>
Second Minor Test: One Hour
<p>Knowledge Transfer within a Multinational Company: Organizational Knowledge and its Significance, Sources of Organizational Knowledge; Tacit and Explicit Knowledge; HRM and Organizational Knowledge; Transfer of Knowledge between and within organizations, Transfer of Knowledge within MNCs, Transfer of Knowledge across National Borders, Transfer of Managerial Know-how and HRM across National Borders.</p> <p>Industrial Relations: Key issues in International Industrial Relations, Trade Union and International Industrial Relations, Responses of Trade Unions to Multinationals; Regional Integration: the European Union, Issue of Social Dumping, Impact of Digital Economy.</p> <p>National Context of HRM: HRM Practices in Japan, United Kingdom, United States, India and China.</p>
Final Examination : Three Hours

Suggested Readings:

1. Peter J. Dowling and Denice E. Welch (2007), *International Human Resource Management*, Thomson Publishers, New Delhi.
2. Monir H. Tayeb (2004), *International Human Resource Management – A Multinational Company Perspective*, Oxford University Press, New Delhi
3. Anne-Wil Harzing and Joris Van Ruyseveldt (1995), *International Human Resource Management*, SAGE Publications, New Delhi.
4. Ian Beardwell and Len Holdon (2001), *HRM: A Contemporary Perspective*, McMillan, New Delhi.