

# 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: 2016–17



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**GURU NANAK DEV UNIVERSITY**  
**AMRITSAR**

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## SCHEME OF COURSE

### Semester – I:

Course No.	C/E/I	Course Title	L	T	P	Total Credits
<b>Core Courses</b>						
PBL–121 or PBL–122	C	Punjabi Compulsory / ਮੁੱਢਲੀ ਪੰਜਾਬੀ	2	--	--	2
ENL–101	C	Communicative English	2	--	--	2
MIL–102	C	Business Economics–I	4	--	--	4
MIL–103	C	Business Mathematics	4	--	--	4
MIL–105	C	Computer Applications for Business–I	3	--	1	4
MIL–107	C	Business Organization	4	--	--	4
MIL–108	C	Financial Accounting	4	--	--	4
		<b>Total Credits:</b>	<b>23</b>	--	1	<b>24</b>

### Semester – II:

Course No.	C/E/I	Course Title	L	T	P	Total Credits
<b>Core Courses</b>						
PBL–131 or PBL–132	C	Punjabi Compulsory / ਮੁੱਢਲੀ ਪੰਜਾਬੀ	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	3	--	1	4
MIL–157	C	Fundamentals of Management	4	--	--	4
MIS–156	C	Seminar	--	--	2	2
		<b>Total Credits:</b>	<b>19</b>	--	<b>3</b>	<b>22</b>

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**Semester – III:**

Course No.	C/E/I	Course Title	L	T	P	Total Credits
<b>Core Courses</b>						
MIL–202	C	Business Laws	4	--	--	4
MIL–204	C	Fundamentals of Human Resource Management	4	--	--	4
MIL–206	C	Fundamentals of Marketing Management	4	--	--	4
MIL–207	C	Fundamentals of Operations Management	4	--	--	4
ESL–220	C	Environmental Studies	3	--	--	3
	I	Interdisciplinary	3	--	--	3
		<b>Total Credits:</b>	<b>22</b>	--	--	<b>22</b>

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

**Semester – IV:**

Course No.	C/E/I	Course Title	L	T	P	Total Credits
<b>Core Courses</b>						
MIL–251	C	Cost Accounting	4	--	--	4
MIL–252	C	Business Communication	4	--	--	4
MIL–253	C	Money & Banking	4	--	--	4
MIL–255	C	e–Commerce	4	--	--	4
MIL–260	C	Operations Research	4	--	--	4
	I	Interdisciplinary	3	--	--	3
		<b>Total Credits:</b>	<b>23</b>	--	--	<b>23</b>

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

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**Semester – V:**

Course No.	C/E/I	Course Title	L	T	P	Total Credits
<b>Core Courses</b>						
MIL-301	C	Management Accounting and Business Finance	4	--	--	4
MIL-302	C	Company Law	4	--	--	4
MIL-305	C	Organisational Behavior	4	--	--	4
MIL-307	C	Management Information System and Enterprise Resource Planning	4	--	--	4
MIS-306	C	Seminar	--	--	2	2
	I	Interdisciplinary	3	--	--	3
<b>Total Credits:</b>			19	--	2	21

**Semester – VI:**

Course No.	C/E/I	Course Title	L	T	P	Total Credits
<b>Core Courses</b>						
MIL-352	C	Income-Tax Law and Practice	4	--	--	4
MIL-357	C	Supply Chain Management and Total Quality Management	4	--	--	4
MIL-358	C	Management of Insurance Services	4	--	--	4
MIL-359	C	Entrepreneurship and MSME's	4	--	--	4
MIL-360	C	Fundamentals of International Trade	4	--	--	4
MIL-361	C	Case Studies in Business	2	--	--	2
	I	Interdisciplinary	3	--	--	3
<b>Total Credits:</b>			25	--	--	25

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**Semester – VII:**

Course No.	C/E/I	Course Title	L	T	P	Total Credits
<b>Core Courses</b>						
MIL 401	C	Business Environment	4	--	--	4
MIL 403	C	Corporate Governance & Business Ethics	4	--	--	4
MIL 404	C	Quantitative Methods for Management	4	--	--	4
MIL 407	C	Managerial Principles and Practices	4	--	--	4
MIL 408	C	Knowledge Management & Managing Creativity and Innovation	4	--	--	4
MIS 406	C	Seminar	2	--	--	2
<b>Total Credits:</b>			<b>22</b>	--	--	<b>22</b>

**Semester –VIII:**

Course No.	C/E/I	Course Title	L	T	P	Total Credits
<b>Core Courses</b>						
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-457	C	Case Studies in Management	2	--	--	2
	I	Interdisciplinary	3	--	--	3
		Industrial Training for 6 Weeks	--	--	--	--
<b>Total Credits:</b>			<b>25</b>	--	--	<b>25</b>

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**Semester – IX:**

Course No.	C/E/I	Course Title	L	T	P	Total Credits
<b>Core Courses</b>						
MIL – 513	C	Project Management	4	--	--	4
MIS – 512	C	Seminar	--	--	2	2
<b>Interdisciplinary Courses (3 Credits)</b>						
	I	To be offered from the outside Department.	3	--	--	3
<b>Elective Courses (16 Credits)</b>						
	E	Elective Courses*	16	--	--	16
<b>Total Credits:</b>			<b>23</b>	--	<b>2</b>	<b>25</b>

**\*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	--	--
<b>Group B: Marketing</b>					
MIL – 533	E	Consumer Behaviour	4	--	--
MIL – 534	E	Marketing Research	4	--	--
<b>Group C: Human Resource Management</b>					
MIL – 536	E	Organisational Change & Development	4	--	--
MIL – 539	E	Labour Legislations and Social Security	4	--	--
<b>Group D: International Business</b>					
MIL – 537	E	International Financial and Economic Organizations	4	--	--
MIL – 538	E	Management of International Business Operations	4	--	--

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**Semester – X:**

Course No.	C/E/I	Course Title	L	T	P	Total Credits
<b>Core Courses</b>						
MIL – 551	C	Strategic Management	4	--	--	4
MIL - 600	C	Decision Support System and Management Information System**	4	--	--	4
<b>Interdisciplinary Courses (3 Credits)</b>						
	I	To be offered from the outside Department.	3	--	--	3
<b>Elective Courses (12 Credits)</b>						
	E	Elective Courses*	15	--	--	15
<b>Total Credits:</b>			<b>22</b>	<b>--</b>	<b>--</b>	<b>22</b>

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

\*\* This paper is only for Session 2016-17 & 2017-18.

**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	--	--
MIL – 593	E	Case Studies in Finance	2	--	--

**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	--	--
MIL – 594	E	Case Studies in Marketing	2	--	--

**Group C: Human Resource Management**

MIL – 588	E	Managerial Competencies and Career Development	4	--	--
MIL – 589	E	International Human Resource Management	4	--	--
MIL – 595	E	Case Studies in Human Resource Management	2	--	--
MIL – 597	E	Industrial Relations	4	--	--

**Group D: International Business**

MIL – 590	E	International Financial Markets and Foreign Exchange	4	--	--
MIL – 591	E	International Financial Management	4	--	--
MIL – 592	E	International Marketing	4	--	--
MIL – 596	E	Case Studies in International Business	2	--	--





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 ਉਚਾਰਖੰਡੀ 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 ਲ 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**

Credits: 02 (L=2,T=0,U=0)

**Objective:** To introduce students to the skills and strategies of reading and writing by identifying organizational patterns, spotting classification systems and understanding associations between ideas. This course will prepare students to read a variety of texts and also to communicate more effectively through writing. The course will also pay special attention to vocabulary building.

**Prescribed Text books:**

1. *Making Connections: A Strategic Approach to Academic Reading* by Kenneth J. Pakenham, Second Edition.
2. *The Written Word* by Vandana R. Singh, Oxford University Press, New Delhi.

**Course Contents:****1. Reading and Comprehension Skills:**

Students will be required to read and comprehend the essays in Unit 1 and 2 of the book *Making Connections: A Strategic Approach to Academic Reading* by Kenneth J. Pakenham, Second Edition. They will be required to answer the questions given after each essay.

**2. Developing Vocabulary and using it in the Right Context:**

The students will be required to master “Word List” and “Correct Usage of Commonly Used Words and Phrases” from the Chapter “Vocabulary” in the book *The Written Word*.

**3. Writing Skills**

Students will be required to learn “Report Writing” and “Letter Writing” as in the book *The Written Word*.

Students will be required to write long essays based on the prescribed text book *Making Connections: A Strategic Approach to Academic Reading*.

**Minor 1:****Syllabus to be covered:**

1. Unit 1 from *Making Connections: A Strategic Approach to Academic Reading* by Kenneth J. Pakenham, Second Edition.
2. Report Writing from *The Written Word*.

**Suggested Paper Pattern:**

1. Report Writing ( 8 marks)
2. Short answer type questions from Unit 1 of *Making Connections: A Strategic Approach to Academic Reading* (6 marks)
3. Essay type question from Unit 1 of *Making Connections: A Strategic Approach to Academic Reading* (6 marks)

**Minor 2:****Syllabus to be covered:**

1. “Word List” from the Chapter “Vocabulary” in the book *The Written Word*.
2. Unit-2 from the book *Making Connections: A Strategic Approach to Academic Reading* by Kenneth J. Pakenham, Second Edition.

**Suggested Paper Pattern:**

1. Word List from the Chapter “Vocabulary” in the book *The Written Word* (8 marks)
2. Short answer type questions from Unit 2 of *Making Connections: A Strategic Approach to Academic Reading* (6 marks)
3. Essay type question from Unit 2 of *Making Connections: A Strategic Approach to Academic Reading* (6 marks)

**Suggested Paper Pattern for Major Exam:**

1. Letter Writing as prescribed in *The Written Word* /1 out of 2 (10 Marks)
2. Short answer type questions from Unit 1,2 of *Making Connections: A Strategic Approach to Academic Reading* (14 Marks)
3. “Word List” and “Correct Usage of Commonly Used Words and Phrases” from the Chapter “Vocabulary” present in the book *The Written Word*. (10 Marks)
4. Essay type question from Unit 1,2 of *Making Connections: A Strategic Approach to Academic Reading* 1 out of 2 (8 Marks)
5. Report Writing from *The Written Word* (8 Marks)

**MIL 102: BUSINESS ECONOMICS – I**

**Credits: 4-0-0**

<b>Text</b>
<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,            Production Analysis: Returns to Factor and Return to Scale.            Theory of Costs: Traditional and Modern Theories of Cost.</p>
<b>First Minor Test: One Hour</b>
<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>
<b>Second Minor Test: One Hour</b>
<p>Factor Pricing: Marginal Productivity Theory, Modern 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>
<b>Final Examination: Three Hours</b>

**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.
5. Jhingan , M.L. , Principles of Economics. Vrinda Publications

**MIL–103: BUSINESS MATHEMATICS**

**Credits: 4-0-0**

<b>Text</b>
<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>
<b>First Minor Test : One Hour</b>
<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, 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>
<b>Second Minor Test : One Hour</b>
<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. 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>
<b>Final Examination: Two Hours</b>

**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–105: COMPUTER APPLICATIONS FOR BUSINESS–I**

**Credits: 4-0-0**

<b>Text</b>
<p><b>Introduction to Computer:</b> Definition &amp; Block Diagram of Computer.  <b>Components of Computer:</b> Input ,Output, Central Processing Unit Internal and External Memory Storage, RAM, ROM, PROM, EPROM, Hard Disc, Magnetic Tapes.  <b>Introduction to Internet :</b> Definition of Internet, Working of Internet, Modem and Its unctioning. IP Address, Domain Name System, Uniform Resource Locator,  <b>Hardware and Software:</b> Difference between Hardware and Software, Types of Software System Software and Application Software)</p>
<b>First Minor Test: One hour</b>
<p><b>Operating System:</b> Definition &amp; Function of Operating System  <b>Window:</b> 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)  <b>MS-Word:</b> Introduction to word Processing. 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. Tables Creation. Insertion &amp; deletion of Rows &amp; Columns.            Mail merge, Preview and Printings command.</p>
<b>Second Minor Test: One hour</b>
<p><b>MS-Excel:</b> Introduction, Components of Excel, Creating, Opening &amp; Saving workbook &amp; worksheets, Formatting number &amp; texts in cells, Creating, editing &amp; formatting of charts, Mathematical, Text, Statistical, Lookup &amp; Reference Functions, Sorting &amp; Filtering of Data also how to use advanced filtering, Protecting worksheet &amp; cells.  <b>MS-Powerpoint:</b> 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>
<b>Final Examination : Three Hours</b>
<b>Practical : Weightage : 40%</b>

**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

**MIL–107: BUSINESS ORGANIZATION**

**Credits: 4-0-0**

<b>Text</b>
<p><b>Business:</b> Concept, Nature, Objectives of Modern Business, Essentials of a Successful Business, Requisites of a Good Businessman.</p> <p><b>Scope of Business:</b> Concept of Industry and its Types; Concept of Commerce; Concept of Trade and its Types, Auxiliaries of Trade; Comparison between Industry, Commerce and Trade.</p> <p><b>Different Sectors of Indian Economy:</b> Primary, Secondary, Tertiary; Difference between Product and Service, Features of Service, Reasons for the rapid Growth of Service Sector in India.</p>
<b>First Minor Test : One Hour</b>
<p><b>Forms of Business Organisations:</b> Sole Proprietorship, Partnership, Joint Hindu Family, Joint Stock Company, Cooperative Organisations.</p> <p><b>Public Sector Enterprises:</b> Rationale, Objectives, Forms of Organisation, Causes of Poor Performance.</p> <p><b>Public Utilities:</b> Meaning, Characteristics, Rights and Duties of Public Utilities, Problems of Organisations, Ownership and Management.</p> <p><b>Small Scale Business:</b> Definition, Features, Significance of Small Business, Problems of Small Industry, Causes of Sickness, Government Policy towards Small Business.</p>
<b>Second Minor Test : One Hour</b>
<p><b>Multinational Corporations:</b> Concept, Features, Mode of Entry of MNCs in Global Markets, Key Features of Indian MNCs, Role of MNCs, Arguments against MNCs, Transnational Corporations.</p> <p><b>Franchising and Network Marketing:</b> Concept, Features, Benefits and Drawbacks of Network Marketing, Differences between Franchising and Network Marketing.</p> <p><b>Business Process Outsourcing:</b> Concept, Types of BPO, BPO industry in India, Problem of Attrition in BPO industry and its Solution, Benefits and Limitations of BPO, Knowledge Process Outsourcing (KPO), Difference between BPO and KPO.</p> <p><b>E-Commerce:</b> Concept, Components, Advantages, Disadvantages, Threats and Solutions</p>
<b>Final Exam : Three Hours</b>

**Suggested Readings:**

1. V.S.P.Rao, Business Organisation and Management, Himalaya Publishing House, New Delhi.
2. Sherlekar and Sherlekar, Modern Business Organisation and Management, Himalaya Publishing House, New Delhi.
3. M.C. Shukla, Business Organisation and Management, S. Chand & Company Pvt. Ltd, New Delhi.

### **MIL–108: FINANCIAL ACCOUNTING**

Credits: 4-0-0

#### **Text**

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.

#### **First Minor Test: One hour**

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

#### **Second Minor Test: One hour**

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)

#### **Final Examination : Three Hours**

#### **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, “Finanacial 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.icaai.org/](http://www.icaai.org/)



PBL-131

ਪੰਜਾਬੀ - II (ਲਾਜ਼ਮੀ)  
ਪੰਟ-ਕਰਨ ਏਧਪੰਟ ਪਛਕ-

Credits: 2-0-0

- (I) 1. ਏਧਮ ਏਧਮ (ਸਭ. ਵਿਏਮ ਏਛ ਸਭੁ ਏਧ ਫ. ਸਿਠਰਬਲਰ ਏਛ, ਗਰੁ ਨੰਕ ਧੁ  
ਵਠਵਰਿਸਟਿ, ਏਠਕਸਰ) ਏਠਹੁਠ- ਏ ਕੁਕੁਵਲ :
- (a) ਭੇਲ ਵਲਰ ਏਛ  
(E) ਪਠ ਪਠਨ ਏਛ  
(e) ਪਠ ਮਠਨ ਏਛ  
(kivq'-s'r, ivS'-vsqll k'iv-kl', kvl)
2. ਪਠਿਠ ਭਠ ਭਕੁਰ: ਠਕੁਠਮੁ, ਵਠਧਰ (ਏਧਰ, ਏਧਰ, ਏਠਕਪਧ ਏਧਰ-ਧਰ), ਸਮੰਸ |
- (II) 1. ਏਧਮ ਏਧਮ (ਸਭ. ਵਿਏਮ ਏਛ ਸਭੁ ਏਧ ਫ. ਸਿਠਰਬਲਰ ਏਛ, ਗਰੁ ਨੰਕ ਧੁ ਵਠਵਰਿਸਟਿ,  
ਏਠਕਸਰ) ਏਠਹੁਠ ਏ ਕੁਕੁਵਲ :
- (a) ਏਠਕੁ ਪਠਕੁਮ  
(E) ਫ. ਹਰਭੁ ਨ ਏਛ  
(e) ਏਠ ਕਮਰ ਭਠਿ ਵਲ  
(kivq'-s'r, ivS'-vsqll k'iv-kl', kvl)
2. ਪਠਿਠ ਰਨੰ : ਕੁਿੰਸ ਏਠ 10 ਏਠਏ- (ਸਿਏਠਕੰਰਕ, ਠਰਿਮਕ ਏਧ ਰੁਠ ਨਕੁ) ਧੁ ਪਠਿਠ ਰਨੰ ਧੁ ਏਠਏ's  
ਕੁਵਠਕੁਠ|
- (III) 1. ਏਧਮ ਏਧਮ (ਸਭ. ਵਿਏਮ ਏਛ ਸਭੁ ਏਧ ਫ. ਸਿਠਰਬਲਰ ਏਛ, ਗਰੁ ਨੰਕ ਧੁ ਵਠਵਰਿਸਟਿ,  
ਏਠਕਸਰ) ਏਠਹੁਠ ਏ ਕੁਕੁਵਲ :
- (a) ਫ. ਠ ਸੁਠਕੁ ਏਛ ਨਕੁ  
(E) ਫ. ਠ ਗੁਰ  
(e) ਫ. ਸਰੁਠ ਕੁ ਪਠਕੁਰ  
(s) ਪੰਠ  
(kivq'-s'r, ivS'-vsqll k'iv-kl', kvl)
2. ਮਠਿਠ ਵੁਧੁ ਏਠਕੁ (ਏਠਕੁ ਧੁ ਮਠਿਠ ਵੁ ਕੁ ਏਠ) 200 ਮਠਿਠ ਵਿਏ- ਏਧ 100 ਏਠਕੁ- ਨਠਿਠ ਕ- ਏਠ ਵਰੁਕੁ  
ਧੁ ਏਠਏ's ਕੁਵਠਕੁਠ (ਕੁਿੰਸ ਏਠ ਧੁ ਗੁਰ ਏਠ)|

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, ਸੋਪਿੰਗ ਮਾਲ/ਸਿਨੇਮੇ ਵਿਚ, ਵਿਆਹ ਵਿਚ, ਧਾਰਮਿਕ ਸਥਾਨਾਂ ਵਿਚ, ਦੋਸਤਾਂ ਨਾਲ ਆਦਿ।
3. ਇਸ ਯੂਨਿਟ ਵਿਚ ਚਿੱਠੀ ਪੱਤਰ (ਨਿੱਜੀ/ਦਫ਼ਤਰੀ/ਵਪਾਰਕ), ਪੈਰਾ ਰਚਨਾਂ, ਸੰਖੇਪ ਰਚਨਾ ਅਤੇ ਅਖਾਣ ਮੁਹਾਵਰਿਆਂ ਦੀ ਵਰਤੋਂ ਰਾਹੀਂ ਵਿਦਿਆਰਥੀ ਦੀ ਭਾਸ਼ਾਈ ਯੋਗਤਾ ਨੂੰ ਪਰਖਿਆ ਜਾਵੇਗਾ।

**ENL151****COMMUNICATIVE ENGLISH****Credits: 02 (L=2,T=0,U=0)**

**Objectives:** To equip students with the skill of reading and writing dexterously. By the end of the course the students will be skilled in the art of expressing their ideas in short and long compositions, noting information effectively and summarizing and abstracting more efficiently.

**Prescribed Text books:**

1. *Making Connections: A Strategic Approach to Academic Reading* by Kenneth J. Pakenham, Second Edition.
2. *The Written Word* by Vandana R. Singh, Oxford University Press, New Delhi.

**Course Contents:****1. Reading and Comprehension Skills:**

Students will be required to read and comprehend the essays in Unit 3 and 4 of the book *Making Connections: A Strategic Approach to Academic Reading* by Kenneth J. Pakenham, Second Edition. They will be required to answer the questions given after each essay.

**2. Writing Skills**

Students will be required to learn Paragraph and Essay Writing and Note Making, Summarizing and Abstracting as in the book *The Written Word* by Vandana R. Singh, Oxford University Press, New Delhi.

**Minor 1:****Syllabus to be covered:**

1. Unit 3 from *Making Connections: A Strategic Approach to Academic Reading* by Kenneth J. Pakenham, Second Edition.
2. ABC of Good notes, Sub dividing your Notes and Summarizing and abstracting included in the Chapter “Note Making, Summarizing and Abstracting” from *The Written Word*.

**Suggested Paper Pattern:**

1. Theoretical questions based on ABC of Good notes, Sub dividing your Notes and Summarizing and abstracting included in the Chapter “Note Making, Summarizing and Abstracting” *The Written Word* (8 marks).
2. Short answer type questions from Unit 3 of *Making Connections: A Strategic Approach to Academic Reading* (6 marks).
3. Essay type question from Unit 3 of *Making Connections: A Strategic Approach to Academic Reading* (6 marks).

**Minor 2:****Syllabus to be covered:**

1. Abbreviations and Symbols and Note making in practice from the chapter “Note-Making, Summarizing and Abstracting in the book *The Written Word*
2. Unit-4 from the book *Making Connections: A Strategic Approach to Academic Reading* by Kenneth J. Pakenham, Second Edition.

**Suggested Paper Pattern:**

1. A practical question on Note making in practice “Note-Making, Summarizing and Abstracting” from the chapter the book *The Written Word* (8 marks)
2. Short answer type questions from Unit 4 of *Making Connections: A Strategic Approach to Academic Reading* (6 marks)
3. Essay type question from Unit 2 of *Making Connections: A Strategic Approach to Academic Reading* (6 marks)

**Suggested Paper Pattern for Major Exam:**

1. Practical Question on Paragraph and Essay Writing as prescribed in *The Written Word* /1 out of 2 (10 marks)
2. Short answer type questions from Unit 3,4 of *Making Connections: A Strategic Approach to Academic Reading* (16 marks)
3. Essay type question from Unit 3,4 of *Making Connections: A Strategic Approach to Academic Reading* 1 out of 2 (10 marks)
4. Practical Question on Note Making from *The Written Word* (8 marks)
5. Theoretical Question(s) based on the two chapters from the book *The Written Word* (6 marks)

**MIL 152: BUSINESS ECONOMICS – II**

**Credits: 4–0–0**

<b>Text</b>
<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>
<b>First Minor Test : One Hour</b>
<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>
<b>Second Minor Test : One Hour</b>
<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>
<b>Final Examination: Three Hours</b>

**Suggested Readings:**

1. Ackley, G., Macroeconomic Theory.
2. Beckermen, 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

**MIL–153: BUSINESS STATISTICS**

**Credits: 4–0–0**

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

**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).

**MIL–154: COMPUTER APPLICATIONS FOR BUSINESS–II**

**Credits: 3-0-1**

<b>Text</b>
<p><b>Fundamental Concepts of Networking:</b> Need and Advantages of Computer Networks, Types of Networks (LAN, MAN, WAN), Intranet, Extranet Network Security, Topologies of Networks.</p> <p><b>Introduction to Web development using HTML:</b> Designing web pages using HTML Hypertext, Hyperlinks, Basic structure of web Page, HTML Tags Head, Body, Title, Basic Tags , BR, inserting Hyperlinks, images to web page, List Tag, Table Tag.</p>
<b>First Minor Test : One hour</b>
<p><b>C Language:</b> Introduction of C, Structure of C Program , Data types &amp; Operators in C, Arithmetic, Logical , Relational, Identifier or Variables &amp; Constants</p> <p><b>Control Statements:</b> Simple if ,Nested if, Else if ladder, Switch,&amp; their Programs</p> <p><b>Looping Statements:</b> While, Do-while &amp; For, Break &amp; continue &amp; their Programs</p>
<b>Second Minor Test: One hour</b>
<p><b>Database Management System:</b> What is DBMS , Database, Data, Information, Functions of DBMS, DML &amp; DDL, What is SQL, Creation of Tables using SQL, Select , Insert &amp; delete Commands In SQL.</p> <p><b>Computerized Accounting:</b> Introduction of Tally 9.0, Meaning, need, Concepts of Accounting groups, Hierarchy of accounts, Codification in accounting.</p> <p>Accounting package - Setting up an accounting entity, Creation of groups and accounts. Designing and creating vouchers; Data Entry operations using the vouchers, Processing for reports to prepare ledger accounts, trial balance and balance sheet.</p>
<p><b>Final Examination : Three Hours</b> Practical: Weightage 40%.</p>

**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. “Tally- ERP 9, Simple Steps of Learning”, Kogent Learning.
7. Introduction to Computers by Alexis Leon, Matheus Leon.
8. Office 2007 in 24 Hours by Perry (Techmedia).
9. Let Us C By Yashwant Kanitkar, BPB Publication.

**MIL–157: FUNDAMENTALS OF MANAGEMENT**

**Credits 4-0-0**

<b>Text</b>
<p>Management: Definition, Nature and Purpose, Management Functions: Planning, Organizing, Leading, Controlling. Changing Manager’s Jobs, study of Management, The Universality of Management, Rewards and Challenges of being a Manager.</p> <p>Historical Background of Management: Evolution of Management thought, Taylor’s Scientific Management Principles, Weber’s Bureaucracy, Henri Fayol’s 14 Principles of Management.</p> <p>Organizational Culture and Environment: The Omnipotent View, Symbolic View, Organizational Culture, Strong Cultures, Where Culture’s comes from and How it Continues, Employee Learning Culture, Culture affecting Managers.</p>
<b>First Minor Test: One Hour</b>
<p>Managing in Global Environment: goal Perspective, Understanding global Environment, Regional Trading Alliances, WTO, Types of International Organization, Organizations going International, Political/Legal Environment, Economic Environment, Cultural Environment</p> <p>Types of Goals, Types of Plans</p> <p>Strategic Management and its Importance, Corporate Strategy; Types and managing them.</p> <p>Managing Human Resources: Importance, Factors affecting HRM Process, Groups and Group Development: Stages, Group performance , Satisfaction, Resources and conditions Imposed.</p>
<p>Work Team: Types, Managing Global Teams</p>
<b>Second Minor Test: One Hour</b>
<p>Organizational Change: Types and Managing Resistance Understanding Individual Behavior: Focus and Goals. Attitudes, Job Performance, Job Involvement, Organisational commitment, Employee Engagement. Communication: Nature and Functions Motivation: Theories and current Issues. Leadership: Theories and Current Issues. Controlling and its Importance.</p>
<b>Final Examination: Three Hours</b>



**Suggested Readings:**

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)*  
(Under Credit Based Continuous Evaluation Grading System)

**MIS-156: SEMINAR**

**Credits: 0-2-2**

**MIL–202: BUSINESS LAWS**

**Credits: 4–0–0**

<b>Text</b>
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;
<b>First Minor Test: One Hour</b>
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.
<b>Second Minor Test: One Hour</b>
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
<b>Final Examination: Three Hours</b>

**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.

### **MIL-204: FUNDAMENTALS OF HUMAN RESOURCE MANAGEMENT**

**Credits: 4-0-0**

<b>Text</b>
<p><b>Human Resource Management:</b> Concept, Nature, Scope, Objectives, Functions of HRM, Challenges before HRM.</p> <p><b>Human Resource Planning:</b> Concept, Need and Importance; Human Resource Planning Process; Factors affecting HRP; Barriers to HRP.</p> <p><b>Job Analysis:</b> Meaning and Objective, Process, Methods of Collecting job data, Uses of Job Analysis, Problems of Job Analysis.</p> <p><b>Job Design:</b> Concept, Factors affecting Job Design, Techniques of Job Design.</p>
<b>First Minor Test: One Hour</b>
<p><b>Recruitment:</b> Concept, Factors affecting Recruitment, Sources, Techniques and Problems associated with Recruitment.</p> <p><b>Selection:</b> Concept, Process, Tests, Interviews and Barriers to effective Selection.</p> <p><b>Induction and Orientation:</b> Concept, Process, Benefits and Problems associated with Induction and Orientation.</p> <p><b>Managing Careers:</b> Concept, Promotion, issues related to Promotion; Demotion- Concept, Purpose and issues related to Demotion; Transfer- Concept, Purpose and issues related to Transfer.</p>
<b>Second Minor Test: One Hour</b>
<p><b>Succession Planning:</b> Concept, Objectives, Internal versus external succession planning, Succession Planning Model, Challenges in the absence of succession planning, Strategies for accelerating development for succession.</p> <p><b>Employee Separation and Retention:</b> Concept, Types of Employee separations, Factors Responsible for High Employee Turnover, Managing Early Retirements, Lay-offs and Voluntary Turnover, Outplacement.</p> <p><b>Managing Diversity:</b> Concept, Approaches to Managing Diversity, Challenges in managing employee diversity, Diversity Training.</p>
<b>Final Examination : Three Hours</b>

**Suggested Readings:**

1. Gomez-Mejia, Balkin and Cardy. “Managing Human Resources”, PHI Learning Private Limited.
2. K. Aswathapa. “Human Resource and Personnel Management: Text and Cases”, New Delhi, Tata McGraw-Hill.
3. Pravin Durai. “Human Resource Management” Pearson Education.
4. Gary Dessler. “Human Resource Management” Pearson Education.

**MIL-206: FUNDAMENTALS OF MARKETING MANAGEMENT**

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, 13<sup>th</sup> 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 207: FUNDAMENTALS OF OPERATIONS MANAGEMENT**

**Credits 4-0-0**

<b>Text</b>
<p>Concept of Production &amp; Operations management, product and service continuum. Types of Production and Service systems. Just in Time Manufacturing Systems. New Product Design and development. Plant location- Factors affecting location selection, techniques for location selection. Plant layout-types of layout, suitability of layout.</p>
<b>First Minor Test: One Hour</b>
<p>Scheduling for Manufacturing Systems: Production Scheduling Techniques – Sequencing, Economic Batch Quantity, Gant Charts, Network Analysis-PERT and CPM. Productivity: Concept and Importance, Factors Affecting Productivity, Methods to improve productivity. Work study: Methods Analysis – Various Charts, Principles of Motion Economy. Work Measurement.</p>
<b>Second Minor Test: One Hour</b>
<p>Resources Planning: Aggregate Planning MRP (Bills of Materials &amp; Product Structure), Enterprise Resource Planning, Resource Planning in Services. Quality Issues: Concept of Quality and Total Quality Management, Statistical Quality Control. Inventory Management: Concept and Classification of Inventory, Relevant Costs for Inventory Decisions. Inventory Control Models, Reorder level, Lead Time and Safety Stock.</p>
<b>Final Examination: Three Hours</b>

**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 Compleitive Advantage, Richard B Chase, F Robert. Jacobs, Nicholas J Aquilano and Nitin K. Agarwal, The McGraw Hill Companies.

**ESL 220 Environmental Studies (Compulsory Paper)**

**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.

### 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 warning, 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

### 8. National Service Scheme

- **Introduction and Basic Concepts of NSS:** History, philosophy, aims & objectives of NSS: Emblem, flag, motto, song, badge etc.; Organization structure, roles and responsibilities of various NSS functionaries.
- **Health, Hygiene & Sanitation:** Definition, needs and scope of health education; Food and Nutrition; Safe drinking water, water borne diseases and sanitation (Swachh Bharat Abhiyan); National Health Programme; Reproductive health.
- **Civil/Self Defense:** Civil defense services, aims and objectives of civil defense; Needs for self defense training.

**9. 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.

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

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**

<b>Text</b>
<p><b>Introduction to Cost Accounting:</b> Meaning, Scope and use of cost accounting, cost accounting and financial accounting, classification of costs, Brief idea about methods of Costing.</p> <p><b>Materials:</b> Purchase and storage of material, Pricing of material issue, Inventory control techniques like EOQ, fixation of levels, ABC and VED analysis</p> <p><b>Labour:</b> Items of labour cost, Remuneration methods, Accounting and control of idle time and overtime.</p>
<p><b>First Minor Test: One hour</b></p> <p><b>Overheads :</b> Classification, apportionment and absorption of overheads Preparation of <b>cost sheet</b>.</p> <p><b>Budgets and Budgetary control:</b> Understanding concepts of master budget, fixed budget and flexible budget, zero based budget, participative budget and performance budget</p>
<p><b>Second minor test: One hour</b></p> <p><b>Introduction to standard costing and variance analysis:</b> 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><b>Marginal costing and breakeven analysis:</b> 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><b>Final Examination : Three Hours</b></p>
<p><b>Suggested Readings:</b></p> <ol style="list-style-type: none"> <li>1. Horngren, Datar and Foster, “Cost Accounting: A Managerial Emphasis”, Pearson Education.</li> <li>2. Arora, M.N., “Cost Accounting Principles and Practices”, Vikas Publishing House.</li> <li>3. Kishore, Ravi M., “Cost Accounting”, Taxmann Allied Services.</li> <li>4. Lal, Jawahar, “Cost Accounting”, Tata McGraw Hill.</li> </ol>

**MIL–252: BUSINESS COMMUNICATION**

**Credits 4-0-0**

<b>Text</b>
<p><i>Introduction to Business Communication:-</i> Effective Communication, Goals of Communication, One-way and Two-way Communication, Directions of Communication, Channels of Communication, Methods of Communication, Lines of Communication, Communication Networks, New Communication Media, Verbal and Non-Verbal Communication, The Grapevine, Miscommunication and Communication Failures, Barriers to Communication, Communication Breakdown: Seven Cardinal Mistakes Managers Make Communication Barriers and Technology, Facilitating Effective Communications, Communication Strategy.</p> <p><i>Communicating in a Diverse Work Environment:-</i> Introduction, Culture- Hierarchy and Status, Team Versus Individualism, Punctuality, Technology, Cultural Contexts, Concepts of Culture, International Communication- Direct versus Indirect Communication, Accents and Fluency, Chain of Command, Physical Aspects, Non-Verbal Communication, Intercultural Communication and the Workplace- Cultural Conflicts, Resolving Cultural Conflicts, Working Your Way Out of Challenges.</p>
<b>Minor Test One: One Hour</b>
<p><i>Interpersonal Communication: -</i> Defining Interpersonal Communication, An Evolving Model for Interpersonal Communication, Principles of Interpersonal Communication and Barriers to Interpersonal Communication.</p> <p><i>Relational Development:-</i> The Role of Interpersonal Semantics- The Open Area or the Arena, The Blind Area, The Facade, The Unknown Area; Managerial Implications of the Johari Window, Johari Window, Tuckman Model, and Team Development- Forming, Storming, Norming, Performing; Emotional Intelligence, Getting Along with Others, Interpersonal Communication Styles, Interpersonal Communication Under Stress- Fight or Flight, Bases for Selecting a Conflict Communication Mode, Conflict Resolution and Communication, Being Assertive.</p> <p><i>Analysing Transactions: The Units of Communication:-</i> Introduction, The Role of Intonation, Strokes, The Three Ego States, Analysing Transactions- Complementary Transactions, Crossed Transaction, Duplex or Ulterior Transactions; Transactional Analysis and Business, How to Manage Conversations, Structural Analysis, Understanding Ego States- Child State, Parent State, Adult State, Certain Habits of Ineffective Conversationalists.</p>

**Minor Two Test: One Hour**

***Business Meetings:*** Meetings: Definition and Types- Skip Level Meetings, Stand-up Meetings or the Daily Scrum, Performance Appraisal Meetings, Annual General Meetings, Key Attributes of a Productive Meeting, A Tentative Model of Process of Meeting, Meeting Etiquette, Do's and Don'ts, Handling Disruptions in Meetings- Side Talkers, Ramblers, Aggressors, Opponents, Wallflowers; The Agenda and Minutes of a Meeting, Challenges Before Managers.

***Preparing and Delivering Presentations:-*** Introduction and Importance of Presentations, Types of Presentations, Common Problems with Presentations, The Central Tenets of Presentations, Qualities of an Effective Presenter, Presentation Strategies- Purpose, Audience, Context, Technique; Preparation and Delivery- Collecting Information, Organizing Information, Structure of a Presentation; Opening, Closing, and Sustaining the Presentation, Getting Ready to Deliver a Presentation- Delivering Outline, Stage Fright and Speech Anxiety, How to Deal with Stage Fright Successfully, An Ideal Presenter, Body Language and Presentations, Visual Cues, Vocal and Verbal Enhancements in a Presentation, Handling Questions, Preparing Visual Aids.

***Employment Communication:-*** Introduction, Networking, Correspondence Related to Recruitment-The Cover Letter and Resume, Other Types of Job Correspondence, Preparing & Writing a Resume, Resume Formats, List of Do's & Don'ts, Scannable Resumes and Resumes Sent by E-mail, E-mailing Resumes.

***Group Discussions-*** Knowledge, Communication Skills, Team Dynamics, Leadership Skills, Classification of Group Discussions, Evaluating Group Discussions, Real-Life Scenarios: Lessons to be Learnt.

***The Job Interview Process-*** Types of Interviews, Preparing for an Interview, Special Techniques for Facing Different Kinds of Interviews.

**Final Examinations**

**Suggested Readings:-**

1. Mehra, Payal, "Business Communication for Managers", Pearson Education, New Delhi.
2. Penrose, Raspberry and Myers, "Business Communication for Managers- An Advanced Approach", Cengage Learning, New Delhi.
3. Murphy, Hildebrandt and Thomas, "Effective Business Communication", Tata McGraw-Hill, New Delhi.
4. Chaturvedi and Chaturvedi, "Business Communication: Concepts, Cases and Applications", Pearson Education, New Delhi.
5. Raman, Meenakshi and Singh Parkash "Business Communication", Oxford University Press, New Delhi.

**MIL–253: MONEY & BANKING**

**Credits: 4–0–0**

<b>Text</b>
<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 Freidman 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><b>First Minor Test : One Hour</b></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><b>Second Minor Test: One Hour</b></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><b>Final Examination : Three Hours</b></p>

**Suggested Readings:**

1. Lucket, 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–255: E–COMMERCE**

**Credit: 4–0–0**

Text
<p><b>History of E–Commerce:</b> Definition, advantages &amp; disadvantages of E– Commerce; Emergence of World Wide Web; Transition to e–commerce in India; E –Commerce opportunities for Industries;</p> <p><b>Business Models for E–Commerce:</b> 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><b>Technologies of World Wide Web:</b> 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><b>First Minor Test: One Hour</b></p> <p><b>E–Marketing:</b> 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><b>Online marketing:</b> 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><b>E–Security:</b> Information System Security; Security on the Internet; E–business Risk Management Issues; Information Security Environment in India.</p> <p><b>E–Payment Systems:</b> 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, 3<sup>rd</sup> 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 260: OPERATIONS RESEARCH**

**Credits: 4-0-0**

<b>Text</b>
<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 &amp; Dual.</p>
<b>First Minor Test: One hour</b>
<p>Assignment Problems            Transportation Problems            Sequencing Problems</p>
<b>Second Minor Test: One hour</b>
<p>Game Theory            Inventory Problems : Deterministic Models only (Single item), Price Break / Discount</p>
<b>Final Examination : Three Hours</b>

**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.

**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 Manegement”, 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-305: ORGANISATIONAL BEHAVIOUR**

**Credits 4-0-0**

<b>Text</b>
<p><b>Organisational Behaviour (OB):</b> Conceptual foundations, Significance, Challenges and Opportunities for OB.</p> <p><b>Personality:</b> 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.</p> <p><b>Values:</b> Significance, Sources of value system, Classification of values. <b>Attitudes:</b> Sources and Types; Theories of Attitude; Cognitive dissonance theory, Overview of Major Job Attitudes: Job Satisfaction, Organizational Commitment and Prejudice.</p>
<b>First Minor Test-One Hour</b>
<p><b>Emotions and Moods:</b> Nature and Types, Sources of Emotions and Moods, Managing Emotions at work, Emotional Intelligence: Concept and Dimensions.</p> <p><b>Perception:</b> Nature and significance of perception, Factors influencing perception, perceptual process, Perceptual Distortions and Improving Perception. <b>Group and Team Dynamics:</b> Defining and Classifying groups, Stages of group development, Group dynamics, Group decision making, Types of Teams, Contemporary issues in managing teams.</p>
<b>Second Minor Test-One Hour</b>
<p><b>Interpersonal Behaviour:</b> 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.</p> <p><b>Organizational Culture:</b> Nature and Characteristics, Functions and Deciphering Organizational Culture, Creating and Sustaining Culture.</p> <p><b>Stress Management:</b> Concept, Causes, Consequences and Coping with stress.</p>
<b>Final Examination: Three Hours</b>

**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.

### **MIL-307: MANAGEMENT INFORMATION SYSTEM AND ENTERPRISE RESOURCE PLANNING**

**Credits 4-0-0**

<b>Text</b>
<p>Introduction to system, Elements of system, characteristics, types of systems. Data and information, Classification of Information, Management Information Systems (MIS): Need and concepts, importance &amp; Evolution of MIS, Types of MIS, Role of MIS in an organisation, structure of MIS, Pitfalls of MIS development.</p>
<b>First Minor Test: One hour</b>
<p>Decision Support Systems (DSS): MIS and DSS. Types of DSS, Components of DSS. Security of Data &amp; Information : Need For Data Security, Security Issues in Business, Security Techniques, Good Encryption/Authentication Practices, Firewalls, Software Piracy/Security, Internet Robbery: Cyber Crimes, Hacking, Cyber Theft. Database Technology : Database , data processing , data Dictionary, Data Structure, DBMS File/ record/Data Management Functions, DBA, SQL Query for Selecting, Inserting &amp; Deletion of data from database. Data Concurrency, Data Independence.</p>
<b>Second Minor Test: One hour</b>
<p>INTRODUCTION TO ERP: Definition of ERP, Benefits of ERP, Integrated Management Information Seamless Integration, Supply Chain Management. Integrated Data Model, Business Engineering and ERP, Definition of Business Engineering, Principle of Business Engineering, Business Engineering with Information Technology. Other related Technologies : Data Warehousing, Data Mining, OLAP, SCM</p>
<b>Final Examination: Three hours</b>

#### **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*.
5. Vinod Kumar Garg and N.K.Venkita Krishnan, "Enterprise Resource Planning, Concepts and Practice", PHI, 1998.
6. Lau, "Enterprise Resource Management", McGraw Hill

### **MIS-306: SEMINAR**

**Credits: 0-0-2**

**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–357: SUPPLY CHAIN MANAGEMENT AND TOTAL QUALITY MANAGEMENT**

**Credits: 4-0-0**

<b>Text</b>
<p><b>Introduction to Supply Chain Management:</b> What is a Supply chain? ; Importance of Supply Chain Management; Definition of Supply Chain Management, Importance, Relevance of Supply Chain Management to TQM. Nature and Scope of SCM; Supply Chain Networks; Integrated Supply Chain planning. Factors influencing network design Decisions.</p> <p><b>Demand Management and Customer Service:</b> Demand Management; Relationship Between Customer Service and demand management, Performance measures for Customer Service, Elements of Customer Service, and Customer Service Strategy.</p> <p><b>Order Processing and Information System:</b> Customer Order Cycle; Order Management System, Order Cycle, Replenishment Cycle.</p> <p><b>Location decisions in Supply Chain-</b> Location Determinants, Single Facility Vs Multi Facility location, methods of evaluating location alternatives.</p>
<b>First Minor Test: One hour</b>
<p><b>Managing Inventory in a Supply Chain:</b> Impact of Demand on Inventory, Inventory models, Materials requirement planning.</p> <p><b>Transportation Strategy in a Supply Chain:</b> Role, traffic Management, Inter model Transportation, Transport Documentation, Transportation economics and Pricing.</p> <p><b>Purchasing and Supply Chain Decisions:</b> Procurement, Supply Scheduling, Sourcing Decisions in SCM, Sourcing Strategies, Managing Supplier relationships</p> <p><b>Current Issues in Supply Chain management:</b> Re-engineering the Supply Chain, Virtual Supply Chain, Continuous replenishment Supply Chain, Lean Supply Chain, Agile Supply Chain, Green Supply Chains, Flexible Supply Chains.</p>
<b>Second Minor test: One Hour</b>
<p><b>Total Quality Management:</b> Basic concept of total quality, TQM framework, Quality and its components, Benefits of TQM, Quality Improvement tools. Customer satisfaction and TQM, Six sigma. Quality costs, Total Quality of Services. ISO-9000 Standards Conceptual approach to SQC, Control charts, Acceptance Sampling and Inspection, Statistical Process Control.</p>
<b>Final Examinations</b>



**Suggested Readings:**

1. Besterfield Dale H., Dale H. Besterfield, Carol Besterfield-Michna, Glen H. Besterfield, Mary Besterfield-Sacre, Hermant Urdhwareshe, Rashmi Urdhwareshe, “Total Quality Management”, Pearson Education India.
2. William J. Stevenson, “Operations Management”, Ninth Edition (Special Indian Edition), Tata McGraw-Hill Education.
3. Pike, John and Barnes, Richard, “TQM in Action”, London, Chapman & Hall, 1994.
4. Schmidt, Warren H. and Finnigan, Jerome P, TQ Manager, San Francisco, JosseyBass, 1993.
5. Supply Chain Management k. Shridhara Bhat,(2012), Himalya Publishing House.
6. Marketing Logistics A Supply-chain Approach Satish K.Kapoor and Purva Kansal (2003) Pearson.
7. Business Logistics/Supply chain Management, Ronald R. Balloer (Fifth Edition), Pearson.

**MIL–358: MANAGEMENT OF INSURANCE SERVICES**

**Credits 4-0-0**

<b>Text</b>
<ul style="list-style-type: none"> <li>● Risk: Concept, Types, Risk Management – Objectives, Process, Strategies, Risk Management and Insurance.</li> <li>● Concept of Insurance, Need/Purpose, Principles of Insurance: Principle of Indemnity, Principle of Insurable Interest, Principle of Subrogation, Principle of Utmost Good Faith, Proximate Cause, Contribution.</li> <li>● An overview of Insurance Industry: Nature of Insurance Business, Structure. Regulatory Aspects: Brief overview of the Legal and Regulatory Frameworks Relating to Life and General Insurance in India, Role of IRDA.</li> <li>● Re-insurance- Concept, Features, Types.</li> </ul>
<b>First Minor Test : One Hour</b>
<ul style="list-style-type: none"> <li>● Financial Planning and Taxation: Different Types of Insurance Plans: Whole Life, Term Assurance, Endowment, Tax Benefits under Insurance Policies.</li> <li>● Types of Insurance-Group insurance, Health Insurance, Unit linked Insurance Plans, Fire Insurance-Meaning and Principles, Marine Insurance- Meaning and Principles.</li> <li>● Life Insurance Documents, Insurance premium-Net premium, Gross premium, Bonus, Surrender value, Paid up value, Annuities, Riders.</li> <li>● Claim settlement in Life Insurance-Types of claims, Procedure.</li> <li>● Claim settlement in Fire Insurance- Settlement procedure.</li> </ul>
<b>Second Minor Test: One Hour</b>
<ul style="list-style-type: none"> <li>● Distribution Channels for Insurance: Agency, Direct Marketing, Bancassurance, Brokers.</li> <li>● Role of Professional Specialists/ Insurance Intermediaries: Underwriters, Surveyors, Actuaries.</li> <li>● Role of Ombudsman, Role of Tariff Advisory Committee.</li> <li>● Insurance in Rural/Social Sectors, Role of Insurance in Socio-Economic Development.</li> </ul>
<b>Final Examination : Three Hours</b>

**Suggested Readings -**

1. Risk Management & Insurance, Arthur Williams – McGraw Hill.
2. Niehaus, Harrington (2007), Risk Management and Insurance, Tata McGraw-Hill Edition
3. Sethi Jyotsna and Bhatia, Nishwan (2011) Elements of Banking and Insurance.
4. Sahoo, SC and Das, SC (2011) “Insurance management – Text and cases, Himalaya Publishing House
5. Rejda, George E (2011) Principles Risk Management and Insurance, Pearson Education, New Delhi.

**MIL 359: ENTREPRENEURSHIP AND MSME'S**

**Credits 4-0-0**

<b>Text</b>
Entrepreneurship: Concepts, Types, Characteristics, Classification, Nature and Functions. Developing Corporate Entrepreneurship. Understanding Entrepreneurship Perspective: Entrepreneurship Motivation. Developing Creativity and Understanding Innovation. Ethics and Social Responsibility of an Entrepreneur. Role of Entrepreneurship in Economic Development. Entrepreneurial Decision Process.
<b>First Minor Test: One Hour</b>
Micro, Small and Medium Enterprises: Process of setting up of a small scale industrial enterprise, legal requirements in setting up, governmental policies for SMEs. Entrepreneurial support system: SIDBI, TCO, NIESBUD, DICs, NIDC, NSIC, EDI Ahmedabad, NABARD, SFC's, NIMSME. Entrepreneurship Development Program: Meaning and Objectives of EDPs, factors of successful EDP, Role of EDPs in entrepreneurial development.
<b>Second Minor Test: One Hour</b>
Environmental Assessment: Macro and Micro View. Project Management Concept. Generation and Screening of Project Ideas: Sources and Methods. Feasibility Study. Time and Cost Overrun. Market and Demand Analysis. Technical Analysis. Financial Analysis, Local Cost Benefit Analysis, Developing an Effective Business Plan
<b>Final Examination : Three Hours</b>

**Suggested Readings:**

1. Hisrich, Robert D and Peters, Michael P, Entrepreneurship, Delhi, Tata McGraw Hill, 2002.
2. Holt, David H, Entrepreneurship: New Venture Creation, Delhi, Prentice Hall of India, 2001.
3. Cliffton, Davis S. and Syflie, David E, "Project Feasibility Analysis" , 1977 John Wiley, New York.
4. Chandra, Prasanna, Projects : Preparation, Appraisal, Budgeting and Implementation., New Delhi, Tata McGraw Hill
5. Mohanty.Keshari :Fundamentals of entrepreneurship, PHI Learning Pvt. Limited.
6. Kuratko.D.F.,Rao T.V.:Entrepreneurship-ASouth-Asian Perspective, Cengage Learning India Pvt. Ltd.

**MIL-360: FUNDAMENTALS OF INTERNATIONAL TRADE**

**Credits 4-0-0**

<b>Text</b>
<ul style="list-style-type: none"> <li>• Schools of Thoughts: Mercantilist school of thought versus Liberal school of thought.</li> <li>• International Trade Theories: Absolute advantage Theory, Comparative Cost Theory, Factor Proportion Theory, Product Life Cycle Theory and Competitive Advantage Theory.</li> <li>• International trading environment, Phases of Globalization and changing Nature of Global Economy.</li> </ul>
<b>First Minor Test : One Hour</b>
<ul style="list-style-type: none"> <li>• Multinational Corporations and their role to promote International Trade with Special reference to India.</li> <li>• Brief history of International Monetary System with special reference to Bretton Woods Agreement.</li> <li>• World Trade Organization(WTO) and its Implication for the developing economies like India.</li> </ul>
<b>Second Minor Test : One Hour</b>
<ul style="list-style-type: none"> <li>• Foreign Exchange Market: Basics concepts ; Exchange rates, Spot Exchange Rate, Forward Foreign exchange rate, Hard currencies, Soft currencies and Currency Convertibility.</li> <li>• Financing foreign Trade: Letter of Credit, Bill of lading, Export-Import Bank, Export Credit Insurance.</li> <li>• Counter Trade: Types ; pros and cons of counter Trade.</li> <li>• Foreign Trade in India: foreign trade policy in India, export promotion, Special Economic Zones (SEZ's), Export Processing Zones in India, Export Incentives, Exporting and Importing.</li> </ul>
<b>Final Examination: Three Hours</b>

**Suggested Readings:**

1. Aswathappa, International Business, Tata McGraw hill Education Pvt. Ltd, New Delhi
2. Charles Hill, Interantional Business, Tata McGraw hill Education Pvt. Ltd, New Delhi
3. John D. Daniels, lee H. Radebaugh and Daniel P. Sullivan Pearson, International Business-Enivorments and Operations Pearson Publication.
4. Verma. M.L., International Trade, Vikas Publication House Pvt. Ltd., New Delhi.
5. Bhalla V.K. and Shivaramu S., Interantional Busijness enviorment and Management, Arnold Publication Pvt. Ltd.
6. Paul R.R.,Money Banking and International Business, Kalyani Publishers, New Delhi.
7. Fathehi Kamal, International Management – A cross cultural and functional perspective.
8. Peter H. lindert, International Economics, all india traveler Book seller, New Delhi.
9. Mithani,D.M,Money Banking,International Trade & public finance, Himalaya Publishing House,New Delhi
10. Khurana P.K., Export Management, Galgotia Publishing Company, New Delhi
11. Varma M.L., International Trade, Vikas Publishing House Pvt. Ltd., New Delhi

**MIL-361: CASE STUDIES IN BUSINESS**

**Credits: 2-0-0**

<b>Text</b>
<p><b>Case 1:</b>Case Study for Production &amp; Operation Management: Hallmark’s Level Strategy (<b>Source:</b> “Loyal to a Fault” Forbes (March 1994) pg. 58-60, “Where Layoffs are a Last Resort”, Business Week (Oct 2001) pg-42)</p> <p><b>Case 2:</b>Case Study for Production &amp; Operation Management: Air Deccan- India’s First Low Cost Airline (<b>Source:</b> Adopted from Patibandla (2005) “Emerging Landscape and New Value Proposition in Civil Aviation Sector”, IIMB Management Review 17)</p> <p><b>Case 3:</b> Case Study for Financial Management: Problems at Gillette (<b>Source:</b> Financial Management and Policy, James C. Van Horn, pg. 19,20)</p>
<b>First Minor Test : One Hour</b>
<p><b>Case 1:</b> Case Study for Marketing Management: Success of TATA Ace (<b>Source:</b> “TATA Motors Ace”, Business World, May 23, 2005)</p> <p><b>Case 2:</b> Case Study for Marketing Management: Nike as a Pyramid of Influence (<b>Source:</b> Harvard Business Review 8, Dec 2003, “Growth outside the Core”).</p> <p><b>Case 3:</b> Case Study for Human Resource Management: “Bandag Automotive”. (<b>Source:</b> “Employee Says Change In Duties After Leave Violates” BNA Bulletin to Management, Jan 2 2007)</p>
<b>Second Minor Test: One Hour</b>
<p><b>Case 1:</b> Case Study for Turnaround Management: Infosys Technologies Ltd.:Growing Share of a Customer’sBusiness (<b>Source:</b> Vikalpa, IIM Ahmedabad (James A Narus and DVR Seshadri))</p> <p><b>Case 2:</b> Case Study for Turnaround Management: Rickshaw Bank (<b>Source:</b> Vikalpa, IIM Ahmedabad (Nripendra Narayan Sarma))</p>
<b>Final Examination : Three Hours</b>

**MIL-401: BUSINESS ENVIRONMENT**

**Credits: 4-0-0**

<b>Text</b>
<ul style="list-style-type: none"> <li>• Salient features of Economic Systems: Capitalist System/Market Economy; Socialist System and Mixed Economy; Basic Features of Indian Economy, Changing Role of Government in Business.</li> <li>• Business Environment: Meaning, Types: Internal Environment; External Environment; Micro and Macro Environment.</li> <li>• Aspects of Economic Reforms: Liberalisation; Privatisation/Disinvestment of Public Enterprises; Globalisation and its Implications for India.</li> </ul>
<b>First Minor Test: One Hour</b>
<ul style="list-style-type: none"> <li>• Economic Planning in India: Objectives, Strategies and Evaluation of Latest Five Year Plan.</li> <li>• Deficit Financing and its implications for the Indian Economy; Analysis of current year Annual Budget.</li> <li>• Consumer Rights and Consumerism: Role of Consumer Groups with Special Reference to India; Consumer Protection Act, 1986 with Latest Amendments.</li> </ul>
<b>Second Minor Test: One Hour</b>
<ul style="list-style-type: none"> <li>• Social Responsibility of Business: Concept, Rationale, Dimensions, Models of Social Responsibility and Barriers to SR; The Environment Protection Act, 1986 with Latest Amendments.</li> <li>• Evaluation of Various Regulatory Policies of Government: Industrial Policy Changes during the Post Reforms; Fiscal and Monetary Policy Changes in India, Salient Features of FEMA.</li> <li>• Export Promotion versus Import Substitution Policies Debate : Concept of Balance-of-Payments; Balance-of-Trade; Currency Convertibility; Objectives and Evaluation of Latest Foreign Trade Policy of Indian Government.</li> </ul>
<b>Final Examination : Three Hours</b>

**Suggested Readings:**

1. V.K. Puri & S.K. Misra, Economic Environment of Business, Latest Edition, Himalaya Publishing House, New Delhi.
2. A.C. Fernando, Business Environment, Latest Edition, Pearson Publication, New Delhi.
3. V. Neelamegam, Business Environment, Latest Edition, Vrinda Publications, Delhi.
4. Francis Cherunilam, Business Environment, Latest Edition, Himalaya Publishing House, New Delhi.
5. K. Aswathappa, Essentials of Business Environment, Latest Edition, Himalaya Publishing House, New Delhi.
6. Paul Justin, Business Environment, Latest Edition, McGraw Hill Education, New Delhi.
7. Ruddar Dutt and KPM Sundaram, Indian Economy, Latest Edition, S. Chand & Company Ltd., New Delhi.
8. Govt. of India, Five Years Plan Documents.

**Note:** It is Mandatory for the students to consult Economic Times, Business Standard, Financial Express, Annual Budget and Economic Survey of Government of India to understand this paper.

**MIL–403: CORPORATE GOVERNANCE & BUSINESS ETHICS**

**Credits 4–0–0**

<b>Text</b>
<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>
<b>First Minor Test: One Hour</b>
<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>
<b>Second Minor Test: One Hour</b>
<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>
<b>Final Examination: Three Hours</b>

**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**

<b>Text</b>	
<p>Correlation and Regression Analysis: Simple, partial and multiple correlation coefficients; simple and multiple regression (three variables only).</p> <p>Elementary probability theory: Additive and Multiplicative laws of probability and their business applications.</p> <p>Probability Distributions: Binomial, Poisson and Normal distributions; with their properties and applications.</p> <p>Practicals through SPSS/MS Excel</p>	
<b>First Minor Test: One Hour</b>	<b>Credit hours=16</b>
<p>Hypotheses: Null and Alternative Hypotheses, Type I and Type II errors; Hypothesis testing — Parametric tests: z- test, t- test, F- test (ANOVA one way and two-way); Non-Parametric tests: Chi Square Test.</p> <p>Practicals through SPSS/MS Excel</p>	
<b>Second Minor Test: One Hour</b>	<b>Credit hours=17</b>
<p>Linear programming; definition, characteristics, formulation of LPP; solution by graphic and Simplex method; Business Applications of LP.</p> <p>Transportation problems.</p> <p>Practicals through SPSS/MS Excel</p>	
<b>Fianl Examinations</b>	<b>Credit hours=17</b>



**Suggested Readings:**

1. Levin, Richard and David S Rubin: *Statistics for Management*, Prentice Hall, Delhi.
2. Levin and Brevson, *Business Statistics*, Pearson Education, New Delhi.
3. Anderson, Sweeney and Williams: *Statistics for Business and Economics*, Thompson, New Delhi.
4. Sharma, J.K., *Business Statistics*.
5. Hooda, R.P: *Statistics for Business and Economics*. Macmillan, New Delhi.
6. Lee S.M., L.J. Moore and B.W. Taylor, *Management Science*, Boston: Allyn Bacon, 1994.
7. Vohra, N. D., *Quantitative Techniques in Management*.

**MIL-407: MANAGERIAL PRINCIPLES AND PRACTICES**

**Credits: 4-0-0**

<b>Text</b>
<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><b>First Minor Test : One Hour</b></p>
<p>Decision Making: Nature and Types of Decisions, Decision Making Models, Decision Making Process, Problems in Decision Making and Improving Decision Making. 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><b>Minor Test: One Hour</b></p>
<p><b>Second</b> 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. 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><b>Final Examination: Three Hours</b></p>

**Suggested Readings:**

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.

### **MIL-408: KNOWLEDGE MANAGEMENT & MANAGING CREATIVITY AND INNOVATION**

**Credits 4-0-0**

**Knowledge Management:** Definition, Scope and Significance of Knowledge Management, Techniques, Types and Principles of Knowledge Management, Knowledge management Processes, Issues in Knowledge Management, Organizational Impact of Knowledge management, Critical Success factors in Knowledge management implementation.

#### **Minor-I**

**Technology and Knowledge Management:** Technologies to Manage Knowledge- Artificial Intelligence, E-commerce & Knowledge Management, TQM and Knowledge Management, Data-mining.

Organizational Impacts of Knowledge Management- Impact on people, Impact on Processes, Impacts on Products, Impact on Organizational Performance, Knowledge Management Systems: Discovering Knowledge, Capturing, Sharing and Utilizing Knowledge.

#### **Minor-II**

**Managing Creativity:** Introduction to Creativity, Creative thinking as a skill, setting a stage for success, having a vision, techniques of creative problem solving, the creative manager, creative management practices, risk taking.

**Management of Innovation:** Designing the Innovation processes, various types of Innovations in Organizations, Organizational Barriers to Innovation; Role of Innovation in promoting and managing innovation in start-ups, capturing new markets, and enhancing organizational effectiveness, break-through products and services, business model Innovation.

#### **Suggested Books:**

1. Fernandez-Irma Becerra, Gondalez Avelino, Sabherwal Rajiv,” Knowledge Management Systems, Pearson Education.
2. Reddy Ratan.B, Knowledge Management tool for Business Development, Himalaya Publishing House.
3. Pervaiz Ahmed and Charlie Shepard,” Innovation Management: Context, strategies, systems and processes” Prentice Hall.
4. Davila, Epstein and Shelton,” Making Innovation work: How to Manage It, Measure it, and Profit from it”, Pearson Education.
5. Khandwalla, P., “Corporate Creativity”, Mc GrawHill.
6. Gallo, C., “The Innovation Secrets of Steve Jobs”, Mc Graw Hill.
7. C.K. Prahalad and M.s Krishnan, “ The new age of Innovation”, McGraw Hill.

### **MIS-406: SEMINAR**

**Credits 2-0-0**

### **MIL-451: RESEARCH METHODOLOGY**

**Credits 4-0-0**

<b>Text</b>
<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>
<b>First Minor Test: One Hour</b>
<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>
<b>Second Minor Test: One Hour</b>
<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>
<b>Final Examination : Three Hours</b>

#### **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.
5. Majhi, Priti Ranjan and Khatua, Ptafull Kumar, “Research Methodology”, 2<sup>nd</sup> Ed., Himalaya Publishing House, New Delhi.
6. Mishra, A.K. “Ahandbook on SPSS for Research Work”, 1<sup>st</sup> Ed., Himalaya Publishing House, New Delhi.

**MIL–452: FINANCIAL MANAGEMENT**

**Credits 4–0–0**

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

**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**

<b>Text</b>
<ul style="list-style-type: none"> <li>• The importance of Marketing, The Scope of marketing, Core Marketing Concepts, Marketing Philosophies,, Marketing Mix.</li> <li>• Building marketing Satisfaction and value, Concepts of Customer Retention and Relationship Marketing</li> <li>• The Scanning and analyzing of the Marketing Environment, Components of marketing Information System, Marketing Research Process.</li> <li>• Analyzing Consumer Markets: Factors Influencing Consumer Behavior, The Buying Decision Process</li> </ul>
<b>First Minor Test: One Hour</b>
<ul style="list-style-type: none"> <li>• Segmenting and Targeting the Market: Need and Basis of Segmentation, Targeting Strategies.</li> <li>• Production Decisions: Key Concepts , Production Classification and Differentiation, Product Life Cycle, New Product Development Process, Branding Decisions and Positioning, Packaging Decisions.</li> <li>• Pricing Decisions: Pricing Objectives, Factors Influencing pricing Decisions, Pricing Methods and Strategies.</li> </ul>
<b>Second Minor Test: One Hour</b>
<ul style="list-style-type: none"> <li>• Distribution Decisions: Role of Intermediaries, Channel levels, types and nature of intermediaries, Factors influencing Distributing Decisions, channel conflict, E-Commerce marketing Practices, Types and functions of Wholesalers and Retailers.</li> <li>• Marketing Communications: The Marketing communication process, the Promotion Mix, factors guiding the selection of promotion mix, Advertising and its objectives, Developing the advertising campaign; sales promotion and its objectives, tools of sales promotion, public relations and major tools; Events and Experiences. Personal Selling: Nature and Process , Direct marketing</li> <li>• Marketing Implementation and Control.</li> <li>• Sustainable Marketing: Social responsibility and Ethics.</li> </ul>
<b>Final Examination : Three Hours</b>

**Suggested Readings:**

1. Kotler, Philip; Keller, Kevin; Koshey, Abraham; and Jha, Mithileshwar; *Marketing Management: South Asian Perspective*. 13th Edition. Pearson Education, New Delhi, 2009.
2. Ramaswamy, V.S. and Namakumari, S., *Marketing Management: Global Perspective, Indian Context*, 4th edition, MacMillan.
3. Kurtz, David L. and Boone, Louis E., *Principles of Marketing*, Thomson South-Western, 12th edition.
4. Enis, B. M., *Marketing Classics: A Selection of Influential Articles*, New York, McGraw-Hill, 1991.
5. Saxena, Rajan, *Marketing Management*, Tata McGraw-Hill, New Delhi, 2006.



**MIL-454: HUMAN RESOURCE MANAGEMENT**

**Credit-4-0-0**

<b>Text</b>
<p><b>Human Resource Management (HRM):</b> Evolution of HRM, Changing Trends in HRM.  <b>Strategic Human Resource Management :</b> Concept, Features, Steps, Levels, Types, Benefits, Barriers of Strategy, Differences between SHRM and HRM.  <b>Training and Development:</b> Concept, Need, Process, Objectives, Strategy &amp; Designing and Implementation Methods of Training Programme, Levels of Training Evaluation, Impediments to Effective Training. E-Learning - An Overview.  <b>Performance Appraisal:</b> Meaning, Purpose, Essentials of Effective Performance Appraisal System, Various Components of Performance Appraisal, Methods and Techniques of Performance Appraisal.</p>
<b>First Minor Test : One Hour</b>
<p><b>Managing Compensation and Employee Remuneration:</b> Concept, Objectives, Components of Employee Remuneration, Factors Influencing Employee Remuneration, Challenges of Remuneration.  <b>Job Evaluation:</b> Meaning, Process and Methods of Job Evaluation.  <b>Incentives:</b> Concept, Importance and Process of Incentives.  <b>Fringe Benefits:</b> Meaning, Forms and Administration of Benefits.</p>
<b>Second Minor Test : One Hour</b>
<p><b>Employee Well-Being:</b> Concept, Objectives, Need, Steps, Essentials, Statutory Provisions concerning Employee Safety and Health, Stress and Stress Management.  <b>Employee Welfare:</b> Concept, Features, Objectives, Statutory and Non-Statutory Welfare Facilities, Employee Welfare Responsibility, Advantages and Limitations of Employee Welfare Measures.  <b>Social Security:</b> Concept, Features, Classification of Social Security Benefits, Issues faced by Social Security Schemes.  <b>Industrial Relations:</b> Concept, Features, Objectives, Major Players in Industrial Relations, Factors influencing Industrial Relations, Essentials of Effective Industrial Relations.  <b>Industrial Disputes:</b> Concept, Causes, Introduction to Statutory and Non-Statutory Dispute Settlement Approaches.</p>
<b>Final Exam : Three Hours</b>

**Suggested Readings:**

1. Gomez-Mejia, Balkin and Cardy. “Managing Human Resources”, PHI Learning Private Limited, New Delhi.
2. K. Aswathapa. “Human Resource and Personnel Management: Text and Cases”, New Delhi, Tata McGraw-Hill.
3. Pravin Durai. “Human Resource Management” Pearson Education, New Delhi.
4. Gary Dessler. “Human Resource Management” Pearson Education, New Delhi.
5. A.M. Sarma, Aspects of Labour Welfare and Social Security, Himalaya Publishing House, New Delhi.

**MIL-455: INTERNATIONAL BUSINESS**

**Credits: 4-0-0**

<b>Text</b>
<ul style="list-style-type: none"> <li>• International Trade and Investment: Concept, Importance and Rationale; Globalization and its Phases.</li> <li>• International Business Environment: Economic; Socio- Cultural; Political and Legal environment facing business.</li> <li>• <b>Case studies:</b> Boeing versus AIRBUS: GATT and Mouse; Nike and China.</li> <li>• The Theories of International Trade: Mercantilism; Absolute Advantage; Comparative Advantage; Factor Proportions Theory; Country Similarity Theory, the Product-Life Cycle; New Trade Theory and National Competitive Advantage ; Porter’s Diamond.</li> </ul>
<b>First Minor Test : One Hour</b>
<ul style="list-style-type: none"> <li>• Government Intervention in International Business: Economic Rationale for Government Intervention; Non-economic Rationale for Government Intervention: Tariffs; Non-Tariffs Trade Barriers; Investment Barriers; Subsidies and Other Government Support Programs. Case study of (France) S.A and Soviet Gas Pipeline.</li> <li>• The International Monetary System: the Exchange Rate System; Balance of Payments Adjustments; the trade-off between Exchange Rate Stability and Domestic Autonomy: The Bretton Woods System; Creation and Collapse; Contemporary International Monetary Arrangements.</li> <li>• Foreign Exchange Market Mechanism and Determinants</li> <li>• <b>Case Study:</b> European Union and Euro.</li> </ul>
<b>Second Minor Test : One Hour</b>
<ul style="list-style-type: none"> <li>• Regional Economic Integration: Types of Regional Integration; Factors Influencing Regional Integration. Leading Economic Blocs.</li> <li>• Foreign Investments: Foreign Institutional Investments (FIIs); Foreign Direct Investments (FDIs): Motives; Types; Costs and Benefits; Trends and Implications.</li> <li>• General Agreement on Tariffs and Trade (GATT) and Evolution of World Trade Organization (WTO); Agreements at The Uruguay Round: Plurilateral Agreements and Multilateral Agreements: Agreement on Agriculture (AOA); Trade Related Investment Measures (TRIMS); Agreement on Subsidies and Counter Availing Measures; Agreement on Trade Related Aspects of Intellectual Properties Rights (TRIPS) and General Agreement in Trade and Services (GATS).</li> <li>• Ministerial Conferences of the WTO: Impact of WTO on Developing Countries.</li> </ul>
<b>Final Examination: Three Hours</b>

**Suggested Readings:**

1. Cavusgil, S. Knight Gary and Riesenberger, John R(2009), *International Business-Strategy Management and the New Realities*, Pearson Education, Dorling Kindersley (India) Pvt. Ltd, Delhi.
2. Rao, M.B and Guru Manjula (1998), *WTO and International Trade*, Vikas Publishing House Pvt. Ltd, New Delhi.
3. All India Management Association (1998), *Global Trends in Finance and Opportunity for India*, Excell Books , New Delhi.
4. Rao, P. Subba (2008), *International Business, Text and Cases*, IInd edition, Himalaya Publishing House Pvt. Ltd. New Delhi.
5. Shailaja G, (2008), *International Finance*, University Press (India), Pvt. Ltd, Hyderabad, India.
6. Daniel, John D., Radebangh, Lee H. and Sullivan Daniel P., *International Business – Environment and Operations*, 19<sup>th</sup> Ed., New Delhi.
7. Czinkota Michael R., Ronbiben Iikka A. Ronkainen A. and Moffet Micheal H., *International Business*, 6<sup>th</sup> Edition, Thomson, South Western, Bangalore, 2005.
8. C. Paul Hallwood and Ronald Macdonald, *International Money and Finance*, Blackwell, Oxford U.K., 1995.
9. Sharan Vyuptakesh, *International Business – Concept, Environment and Strategy*, 2<sup>nd</sup> Edition, Pearson Education, Delhi, 2006.
10. Hill, Charles W.L. and Jain, Arun Kumar, *International Business – Competing in the Global Market Place*, 5<sup>th</sup> Edition, The McGraw Hill Publishing Co. Ltd., New Delhi, 2006.
11. Oatley, Thomas, *International Political Economy*, Pearson Education, 2004.
12. Eiteman David K, Stonehill Arthur I and Micheal H. Moffett, *Multinational Business Finance*, Addison Wesley, Pearson Education Asia, Ninth Edition, 2001.
13. World Trade Centre (ed. Arun Goyal), *WTO in the New Millennium*, Academy of Business Studies, 2000.
14. Hill, Charless W.L, *Global Business Today*, MC Graw Hill Education (India), Pvt. Ltd, New Delhi, 2011.
15. Sundaram , Anant K and Black, J. Stewart, 2011, *International Business Environment: Text and cases*, PHI Learning, pvt.ltd, New Delhi, 2012.

**MIL-457: CASE STUDIES IN MANAGEMENT**

**Credits 2-0-0**

<b>Text</b>
<p><b>Case 1:</b> Aviva Life Insurance Company india Ltd. Reducing Policy: Turant time to build Customer Satisfaction. Source: Case studies in Consumer Behaviour. S.Ramesh Kumar, Pearson.</p> <p><b>Case2 :</b> MakemyTrip.Com(A) pp.244-260 MKTG: A South Asia Perspective Lamb, Hair, Sharma, Mc Domel</p> <p><b>Case 3:</b> Romantic Rides of Fiery Thrills: Positioning a Motorcycle Brand in the Indian Context pg. 1-14 Source: Case studies in Consumer Behaviour. S.Ramesh Kumar, Pearson.</p>
<b>First Minor Test: One Hour</b>
<p><b>Case1:</b> Near Misses in Shinghanian Textile Mills(Source: S.N Bagchi, Performance, 2010, Cengage Learning, Delhi, pp. 179-184)</p> <p><b>Case2:</b> Sakshi Garments Ltd(Source: Biswajeet Pattanayak, Human Resource Management, Fourth Edition, 2014, PHI Learning, Delhi, pp. 629-630)</p> <p><b>Case3:</b> Are Five Heads Better Than One?(Source: Robbins Judge and Sanghi, Organizational Behaviour, Pearson Education, New Delhi, pp. 769-771).</p> <p><b>Case4 :</b> Tata's "Dream Car" Plant Location- Production and Operations Management, Oxford Publications, Second Edition, pp. 164-166.</p>
<b>Second Minor Test: One Hour</b>
<p><b>Case1:</b> Hindustan Lever Limited: (Source: By I M Pandey, Financial Management, Vikas Publishing House Pvt Ltd, pp-192)</p> <p><b>Case2:</b> Richa Foods Company(Source: By I M Pandey, Financial Management, Vikas Publishing House Pvt Ltd, pp-263)</p> <p><b>Case3:</b> Ganpati Limited (Source: By Paresh Shah, Financial Management, Bizantantra Publications, pp-1141)</p>
<b>Final Examination : Three Hours</b>

### **MIL – 513: PROJECT MANAGEMENT**

**Credits: 4-0-0**

#### **Text**

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.

#### **First Minor Test: One hour**

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.

#### **Second Minor Test: One hour**

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.

#### **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.

### **MIS – 512: SEMINAR**

**Credits: 0-0-2**

**Group A: Finance**  
**MIL 531: MANAGEMENT CONTROL SYSTEMS**

**Credits 4–0–0**

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

**Suggested Readings:**

1. Management Control System, Robert Anthony and Govindrajan, 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**

<b>Text</b>
<p><b>Introduction:</b> Evolution, Structure and Functions of Capital Market in India</p> <p><b>New Issue Market:</b> Meaning, Functions and Mechanics of Floating New Issues–Public Issues, E–IPOs, Book Building, Private Placement, New Financial Instruments, Reforms in New Issue Market</p> <p><b>Stock Exchange:</b> 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>
<b>First Minor Test : One Hour</b>
<p><b>Clearing and Settlement:</b> Clearing and Settlement–Process, Account Period Settlement, Rolling Settlement, Derivatives Market: Products, Participants and Functions, Derivatives Market in India</p> <p><b>Regulation</b> of Capital Market in India</p> <p><b>Depository System:</b> Need, Process and Progress</p> <p><b>Security Analysis:</b> Concept and Types of Risk and Return, Risk– Return Trade–off, Valuation of Equity Shares, Preference Shares, and Debentures, Factors influencing Share Prices</p>
<b>Second Minor Test: One Hour</b>
<p><b>Investment Analysis:</b> Fundamental Analysis, Technical Analysis, Efficient Market Hypotheses, Capital Asset Pricing Model(CAPM), Arbitrage Pricing Theory</p> <p>Portfolio Management: Construction, Revision and Evaluation</p>
<b>Final Examination : Three Hours</b>
<p><b>Suggested Readings:</b></p> <ol style="list-style-type: none"> <li>1. Sharpe, William F., Gordon J. Alexander and Jeffrey V. Bailey, Investments (Prentice Hall of India).</li> <li>2. Fabozzi, Frank Investment Management (Prentice Hall).</li> <li>3. Haugen, Robert A. The Inefficient Stock Market (Prentice Hall).</li> <li>4. Taggart, Robert A., Quantitative Analysis for Investment Management (Prentice Hall).</li> <li>5. Richard Brealey and Steward Myers. Principles of Corporate Finance, McGraw– Hill.</li> <li>6. Dimson, E. (ed.): Stock Market Anomalies (Cambridge: Cambridge University Press).</li> <li>7. Khan, M Y, Financial Services, Tata McGraw Hill Publishing Company, New Delhi.</li> <li>8. Singh, Preeti Investment Management, Himalaya Publishing House, New Delhi.</li> <li>9. Avadhani, V A Investment Management, Himalaya Publishing House, New Delhi</li> <li>10. Annual Reports of RBI</li> <li>11. Annual Reports of SEBI</li> </ol>

**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](http://www.sebi.gov.in)

[www.bseindia.com](http://www.bseindia.com)

[www.nseindia.com](http://www.nseindia.com)

[www.iseindia.com](http://www.iseindia.com)

[www.stockholding.com](http://www.stockholding.com)

[www.capitalideasonline.com](http://www.capitalideasonline.com)

[www.indiainfoline.com](http://www.indiainfoline.com)

[www.rbi.org.in](http://www.rbi.org.in)

[www.goidirectory.nic.in](http://www.goidirectory.nic.in)

[www.otcei.net](http://www.otcei.net)

[www.capitalmarket.com](http://www.capitalmarket.com)

**Group B: Marketing**

**MIL–533: CONSUMER BEHAVIOUR**

**Credits 4–0–0**

<b>Text</b>
<p>Introduction to Consumer Behaviour: Nature, Scope and Importance.            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.            Personality and Consumer Behaviour: Definition of Personality; Theories of Personality; Personality and Consumer Diversity; Self Concept and Self Image; Life Style and Psychographics.            Consumer Perception: Elements of Perception; Dynamics of Perception, Perceptual Process; Perception and Marketing Strategy; Perceived Risk.</p>
<b>First Minor Test: One Hour</b>
<p>Consumer Learning: Elements of Consumer Learning; Behavioural Theories and Cognitive Theories of Learning.            Consumer Attitude Formation: Definition of Attitudes; Structural Models of Attitudes; Attitude Theories; Attitude Formation; Strategies of Attitude Change; Measuring Attitude.            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.            Social Class: Definition; Measurement of Social Class; Social Class Dynamics.</p>
<b>Second Minor Test: One Hour</b>
<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.            Diffusion of Innovation; Diffusion Process; Adoption Process.            Opinion Leadership: Definition; Dynamics of the Opinion Leadership Process; Motivation behind Opinion Leadership            Consumer Decision Making: Consumer Decision Process; Types of Decisions; Information Search Process; Alternative Evaluation and Selection; Decision Rules.            Models of Consumer Behaviour: E.K.B; Howard and Sheth; Nicosia’s Model.</p>
<b>Final Examination : Three Hours</b>

**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**

<b>Text</b>
<p><b>Marketing Research:</b> 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><b>Marketing Research Process:</b> Steps in conducting marketing research</p> <p><b>Organization for Marketing Research:</b> organizing the marketing research department; Understanding the marketing research industry</p> <p><b>Defining the Marketing Research Problem:</b> Importance of defining the problem and developing an approach, tasks involved.</p> <p><b>Ethics in Marketing Research</b></p> <p><b>Secondary Data in Marketing:</b> Internal secondary data, Commercial (Syndicated) and Non-Commercial Sources.</p>
<b>First Minor Test : One Hour</b>
<p><b>Multi Item Scale development:</b> Scale evaluation: Measurement Accuracy, Reliability and Validity</p> <p><b>Applications of Marketing Research in Marketing: Traditional Applications:</b> Product Research, Price Research, Distribution Research and Promotion Research.</p> <p><b>Contemporary Applications:</b> Brand Equity and Customer Satisfaction</p> <p><b>Emerging Applications:</b> E – Commerce, Database Marketing, Mobile Marketing, Social Marketing and Relationship Marketing.</p>
<b>Second Minor Test: One Hour</b>
<p><b>Statistical Designs:</b> Completely Randomized Design, Randomized Block Design, Latin Square Design with ANOVA.</p> <p><b>Data Analysis Techniques:</b> Factor Analysis, Cluster Analysis</p>
<b>Final Examination : Three Hours</b>

**Suggested Readings:**

1. Malhotra, Naresh and Dash, Satyabhushan Marketing Research: An Applied Orientation, 6<sup>th</sup> Edition, Pearson, 2010
2. Churchill Gilbert A and Iacobucci Dawn: Marketing Research: Methodological Foundations, 9<sup>th</sup> Edition, Thomson, 2007.
3. Nargundkar R, Marketing Research, Tata McGraw Hill, New Delhi, 2002.
4. Aaker, Kumar, Day & Leone, 2011, Marketing Research 10<sup>th</sup> 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.
7. spss
8. Nair, Suja R., “Marketing Research”, 2<sup>nd</sup> Ed., HPH, New Delhi.

**Group-C: Human Resource Management**  
**MIL-536: ORGANISATIONAL CHANGE AND DEVELOPMENT**

**Credits 4-0-0**

<b>Text</b>
<p><b>Organisational Change:</b> Concept, Forces of Change, Types of Change, Theoretical Frameworks of Organisational Change; Life Cycle Theory, Teleological Theory, Dialectical Theory, Evolutionary Theory.</p> <p><b>Perspective on Organisational Change:</b> Contingency Perspective, Resource Dependence Perspective, Population-Ecology Perspective, Institutional Perspective, Evolutionary Perspective, Process Oriented Perspective, Spiritual Perspective.</p>
<b>First Minor Test : One Hour</b>
<p><b>Model of Change:</b> Lewin's Models of change, Galpin's change, Scheins Model of Change. Nadler-Tushman Congruence Model, Weisbord's Six Box Model, Tichy's TPC Model.</p> <p><b>Resistance to Change:</b> Concept, Nature, Factors Contributing to resistance, Mechanism Underlying Resistance: Behavioural Elements, Cognitive and Affective Processes; Recognizing Resistance, Managing Resistance to Change.</p> <p><b>Implementing Organizational Change:</b> Change Management Techniques, Change Management Skills, Organisational Change Strategy.</p>
<b>Second Minor Test: One Hour</b>
<p><b>Introduction to Organization Development:</b> Concept and Nature.</p> <p><b>Process Of Organization Development:</b> Entering And Contracting, Diagnosing Organization, Diagnosing Groups And Jobs &amp; Collecting And Analysing Information, Feedback of Diagnostic Information, Designing Interventions.</p> <p><b>OD Interventions:</b> Individual, Interpersonal, Group Process Approaches</p> <p><b>Organization Development In Global Settings:</b> Organization Development Across Different Countries, Worldwide Organization Development, Global Social Change. Future Directions In Organization Development.</p> <p><b>Transformational Leadership:</b> Concept, Key, Competencies. Future Directions In Organization Development.</p>
<b>Final Examination : Three Hours</b>

**Suggested Readings:**

1. Sharma Radha R., *Change Management, Concept and Applications*, Tata McGraw Hill, New Delhi, 2007.
2. Beer, Michael and Nohria, Nitin, *Breaking the Code of Change*, Harvard Business School Press, 2000.
3. Cummings & Worley, "Organization Development & Change", Cengage Learning, New Delhi, 2009
4. French & Bell, "Organization Development", Prentice Hall Of India, New Delhi-2007.
5. Brown & Harvey, "An Experiential Approach To Organization Development", Pearson Education, New Delhi-2010.

**Group-C: Human Resource Management**  
**MIL-539: LABOUR LEGISLATIONS AND SOCIAL SECURITY**

**Credits 4-0-0**

<b>Text</b>
<ul style="list-style-type: none"> <li>• <b>Labour Legislation:</b> Introduction, Principles and Types of Labour Legislation, Forces Influencing Labour Legislation in India.</li> <li>• <b>Laws Relating to Working Conditions:</b> Factories Act, 1948; Contract Labour (Regulation and Abolition) Act, 1970; Child Labour (Prohibition and Regulation) Act, 1986.</li> </ul>
<b>First Minor Test: One Hour</b>
<ul style="list-style-type: none"> <li>• <b>Wages and Bonus Laws:</b> Minimum Wages Act, 1948; Payment of Wages Act, 1936; Payment of Bonus Act, 1965.</li> <li>• <b>Industrial Relations Laws:</b> Trade Unions Act, 1926; Industrial Disputes Act, 1947, Industrial Employment (Standing Orders Act), 1946.</li> </ul>
<b>Second Minor Test: One Hour</b>
<ul style="list-style-type: none"> <li>• <b>Social Security :</b> Introduction, Need for Social Security, Main elements of Social Securities : Social Assistance, Social Insurance; Major Trends and Emerging Issues in Social Security.</li> <li>• <b>Social Security Laws :</b> 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; The Unorganised Workers' Social Security Act, 2008.</li> </ul>
<b>Final Examinations</b>

**Suggested Readings:**

1. S.N. Misra, Labour and Industrial Laws, Latest Edition, Central Law Publications, Allahabad.
2. Sarma, A.M., Industrial Jurisprudence and Labour Legislation, Latest Edition, Himalaya Publishing House, Mumbai.
3. Sinha, P.R.N., Sinha, Indu Bala and Shekhar, Seema Priyadarshini, Industrial Relations, Trade Unions and Labour Legislation, Latest Edition, Pearson Education, New Delhi.
4. N.D. Kapoor, Handbook of Industrial Law, Latest Edition, Sultan Chand & Sons, New Delhi.
5. R. Sivarethinamohan, Industrial Relations and Labour Welfare, Latest Edition, PHI Learning, New Delhi.

**Group –D: International Business**

**MIL-537: INTERNATIONAL FINANCIAL AND ECONOMIC ORGANIZATIONS**

**Credits 4-0-0**

<b>Text</b>
<ul style="list-style-type: none"> <li>• <b>International Political Economy:</b> Concept; Traditional Schools of International Political Economy; Interests and Institutions in International Political Economy; Emergence of Global Institutions.</li> <li>• <b>International Monetary Fund (IMF):</b> Origin, Functions, Purposes, Organizational Set up, Instruments of IMF Lending and their Evolution; Key Features of IMF Lending; IMF Lending to Poor Countries; International Liquidity and SDRs.</li> <li>• <b>World Bank Group Institutions: - International Bank for Reconstruction and Development (IBRD):</b> Financing of Development; the Millennium Development Goals; Bank Prescriptions for the Borrowers.</li> <li>• <b>International Development Association (IDA):</b> Origin; Functions; Role; Key areas of IDA operations; Support and Financing framework.</li> </ul>
<b>First Minor Test : One Hour</b>
<ul style="list-style-type: none"> <li>• <b>International Finance Corporation (IFC):</b> Origin; Functions; Role; Advisory Services; Operations; Monitoring and Evaluation</li> <li>• <b>Multilateral Investment Guarantee Agency (MIGA):</b> Functions and role.</li> <li>• <b>International Center for Settlement of Investment Disputes (ICSID):</b> Functions and Role.</li> <li>• <b>Organisation for Economic Co-operation and Development (OECD):</b> Functions and Role</li> <li>• <b>United Nations Conference on Trade and Development (UNCTAD):</b> Origin; Functions, Sustainable Development and Poverty Reduction; Trade and Development; Approach towards Developing and Least Developed Countries (LDCs); International Commodity Agreements.</li> </ul>
<b>Second Minor Test : One Hour</b>
<ul style="list-style-type: none"> <li>• <b>Conflicts and Negotiations in International Business:</b> Factors Causing Conflicts; Conflict between Host Country and the Transnational Country Negotiations; Role of International Agencies in conflict resolutions.</li> <li>• <b>The Multilateral Trading System:</b> the creation of Postwar Trade System; General Agreement on Tariffs and Trade (GATT); the Evolution of Multilateral Trade System: the Uruguay Round Package and World Trade Organization (WTO); Organizational Structure of WTO.</li> <li>• <b>International Labour Organization(ILO) :</b> Origin and Functions; Role of ILO: Decent Work; Social Dialogue; Standards, Freedom of Association; Forced Labour; Child Labour; Discrimination; Employment and Income; Wages and Other Conditions of Employment; Social Protection; Health and Safety and HIV/AIDS.</li> </ul>
<b>Final Examination : Three Hours</b>



**Suggested Readings:**

1. Rao, P. Subba, *International Business, Text and Cases*, IInd edition, Himalaya Publishing House Pvt. Ltd. New Delhi, 2008.
2. Oatley, Thomas, *International Political Economy*, Pearson Education, 2004.
3. Gilpin, Robert, *Global Political Economy- Understanding the International Economic Order*, Orient Longman Pvt. Ltd., Hyderabad, 2008.
4. Sweezy, paul.M, *The Theory of Capitalist development*, K P Bagchi and Company, New delhi, 19991.

**Websites:**

- [http://www.wto.org/english/thewto\\_e/whatis\\_e/whatis\\_e.htm](http://www.wto.org/english/thewto_e/whatis_e/whatis_e.htm)
- <https://www.imf.org/external/about.htm>
- <http://www.worldbank.org/ida/>
- <http://unctad.org/en/Pages/AboutUs.aspx>

**Group –D: International Business**  
**MIL-538: MANAGEMENT OF INTERNATIONAL BUSINESS OPERATIONS**  
**Credits 4-0-0**

<b>Text</b>
<p>International Business: Introduction, Why Companies Engage in IB, Risks in Internationalisation. Multinational Firms: Nature; Rationale; Goals and Constraints Orientation of a Multinational: Ethno, Poly, Regio and Geocentric Firms. Cultural Context for International Management: Meaning of Culture, National, Professional and Corporate Culture, Interpretations of Culture, key Dimensions of Culture, Dealing with Cultural Differences.</p>
<b>First Minor Test: One Hour</b>
<p>Foreign Market Entry Modes: Direct and Indirect Entry Modes, Choice of Entry Mode, FDI and Collaborative Ventures, Managing Collaborative Ventures, Licensing, Franchising, and Other Contracts. Global Sourcing: Trends Towards Outsourcing, Evolution of Global Sourcing, Benefits and Challenges, Implementation of Global Sourcing through Supply Chain Management, Risks in Global Sourcing and Strategies for Minimising Risk.</p>
<b>Second Minor Test: One Hour</b>
<p>Global Strategy and Organization: Role of Strategy; the Integration- Responsiveness Framework; Distinct Strategies emerging from the Integration-Responsiveness Framework. Organizational Structure for international firms. Global Market Opportunities Arrangements; Overview of Global Market Opportunity assessment; Task One: Analyze Organizational Readiness to Internationalize; Task Two: Assess the Suitability of the Firms and Products and Services for Foreign Markets; Task Three: Screen Commodities to Identify Markets; Task Four: Assess Industry Market Potential; Task Five: Select Foreign Business Partners; Task Six: Estimate Country Sales Potential. International Human Resource Strategy: international staffing policy, training selected people, compensating employees, diversity in international workforce.</p>
<b>Final Examination: Three hours</b>

**Suggested Reading:**

1. Cavusgil, S. Knight Gary and Riesenberger, John R., International Business – Strategy Management and the New Realities, Pearson Education.
2. Sirbbeo Rai
3. Mithani

**MIL-551: STRATEGIC MANAGEMENT**

**Credits: 4-0-0**

<ul style="list-style-type: none"> <li>• Understanding Strategy and Strategic Management: Strategic Management Process. Strategic Decision Making. Levels of Strategy. Benefits of Strategic Management: The Secret of Success of Successful Companies( Mckinsey’s 7 S model)</li> <li>• Defining Strategic Intent: Vision, Mission Goals and Objectives. Characteristics of a Good Mission Statement. Designing and Evaluating a Mission Statement.</li> <li>• Corporate Governance and Social Responsibilities of Business.</li> <li>• External Environment Analysis: Strategically Relevant Components of External Environment.</li> </ul>
<b>First Minor Test: One Hour</b>
<ul style="list-style-type: none"> <li>• Industry analysis- Porter’s Five Forces Model; Strategic Group Mapping; Industry Driving Forces; Key Success Factors.</li> <li>• Internal Environment Analysis – SWOT Analysis, Resource Based View of an Organization: VRIO Framework; Value Chain Analysis; Competitive Advantage and Core Competency.</li> <li>• Business Level Strategies – Porter’s Framework of Competitive Strategies: Cost Leadership, Differentiation and Focused Strategies.</li> <li>• Corporate Level Strategies – Growth Strategies – Horizontal and Vertical Integration; Strategic Outsourcing; Related and Un-related Diversification; International Entry Options; Harvesting and Retrenchment Strategies.</li> </ul>
<b>Second Minor Test: One Hour</b>
<ul style="list-style-type: none"> <li>• Multi Business Strategies: Portfolio Strategies – BCG Model, G E Business Planning Matrix, Product Life Cycle Matrix, Corporate Parenting.</li> <li>• Strategy Implementation– Strategy- Structure Fit: Developing and Modifying Organizational Structure.</li> <li>• Leadership and Organization Culture.</li> <li>• Strategy Evaluation and Control – Nature of Strategy Evaluation; Strategy Evaluation Framework; The Balanced Score Card.</li> </ul>
<b>Final Examination: Three Hours</b>

**Suggested Readings:**

1. Pearce III, John A, Robinson, Jr., Richard B and Mittal, A “Strategic Management: Formulation, Implementation and Control. Tata McGraw Hill.
2. Wheelen, Thomas L., Hungerford J. and Rangarajan Krish, “Concepts in Strategic Management and Business Policy”, Pearson Education, India.
3. David, R Fred, “Strategic Management- Concepts and Cases”, Pearson Education, India.
4. Hill, Charles W L and Jones Gareth R, “An Integrated Approach to Strategic Management” Cengage Learning
5. 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.
6. Pitts, Robert A and Lei, David. “Strategic Management Building and Sustaining Competitive Advantage”, Thomson, India

**MIL-600: Decision Support System and Management Information System**

**Credits 4-0-0**

**Text**

Introduction to system, Elements of system, characteristics, types of systems, system view of Business.

Data and information, Classification of Information, Introduction to Information system, Types of Information system.

**First Minor Test: One hour**

Management Information Systems (MIS): Need and concepts, Role of MIS in an organisation, structure of MIS, Pitfalls of MIS development.

Managing Hardware Assets: Computer hardware and IT, Storage, Input and Hardware technology, Categories of Computers.

Managing Software Assets: System Software, Application Software, Contemporary Tools for Software Development.

**Second Minor Test: One hour**

Decision Support Systems (DSS): MIS and DSS. Types of DSS, Components of DSS.

Group DSS: What is GDSS, Characteristics of GDSS, GDSS Software Tools.

Managing Knowledge: Information and Knowledge Work Systems, Artificial Intelligence and other Intelligence Techniques.

**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–581: INTERNATIONAL FINANCIAL MANAGEMENT**

**Credits 4–0–0**

<b>Text</b>
<p>Foreign Exchange System: The Internationalization of Business and Finance, Alternatives Exchange Rate System; International Monetary System, The European Monetary System. 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>
<b>First Minor Test: One Hour</b>
<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. 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 Measuring and Managing Various Exposures: Alternative Measures of Foreign Exchange Exposure.</p>
<b>Second Minor Test: One Hour</b>
<p>Risk Hedging– An Introduction; Measuring and Managing Transaction Exposure; Measuring and Managing Operating Exposure. Foreign Exchange Risk Management; Foreign Exchange Instruments, Currency Futures and Options Market; Interest Rates and Currency Swaps; Interest Rate Forwards and Futures.</p>
<b>Final Examination: Three Hours</b>
<p><b>Suggested Readings:</b></p> <ol style="list-style-type: none"> <li>1. Shapiro Allan C (2003), “Multinational Financial Management”, 7<sup>th</sup> edition, John Wiley and Sons, Singapore.</li> <li>2. Apte P.G. (2009), “International Financial Management”, 5<sup>th</sup> edition, Tata McGraw Hill, India.</li> <li>3. Bhalla, V.K. (2008), “International Financial Management”, 7<sup>th</sup> edition, Anmol Publications, India.</li> <li>4. Eitman, Stonehill, Moffett (2004), “Multinational Business Finance”, 10<sup>th</sup> edition, Pearson Education, India.</li> <li>5. Machiraju, H.R., “International Financial Management”, 3<sup>rd</sup> Ed., Himalaya Publishing House, New Delhi.</li> <li>6. Sinha, Pradeep K., “International Financial Management”, 1<sup>st</sup> Ed., Himalaya Publishing House, New Delhi.</li> </ol>

**Group A: Finance**

**MIL–582: FINANCIAL MARKETS AND FINANCIAL SERVICES**

**Credit: 4–0–0**

<b>Text</b>
<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. Recent Developments in Development Banking.</p> <p>Reserve Bank of India: Organization and Management, Monetary Policy, Technique of Monetary Control, Liquidity Adjustment Facility.</p>
<b>First Minor Test: One Hour</b>
<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>
<b>Second Minor Test: One Hour</b>
<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>
<b>Final Examination: Three Hours</b>

**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](http://www.rbi.org.in)
- b) [www.nsdl.com](http://www.nsdl.com)
- c) [www.licindia.com](http://www.licindia.com)
- d) [www.sebi.gov.in](http://www.sebi.gov.in)
- e) [www.nabard.org](http://www.nabard.org)
- f) [www.ifci ltd.com](http://www.ifci ltd.com)

**Group A: Finance**  
**MIL–583: CORPORATE TAX LAW AND PLANNING**

**Credit: 4–0–0**

<b>Text</b>
<p><b>Introduction to Income Tax Act, 1961:</b> Definitions of Person, Assesses, Assessment Year, Previous Year, Average Rate of Tax. Capital and Revenue incomes, expenses, losses and gains Agriculture Income, Concept, scope Partly Agriculture Income.</p> <p><b>Residential Status:</b> Determination of Residential Status of a Company Individuals, Firms. Incidence of Tax, Scope of Total Income on the Basis of Residential Status.</p> <p><b>Income Under the Head Capital Gains:</b> 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>
<b>First Minor Test : One Hour</b>
<p><b>Income Under Head Business and Profession:</b> 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><b>Income from Other Sources;</b> 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><b>Assessment Procedure:</b> 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>
<b>Second Minor Test: One Hour</b>
<p><b>Tax Planning, Tax Avoidance and Tax Evasion;</b> 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><b>Tax Planning for a Companies;</b> 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><b>Deduction of Tax at Source and Advance payment of Tax:</b> Concept, Provisions of the Act for Advance Payment of Tax and Deduction of Tax at Source including Penalties and Prosecutions</p>
<b>Final Examination : Three Hours</b>



**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](http://www.incometaxindia.gov.in)

**Group A: Finance**  
**MIL–593: CASE STUDIES IN FINANCE**

**Credits 2-0-0**

<b>Text</b>
<ul style="list-style-type: none"> <li>• Alpha Chemical Industries :( source: Year-2009,By Madhu Vij, Management Accounting, Macmillan India Ltd,pp-238.)</li> <li>• Variance Analysis-Case Study-2(source: Year-2009, By Madhu Vij, Management Accounting, Macmillan India Ltd, pp-422.)</li> <li>• McDonald’s Corp.: (source: Year-2009, By Donald E. Fischer &amp; Ronald. J. Jordan, Security Analysis and Portfolio Management, Pearson, pp-547-549.)</li> <li>• No Pain, No gain: (source:2013, By Punithavathy Pandian, Security Analysis and Portfolio Management,Vikas Publishing House Pvt.Ltd. pp-181)</li> </ul>
<b>First Minor Test: One Hour</b>
<ul style="list-style-type: none"> <li>• Sonal Company Scenario( Source: By Paresh Shah, Financial Management, Bizantantra Publications, pp-1131)</li> <li>• Mahavir Fasteners Private Ltd:(source: By Paresh Shah, Financial Management, Bizantantra Publications, pp-1136)</li> <li>• Mehta Leather Craft: (source: By Paresh Shah, Financial Management, Bizantantra Publications, pp-1145)</li> <li>• To Pharma or Not to Pharma: (source:2013, By Punithavathy Pandian, Security Analysis and Portfolio Management,Vikas Publishing House Pvt.Ltd. pp-228)</li> </ul>
<b>Second Minor Test: One Hour</b>
<ul style="list-style-type: none"> <li>• Wal-Mart Stores, Inc. ( source: By Robert Anthony &amp; Govindaranjan, Management Control Systems, Tata Mc Graw Hill Publications,pp-31)</li> <li>• Cisco Systems (B) ( source: By Robert Anthony &amp; Govindaranjan, Management Control Systems, Tata Mc Graw Hill Publications,pp-91)</li> <li>• Daichi Sankyo &amp; Ranbaxy: ( source: By Vyuptakesh Sharan, International Financial Management, PHI Learning Pvt. Ltd.2013,pp-271)</li> <li>• Introduction of Managed Floating Exchange Rate Regime in India: ( source: By Vyuptakesh Sharan, International Financial Management, PHI Learning Pvt. Ltd.2013,pp-100)</li> </ul>
<b>Final Examination : Three Hours</b>

**Group B: Marketing**  
**MIL-584: ADVERTISING AND SALES MANAGEMENT**

**Credits: 4-0-0**

**Text**

**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;
- Message Structure – Appeals, Copy, Layout;
- Advertising Media – Media Planning, Media Selection and Scheduling;
- Measuring Advertising Effectiveness – Pre-testing and Post-testing copy;
- Advertising Budget –Factors influencing budget setting, Methods for determination advertising budget.
- Advertising Agencies – Types, Role and Functions;

**First Minor Test : One Hour**

**Managing an Advertising Program**

- Legal aspects of Advertising- Legislations affecting advertising; Self-Regulatory Codes of Conduct in Advertising .
- Ethical Concepts and Issues in Advertising- Social and Cultural Consequences of Advertising Economic Effects Advertising.
- Sales Promotion: Definitio, Scope and role of Sales Promotion, Objectives of Sales Promotion, Sales Promotion Tools, Designing the Sales Promotion Programme.
- Online and Mobile Media- The Internet as a Communication Medium , Traditional Tools of Online Communication, Social Media, Mobile Marketing.

<b>Second Minor Test: One Hour</b>
<p><b>Sales Management</b></p> <ul style="list-style-type: none"> <li>• Nature and Scope of Sales Management, Personal Selling Objectives; Selling Process</li> <li>• Sales Force Organization – Nature and Types;</li> <li>• Managing Sales Training Programs – Need, Objectives, Methods.</li> <li>• Motivating Sales Personnel – Significance, Financial and Non-Financial Reward System, Sales Meetings and Sales Contests;</li> <li>• Designing Sales Territories and Sales Quotas – Objectives and Types;</li> <li>• Developing and Managing Sales Evaluation Program.</li> </ul>
<b>Final Examination : Three Hours</b>

**Suggested Readings:**

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

**Group–B: Marketing**  
**MIL–585: BRAND AND RETAIL MANAGEMENT**

**Credits 4-0-0**

<b>Text</b>
<ul style="list-style-type: none"> <li>• Brands and Brand Management: Meaning, Importance of Brands; Concept of Brand Equity.</li> <li>• Brand Loyalty: Meaning and Measuring, Brand Loyalty; Strategic Value of Brand Loyalty; Maintaining and Enhancing Brand Loyalty.</li> <li>• 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.</li> <li>• Brand Positioning: Identifying and Establishing Brand Positioning;</li> <li>• Concept of brand personality.</li> </ul>
<b>First Minor Test: One Hour</b>
<ul style="list-style-type: none"> <li>• 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.</li> <li>• Designing and Implementing Branding Strategies: Brand-Product Matrix; Brand Hierarchy; Brand Extensions.</li> <li>• Measuring and Interpreting Brand Performance: Measuring Sources of Brand Equity; Qualitative Research Techniques: Free Association, Projective Techniques; Quantitative Research Techniques: Awareness, Image.</li> <li>• Brand Valuation Methods.</li> </ul>
<b>Second Minor Test: One Hour</b>
<b>Retail Management</b>
<ul style="list-style-type: none"> <li>• Introduction to Retailing: Nature and Scope of Retailing, Types of Retail Formats, Retail Franchising: Concept, Types, Advantages and Disadvantages.</li> <li>• Retail Locations: Types of Retail Locations; Steps involved in choosing a Retail Location; Methods of Evaluating a Trading Area.</li> <li>• Retail Merchandising: Concept of Merchandising; Planning Merchandising Assortments.</li> <li>• Servicing the Retail Customer: Concept of Customer Service; Importance of Service in Retail; Customer Service as a part of Retail Strategy;</li> <li>• Retail Store Design and Visual Merchandising: Importance of Store Design; Exterior Store Design; Interior Store Design; Visual Merchandising.</li> <li>• Supply Chain Management: Concept of Supply Chain Management with reference to Retailing; Supply Chain Integration.</li> </ul>
<b>Final Examination : Three Hours</b>

**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. Sinha, P.K and Uniyal, D.P. : Managing Retailing(Oxford University Press), Second Edition, New Delhi.
4. Levy, Michael and Weitz, Barton A.: Retailing Management (Tata McGraw Hill: New Delhi)
5. Swapna Pradhan: Retailing Managemnt (Tata McGraw Hill: New Delhi) Third Edition, 2009
6. Berman, Barry and Joel R. Evans 2006, Retail Management- A Strategic Approach, Pearson Education, 9<sup>th</sup> Edition.

**Group–B: Marketing**  
**MIL-586: SERVICES MARKETING**

**Credits 4-0-0**

<b>Text</b>
<p><b>Marketing in Services Economy:</b> conceptual framework of services, principal industries of the service sector, powerful forces transforming service markets, four broad categories of services- a process perspective, the traditional marketing mix applied to the services, the extended services marketing mix of managing the customer interface, marketing &amp; its integration with other management functions, developing effective service marketing.</p> <p><b>Consumer Behavior in a Service Context:</b> three stage model of service consumption, repurchase stage, service encounter stage, post counter stage.</p> <p><b>Positioning Services in Competitive Markets:</b> need for positioning services effectively, achieving competitive advantage, marketing segmentation, forms the basis for focused strategies, service attributes and levels, positioning distinguishes a brand from its competitors, developing an effective positioning strategy, positioning maps for plotting competitive strategy, changing competitive positioning.</p>
<b>First Minor Test: One Hour</b>
<p><b>Designing and Management Service Processes:</b> flowcharting customer services processes, blueprinting services to create valued experiences and productive operations, service process redesign, customer as co-producer, self-service technologies.</p> <p><b>Crafting the Service Environment:</b> purpose of service environment, theory behind consumer response to service environments, dimensions of the service environment.</p> <p><b>Managing People for Service Advantage:</b> service employees are crucially important, frontline work is difficult and stressful, cycle of failure, mediocrity, and success, human resource management-how to get it right, service leadership and culture.</p>
<b>Second Minor Test: One Hour</b>
<p><b>Managing Relationships and Building Loyalty:</b> concept of customer loyalty, understanding the customer-firm relationship, wheel of loyalty, building a foundation for loyalty, strategy for developing loyalty bonds with customers, strategies for reducing customer defections, customer relationship management.</p> <p><b>Complaint Handling and Service Recovery:</b> customer complaining behavior, customer response to effective service recovery, principles of effective service recovery systems, service guarantees, discouraging abuse and opportunistic customer behavior.</p> <p><b>Improving Service Quality and Productivity:</b> integrating service quality and productivity strategies, defining service quality, identifying and correcting service quality problems, measuring and improving service quality of different services (retailing services, banking services and online services), learning from customer feedback, hard measure of service quality, tools to analyze and address service quality problems, defining and measuring productivity, improving service productivity.</p>
<b>Final Examination : Three Hours</b>

**Suggested Readings:**

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



**Group–B: Marketing**  
**MIL–594: CASE STUDIES IN MARKETING**

**Credits 2-0-0**

<b>Text</b>
<p><b>Case 1:</b> “Relationship between Employee Satisfaction, Customer Satisfaction and Market Share: The Case of Hewlett- Packard” .pp 336-339 Source: Services Marketing, Operations and Management Author: Vinnie Jauhari Oxford University Press Publication, India.</p> <p><b>Case2:</b> “Service Failure and Recovery Strategies in the Restaurant Sector. An Indo-US comparative Study”. Pp: 279-285 Source: Services Marketing, Operations and Management Author: Vinnie Jauhari Oxford University Press Publication, India.</p> <p><b>Case 3:</b> Physical Evidence: A Case of KFC”.pp: 236-238 Source: Services Marketing, Operations and Management Author: Vinnie Jauhari Oxford University Press Publication, India.</p>
<b>First Minor Test: One Hour</b>
<p><b>Case4:</b>Mortein Vaporizer: What lies Beneath Brand Positioning? Vikalpa Vol. 38.3-2013 Debasis Pradhan &amp; Divya Agarwal</p> <p><b>Case5:</b> HCL: Facing the Challenge of the Laptop Market Jaydeep Mukherjee and Mahalingam Sundar arjan Vol. 37 no.1 Jan-march 2012</p> <p><b>Case6:</b> Harvert Gold: Delhi’s No. 1 Brand Noria Farooqui Vol 37 No.2 April- Dec 2012</p>
<b>Second Minor Test: One Hour</b>
<p><b>Case7:</b> Food World- A Market Entry Strategy in Managing Retailing. Sinha, P.K and D.P Uniyal(2012) Oxford University Press, Second Edition,pg. 15-27.</p> <p><b>Case8:</b> Planet Health in Managing Retailing. Sinha, P.K and D.P Uniyal (2012) Oxford University Press, Second Edition,pg. 145-162.</p> <p><b>Case9:</b> Airtel: If only we talk to each other, in Darwin’s Brands- Adapting for Success. Halve, Anand(2012), Sage Publication, pg. 153-167</p>
<b>Final Examination : Three Hours</b>

**Group–C: Human Resource Management**

**MIL–588: MANAGERIAL COMPETENCIES AND CAREER DEVELOPMENT**

**Credits 4–0–0**

<b>Text</b>
<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>
<b>First Minor Test : One Hour</b>
<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>
<b>Second Minor Test: One Hour</b>
<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>
<b>Final Examination : Three Hours</b>

**Suggested Readings:**

- 1 Seema Sanghi (2007) “*The Handbook of Competency Mapping – Understanding, Designing and Implementing Competencies Models in Organizations*”, 2<sup>nd</sup> 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*”, 9<sup>th</sup> 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**

<b>Text</b>
<p>International Human Resource Management: Meaning, Concept of Expatriate, Differences between Domestic and International HRM, Variables that moderate differences between Domestic and International HRM.</p> <p>Staffing International Operations: Approaches to Staffing, Transferring Staff for International Business Activities, Roles of Expatriates and Non-Expatriates, Role of the Corporate HR function.</p> <p>Recruiting and Selecting Staff for International Assignments: Issues in Staff Selection, Factors Moderating Performance, Selection Criteria, Dual Career Couples.</p> <p>Re-entry and Career Issues: Concept and Repatriation Process, Individual Reactions to Re-entry, Multinational Responses, Designing a Repatriation Program.</p>
<b>First Minor Test: One Hour</b>
<p>International Training and Development: Concept, Role of Expatriate Training, Components of Effective Pre-departure Training Programs, Developing Staff through International Assignments.</p> <p>International 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 Appraisal of International Employees.</p>
<b>Second Minor Test: One Hour</b>
<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>International Industrial Relations: Key issues in International Industrial Relations, Trade Union and International Industrial Relations, Responses of Trade Unions to Multinationals; Issue of Social Dumping.</p> <p>National Context of HRM: HRM Practices in Japan, United States, India and China.</p>
<b>Final Examination : Three Hours</b>

**Suggested Readings:**

1. P. Suba Rao (2009) *International Human Resource Management*, Himalaya Publishing House, Mumbai.
2. Peter J. Dowling, Marion Festing and Allen D. Engle (2008), *International Human Resource Management*, Cengage Learning, New Delhi.
3. S.C.Gupta (2006) *Text Book of International HRM*, MacMillan, New Delhi.
4. Monir H. Tayeb (2004), *International Human Resource Management – A Multinational Company Perspective*, Oxford University Press, New Delhi
5. Anne-Wil Harzing and Joris Van Ruysseveldt (1995), *International Human Resource Management*, SAGE Publications, New Delhi.
6. Ian Beardwell and Len Holdon (2001), *HRM: A Contemporary Perspective*, McMillan, New Delhi.

**Group–C: Human Resource Management**  
**MIL–595: CASE STUDIES IN HUMAN RESOURCE MANAGEMENT**  
**Credits 2-0-0**

<b>Text</b>
<ol style="list-style-type: none"> <li>1. Global Human Resource Management at Coca-Cola (Source : Aswathappa, K. and Dash, S., International Human Resource Management, 2013, McGraw Hill Education, pp. 23-25.)</li> <li>2. Mahavir Polyester Limited (Source : Gupta, S.C., Advanced Human Resource Management : A Strategic Perspective, 2011, Anne Books Pvt Ltd, New Delhi, pp. 295-301.)</li> <li>3. The Dish Ends Ltd. (Source : Kulkarni, Pachpande and Pachpande, Case Studies in Management, 2012, Pearson Education, Delhi, pp. 3-6.)</li> <li>4. Novais Laboratory Pvt Ltd (Source : Biswajeet Pattanayak, Human Resource Management, Fourth Edition, 2014, PHI Learning, Delhi, pp. 666-668).</li> </ol>
<b>First Minor Test: One Hour</b>
<ol style="list-style-type: none"> <li>5. The Office Equipment Company (Source : Fisher, Schoenfeldt and Shaw, Human Resource Management, 2006, biztantra, New Delhi, pp. 850-851.)</li> <li>6. Restructuring at Flexco (Source : Gupta, S.C., Advanced Human Resource Management : A Strategic Perspective, 2011, Anne Books Pvt Ltd, New Delhi, pp. 366-368.)</li> <li>7. Going Home (Source : Aswathappa, K. and Dash, S., International Human Resource Management, 2013, McGraw Hill Education, pp. 295-297.)</li> <li>8. Seiko Instruments ((Source : Gupta, S.C., Advanced Human Resource Management : A Strategic Perspective, 2011, Anne Books Pvt Ltd, New Delhi, pp. 392-395.)</li> </ol>
<b>Second Minor Test: One Hour</b>
<ol style="list-style-type: none"> <li>9. Performance Management at Jet Food Services (Source : Fisher, Schoenfeldt and Shaw, Human Resource Management, 2006, biztantra, New Delhi, pp. 533-535.)</li> <li>10. A Case of Complicated Multi – union Manoeuvres (Source : Kulkarni, Pachpande and Pachpande, Case Studies in Management, 2012, Pearson Education, Delhi, pp. 7-8.)</li> <li>11. Innovative HRM at Span Outsourcing Pvt Ltd (Source : Biswajeet Pattanayak, Human Resource Management, Fourth Edition, 2014, PHI Learning, Delhi, pp. 658-660).</li> <li>12. A Virtual Team at Nanawati Associates (Source : Robbins, Judge and Sanghi, Organizational Behaviour, Pearson Education, New Delhi, pp. 396-397).</li> </ol>
<b>Final Examination : Three Hours</b>

**Group–C: Human Resource Management**  
**MIL–597: INDUSTRIAL RELATIONS**

**Credits 4-0-0**

<b>Text</b>
<ul style="list-style-type: none"> <li>• Labor Force in India: Growth, Composition and Trends.</li> <li>• Industrial Relations: Concept and Importance; HRM-IR-HRD Integration; Components of Industrial Relations System, Approaches to Industrial Relations, Industrial Relations and Technological Change; The role of government in Industrial Relations; ILO Declaration on Fundamental Principles and Rights at works</li> <li>• Problems of Labour Management Relations; Causes of poor Industrial Relations; Necessary Pre-requisites for Harmonious Industrial Relations.</li> <li>• Recommendations of 2<sup>nd</sup> National Commission on Labour</li> </ul>
<b>First Minor Test : One Hour</b>
<ul style="list-style-type: none"> <li>• Trade Unions: Concept, Trade Unions in India: Structure and Characteristics, 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.</li> <li>• Dispute Settlement Machinery Conciliation: Concept, Types, Conciliation Procedure and Practices in India; Adjudication – Concept and types; Arbitration: Approaches and types.</li> <li>• Grievance: Concept, Nature, Causes, Grievance Redressal Procedure.</li> <li>• Discipline: Misconduct, Various approaches to deal with indiscipline.</li> <li>• Case study: Supreme Court Judgment in the case of Tamil Nadu government employees strike.</li> </ul>
<b>Second Minor Test: One Hour</b>
<ul style="list-style-type: none"> <li>• Collective Bargaining: Concept, Features and importance, Pre-requisites of successful Collective Bargaining; Levels of Collective Bargaining, Process of Collective Bargaining.</li> <li>• Workers Participation in Management: Concept, Evolution, Objectives, Forms of Worker’s Participation.</li> <li>• Labor Welfare: Concept, Features, Need, Approaches, Statutory and Non- Statutory Labour Welfare for Standard Work Life; Labour Welfare Fund.</li> </ul>
<b>Final Examination : Three Hours</b>

**Suggested Readings:**

1. Venkata Ratnam, C.S. “*Industrial Relations*”, Oxford University Press, New Delhi, 2006.
2. Srivastava, S. C. “*Industrial Relations and Labour Laws*”, Vikas Publishing House Pvt. Ltd, New Delhi, 2008.
3. Sinha, P.R.N., Sinha, Indu Bala and Shekhar, Seema Priyadarshini, “*Industrial Relations, Trade Unions, and Labour Legislation*”, Pearson Education, New Delhi, 2004.
4. Sen Ratna, “*Industrial Relations in India*”, MacMillan, New Delhi, 2003.
5. Mamoria, Mamoria and Gankar. “*Dynamics of Industrial Relations*”, Himalaya Publishing House, New Delhi, 2007.
6. Monappa Arun, “*Industrial Relations*”, Tata McGraw Hill Edition, New Delhi, 2007.
7. Davar, R S, Personnel Management and Industrial Relation, Vikas Publishing House Pvt. Ltd, New Delhi; 1999.
8. Sivarethnamohan, R, Industrial Relations and Labour Welfare-Text and Cases, PHI Learning Pvt. Ltd, New Delhi, 2010.



**Group–D: International Business**

**MIL–590: INTERNATIONAL FINANCIAL MARKETS AND FOREIGN EXCHANGE**

**Credits 4-0-0**

<b>Text</b>
<p><b>History of the International Financial System</b> -The rise and Fall of Bretton Woods, Globalisation and the Growth of Derivatives, The Crash of 1994-96 and Beyond, Euro-currency Market , Euro-banking and Euro-currency Centers, Deposit Dealing and the Term Structure of Euro-currency Rates, Euro-currency Futures and Options, Syndicated Euro-credits, International Bond Markets-Introduction, New Issue Procedures in the Eurobond Markets, Eurobond Valuation and Hedging, Interest Rates and Currency Swaps, Pricing Option, Features of International Bonds, Forecasting and the Image of the Future-Central Banks and the Balance of Payments,</p>
<b>First Minor Test : One Hour</b>
<p><b>The European Monetary System</b> and Other Regional Artificial Currency Areas, New Instruments in International Capital Markets, International Banking and Country RISK , International Portfolio Diversification, International Transfer Pricing.  <b>Types of Foreign Exchange Markets and Transactions</b>, Quoting Foreign Exchange Rates, Spread, Official and Free Market Rates, Cross Rates, Forward Rates, Quoting Forward Rates; Organisation of the Foreign Exchange Markets; Currency Futures; Currency Options; Currency Swaps; Corporate Exposure Management: Alternative Definitions of Foreign Exchange Risk, Exposure Information System, Alternative Strategies for Exposure Management,</p>
<b>Second Minor Test: One Hour</b>
<p><b>Exposure Management Techniques</b>, Organisation of the Exposure Management Function; Parameters and Constraints on Exposure Management: Theory and practice of Forecasting Exchange Rates-Economic Fundamentals, Financial and Socio-Political Factors, Technical Analysis; Tax Treatment of Foreign Exchange Gains and Losses; FEMA.</p>
<b>Final Examination : Three Hours</b>

**Suggested Readings:**

1. Aliber, R.Z. Exchange Risk and Corporate International Finance, London. Macmillan,1978
2. Bhalla,V.K. International Financial Management. 2nd ed., New Delhi, Anmol, 2001.
3. Luca Cornelius Trading in the Global Currency Markets. NJ, Prentice Hall,1995
4. Shapiro, A.C. International Financial Management. Boston.Allyn and Bacon,1979
5. Sutton.W.H. Trading in Currency Options, New York Institute of Finance,1987
6. Buckley, Adrian. *Multinational Finance*. 3rd ed., Englewood Cliffs, Prentice Hall Inc., 1996.
7. Eiteman. David K and Stonehill. Arthur I. *Multinational Business Finance*. California,Addison - Wesley, 1988.
8. Johnson and Giaccotto. *Options and Futures*. St. Paul. West, 1995.
9. Kim, Suk and Kim. Seung. *Global Corporate Finance: Text and Cases*. 2nd Ed. Miami, Florida, 1993.
10. Shapiro, Alan C. *Multinational Financial Management*. New Delhi, Prentice Hall of India, 1995.

**Group–D: International Business**  
**MIL–591: INTERNATIONAL FINANCIAL MANAGEMENT**

**Credits 4-0-0**

<b>Text</b>
<p><b>Foreign Exchange System:</b> The Internationalization of Business and Finance, Alternative Exchange Rate Systems; International Monetary System, The European Monetary System.  <b>Foreign Exchange Rate Determination:</b> Introduction to Spot Market and Forward Market; Setting the Equilibrium Spot Exchange Rate; Factors Affecting Currency Value: BOP Approach &amp; Asset Market Approach; Role of Central Bank in Determination of Exchange Rates; Parity Conditions in International Finance: Arbitrage and Law of One Price; Purchasing Power Parity; Fisher Effect; Fisher Effect in International Context.</p>
<b>First Minor Test : One Hour</b>
<p><b>Currency Forecasting:</b> Interest Rate Parity Theory, The Relationship between Forward and Future Spot Rate ,Currency Forecasting;  <b>Balance of payments:</b> Balance of Payment Categories: Current Account, Capital Account, Official Reserves Account; Balance of Payment: The International Flow of Goods, Services and Capital, Coping with Current Account Deficit.  <b>Country Risk Analysis:</b> Country Risk Analysis, Measuring &amp; Managing Political Risk, Firm Specific Risks; Country Risk Analysis: Study of Economic &amp; Political Factors Posing Risk, Country Risk Analysis in International Banking.  <b>Measuring &amp; Managing Various Exposures:</b> Alternative measures of foreign exchange exposure, Risk Hedging-An Introduction; Measuring &amp; Managing Transaction Exposure</p>
<b>Second Minor Test: One Hour</b>
<p><b>Measuring &amp; Managing Operating Exposure;</b> Measuring &amp; Managing Translation Exposure.  <b>Foreign Exchange Risk Management:</b> Foreign Exchange Instruments, Recent Developments in Derivatives Markets in India; Currency Futures &amp; Options Market; Interest Rate &amp; Currency Swaps; Interest Rate Forwards &amp; Futures.</p>
<b>Final Examination: Three Hours</b>

**Suggested Readings:**

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

**Group D: International Business**  
**MIL-592: INTERNATIONAL MARKETING**

**Credits 4-0-0**

<b>Text</b>
<p><b>The Concept of International Marketing and Globalization:</b> Reasons for Entering International Markets, Evolutionary Process of Global Marketing, Towards GLOCAL Marketing, Adaptation: the Critical Success Factor in International Markets, Internationalization of Indian Firms, Process of International Marketing.</p> <p><b>Emerging Opportunities in International Markets:</b> Background of International Trade, Trends in World Trade, an Overview's of Indian Foreign Trade, Identifying Opportunities in International Markets.</p> <p><b>International Marketing Implications:</b> From GATT to WTO, Functions and Structure of WTO, Effects of China's Entry into WTO on India, The Implications of WTO on International Marketing.</p>
<b>First Minor Test: One Hour</b>
<p><b>Decision-making Process for International Markets:</b> Concept of Decision Making in International Markets, Identification of International Markets, Methods of Segmentation of International Markets, Techniques for Selection of International Markets, Tools for International Market Analysis.</p> <p><b>Entering International Markets:</b> The Concept of International Market Entry, the Modes of International Market Entry- Entry Involving Production in the Home Country, Entry Involving Production in a Foreign Country, Factors Affecting the Selection of Entry Mode, Choice of Right International Market Entry Mix.</p>
<b>Second Minor Test: One Hour</b>
<p><b>Export Documentation:</b> Export Transaction Framework, Export Documentation, Commercial Documents, Transport Documents, Regulatory Documents.</p> <p><b>Procedure for Export-Import:</b> Process, Compliance with Legal Framework, Export Deal, Export Finance, Procuring or Manufacturing of Goods for Export, Appointment of Clearing and Forwarding (C&amp;F) Agents, Port Procedures and Customs Clearance, Dispatch of Documents to the Exporter, Sending Shipping Advice, Presentation of Documents at the Negotiating Bank, Claiming Export Incentives.</p> <p><b>Industrial Infrastructure for Export Promotion:</b> Concept of Export Promotion, Role of Export Promotion Institutions in International Marketing, Institutional set-up for Export Promotion in India, Indian Government's Trade Representative Abroad, State's Involvement in Promoting Exports, Export Promotion: Need for Strategic Reorientation.</p>
<b>Final Examination : Three Hours</b>

**Suggested Readings:**

1. Joshi, Rakesh Mohan, *International Marketing*, New Delhi, Oxford University Press.
2. Terpstra, Vern and Sarathy. R, *International Marketing*. Orlando, Dryden Press.
3. Keegan, Warren, *Global Marketing Management*. Englewood Cliffs, New Jersey, Prentice Hall Inc.
4. Onkvisit, Sak and Shaw, J J, *International Marketing: Analysis and Strategy*. New Delhi, Prentice Hall of India.
5. Cherunilam, Francis, *International Marketing: Text and Cases*, Mumbai, Himalaya Publishing House.

**Group D: International Business**  
**MIL-596: CASE STUDIES IN INTERNATIONAL BUSINESS**

**Credits 2-0-0**

<b>Text</b>
<p><b>Case1:</b> Globalisation of Production and Markets of Indian Motion Pictures-A Case of <i>Krrish</i> <i>Source:</i> John Daniel, Lee H. Radebaugh, Daniel P. Sullivan, Prashant Salwan, “International Business Environments and Operations”, 2011, Pearson, (pp 27-33).</p> <p><b>Case2:</b> Hollywood and the Rise of Cultural Protectionism <i>Source:</i> S. Tamer Cavusgil, Gary Knight, John R. Riesenberger, “International Business Strategy, Management, &amp; the New Realities”, 2011, Pearson, (pp 145-146)</p> <p><b>Case3:</b> Dell Growth Strategy: International &amp; Indian <i>Source:</i> John Daniel, Lee H. Radebaugh, Daniel P. Sullivan, Prashant Salwan, “International Business Environments and Operations”, 2011, Pearson, (pp 437-446).</p> <p><b>Case4:</b> AUTOLATINA: A Failed International Partnership <i>Source:</i> S. Tamer Cavusgil, Gary Knight, John R. Riesenberger, “International Business Strategy, Management, &amp; the New Realities”, 2011, Pearson, (pp 419-420)</p>
<b>First Minor Test: One Hour</b>
<p><b>Case 1:</b> Airbus Versus Boeing: When Intervention Not Intervention? <i>Source:</i> S. Tamer Cavusgil, Gary Knight, John R. Riesenberger, “International Business Strategy, Management, &amp; the New Realities”, 2011, Pearson, (pp 205-206).</p> <p><b>Case2:</b> Euromanage Inc. <i>Source:</i> Riad A. Ajami &amp; G. Jason Goddard, “International Business- A Course on the Essentials”, 2014, JAICO Publishing House, (pp 88-91).</p> <p><b>Case3:</b> Caslos Ghosan &amp; Renault-Nissan: Leading for Global Success <i>Source:</i> S. Tamer Cavusgil, Gary Knight, John R. Riesenberger, “International Business Strategy, Management, &amp; the New Realities”, 2011, Pearson, (pp 318-320).</p> <p><b>Case4:</b> Advanced Biomedical Devices: Assessing Readiness to Export <i>Source:</i> S. Tamer Cavusgil, Gary Knight, John R. Riesenberger, “International Business Strategy, Management, &amp; the New Realities”, 2011, Pearson, (pp 352-354).</p>
<b>Second Minor Test: One Hour</b>
<p><b>Case1:</b> Subway &amp; the Challenges of Franchising in China. <i>Source:</i> S. Tamer Cavusgil, Gary Knight, John R. Riesenberger, “International Business Strategy, Management, &amp; the New Realities”, 2011, Pearson, (pp 449-451).</p> <p><b>Case2:</b> Getting Airline Alliances off the Ground. <i>Source:</i> John Daniel, Lee H. Radebaugh, Daniel P. Sullivan, Prashant Salwan, “International Business Environments and Operations”, 2011, Pearson, (pp 570-573).</p> <p><b>Case3:</b> The P&amp;G Fiasco <i>Source:</i> K Aswathappa, “International Business”, 2012, Tata McMraw Hill Education Pvt Ltd, (pp 450-451).</p> <p><b>Case4:</b> Unfair Protection or Valid Defense? <i>Source:</i> K Aswathappa, “International Business”, 2012, Tata McMraw Hill Education Pvt Ltd, (pp 521-522).</p>
<b>Final Examination : Three Hours</b>