

**Post Graduate Department of Business Administration
BERHAMPUR UNIVERSITY
(Accredited with 'A' Grade by NAAC)**

Courses of Studies (Syllabus)

For

**Master of Business Administration
(2-Year Regular, Semester and CBCS Pattern)
Effective from Academic Session: 2020-2022**



Published By

**Berhampur University
Bhanja Bihar,
Berhampur-760007, Ganjam (Odisha)**

Syllabus for Masters of Business Administration

(Effective for Students Taking Admission from the Session 2020-21)

About the Department

The Department of Business Administration was established in the year 1986-87 with the UGC sanction order and got AICTE approval. It is a life member of Association of Indian Management Schools (AIMS). The Department offers two years (Four Semesters) regular course in Business Administration with an annual intake of 40 students. The Alumni of the Department are well placed in India and abroad. The Department also focuses on the objective of the doctoral research i.e. Ph. D in Business Administration and encourage original research in different aspects of management. The Department is equipped with highly qualified and experienced faculty members.

Objective of the Course

The objective of the MBA Course is to educate students from multi-disciplinary background with business management practices and managerial skills such as optimal decision making, problem solving, team work, leadership, etc. in a fast changing, highly competitive and uncertain corporate world. The students are encouraged for active participation in the class room, seminar presentations, case studies, group discussions, quizzes, business games, etc.

Twenty core subjects and eight elective subjects of 100 marks and 4 credits each are taught in depth. For practical exposure, the students undergo summer internship programme (100 marks) of 6-8 weeks duration in different business organisations after the end of the first year. The students are motivated for entrepreneurship development for self-employment and employment generation. At the end of the course, the students are well prepared to become professional manager and make a career in private sector, public sector and government sector to achieve their individual as well as organisational goal effectively. Some students qualify UGC NET/ JRF to pursue research on business management area and to join teaching profession.

GENERAL COURSE FRAMEWORK AND STRUCTURE

**COURSE COORDINATOR: THE HEAD, PG DEPARTMENT OF BUSINESS ADMINISTRATION,
BERHAMPUR UNIVERSITY**

Semester-I	Name of the Subject	Credit	Marks	Assessment
BUAD C101	Principles and Practices of Management	04	100	ES: 80 + IA: 20
BUAD C102	Organizational Behaviour	04	100	ES: 80 + IA: 20
BUAD C103	Quantitative Methods	04	100	ES: 80 + IA: 20
BUAD C104	Managerial Economics	04	100	ES: 80 + IA: 20
BUAD C105	Accounting for Managers	04	100	ES: 80 + IA: 20
BUAD C106	Marketing Management	04	100	ES: 80 + IA: 20
BUAD C107	Computer Application in Management	04	100	ES: 60+ IA: 20+ Practical:20
BUAD C108	Business Environment	04	100	ES: 80 + IA: 20
	Semester-I Total	32	800	
NB: ES-End Semester, IA: Internal Assessment				
Semester-II				
BUAD C201	Organisation Effectiveness and Change	04	100	ES: 80 + IA: 20
BUAD C202	Research Methodology	04	100	ES: 80 + IA: 20
BUAD C203	Production and Operation Management	04	100	ES: 80 + IA: 20
BUAD C204	Human Resource Management	04	100	ES: 80 + IA: 20
BUAD C205	Business Policy and Strategic Management	04	100	ES: 80 + IA: 20
BUAD C206	Business Law	04	100	ES: 80 + IA: 20
BUAD C207	Financial Management	04	100	ES: 80 + IA: 20
BUAD C208	Management Information System	04	100	ES: 80 + IA: 20
	Semester-II Total	32	800	
Semester-III				
BUAD C301	Entrepreneurship Development	04	100	ES: 80 + IA: 20
BUAD C302	Operation Research	04	100	ES: 80 + IA: 20
<p>NB: Every student has to select any TWO specialisations out of the following three specialisations (Marketing, Finance, Human Resources) for the third semester and fourth semester. Further, he/she has to study FIRST TWO papers offered by the Department under the respective specialisation group during third and fourth semester.</p>				
GROUP-A	Marketing Specialisation			
GROUP-B	Finance Specialisation			
GROUP-C	Human Resource Specialisation			
GROUP-A	Marketing Specialisation			
BUAD E311	Consumer Behaviour	04	100	ES: 80 + IA: 20
BUAD E312	Advertising Management	04	100	ES: 80 + IA: 20
BUAD E313	International Marketing	04	100	ES: 80 + IA: 20
BUAD E314	Brand Management	04	100	ES: 80 + IA: 20
GROUP-B	Finance Specialisation			
BUAD E315	Security Analysis and	04	100	ES: 80 + IA: 20

	Investment Management			
BUAD E316	Project Planning, Analysis and Management	04	100	ES: 80 + IA: 20
BUAD E317	International Financial Management	04	100	ES: 80 + IA: 20
BUAD E318	Working Capital Management	04	100	ES: 80 + IA: 20
GROUP-C	Human Resource Specialisation			
BUAD E319	Compensation Management	04	100	ES: 80 + IA: 20
BUAD E320	Human Resource Development	04	100	ES: 80 + IA: 20
BUAD E321	Management Training and Development	04	100	ES: 80 + IA: 20
BUAD E322	Human Resource Planning and Development	04	100	ES: 80 + IA: 20
	Semester-III Total	24	600	
Semester-IV				
BUAD P401	Summer Training Project Report	04	100	ES: 100
BUAD P402	Comprehensive Viva Voce	04	50	ES: 50
(A & B)	Seminar Presentation		50	ES: 50
Further, every student has to study another TWO papers offered by the Department under the respective specialisation group during fourth.				
GROUP-A	Marketing Specialisation			
GROUP-B	Finance Specialisation			
GROUP-C	Human Resource Specialisation			
GROUP-A	Marketing Specialisation			
BUAD E411	Marketing of Services	04	100	ES: 80 + IA: 20
BUAD E412	Sales and Distribution Management	04	100	ES: 80 + IA: 20
BUAD E413	Digital and Social Media Marketing	04	100	ES: 80 + IA: 20
BUAD E414	Strategic Marketing	04	100	ES: 80 + IA: 20
GROUP-B	Finance Specialisation			
BUAD E415	Management of Financial Institutions	04	100	ES: 80 + IA: 20
BUAD E416	Portfolio Management	04	100	ES: 80 + IA: 20
BUAD E417	Management of Financial Services	04	100	ES: 80 + IA: 20
BUAD E418	Financial Derivatives	04	100	ES: 80 + IA: 20
GROUP-C	Human Resource Specialisation			
BUAD E419	Strategic Human Resource Management	04	100	ES: 80 + IA: 20
BUAD E420	Industrial Relations	04	100	ES: 80+ IA: 20
BUAD E421	Organisational Change and Intervention Strategies	04	100	ES: 80+ IA: 20
BUAD E422	Global Human Resource Management	04	100	ES: 80 + IA: 20
	Semester-IV Total	24	600	
	Grand Total	112	2800	

Detailed Syllabus

SEMESTER I: TOTAL CREDITS-32 and CORE-32

BUAD C101: PRINCIPLES AND PRACTICES OF MANAGEMENT

Semester: I

Credits: 04

Core/Elective: Core

Objective of the Paper:

The objective of the course is to provide an understanding of basic concepts, principles and practices of management, to enable the students to study the evolution of management and the application of multifunctional approach and principles in an organisation.

Unit	Contents	Hours
Unit-I	Introduction to Management, Definition, Evolution of Management Thought, Taylor and Scientific Management, Fayol's Administrative Management, Bureaucracy, Modern Approach, Managerial Ethics. Functions of Management, Managerial Roles and Skills, Managerial Effectiveness.	10
Unit-II	Nature and Purpose of Planning, Planning Process, Classification of planning: Strategic Plan, Tactical Plan and Operational Plan, Process of Planning, Barriers to Effective Planning. MBO, Management by Exception. Decision Making Process, Steps in Decision Making Process, Factors influencing Decision Making Process, Psychological Bias and Decision Support System.	10
Unit-III	Introduction to Organising, Principles of Organising, Formal and Informal Organisations, Organisation Structure, Line and Staff Authority, Departmentalisation, Delegation of Authority, Span of Control, Centralisation, Decentralisation and Staffing. Communication Process, Barriers to Communication, Effective Communication, Communication and IT.	10
Unit-IV	Importance of Coordination, Principles and Techniques of Coordination. Importance of Leadership, Leadership vs. Management, Characteristics of an Effective Leader, Importance of Controlling, Effective Control System.	10
Unit-V	Case Study	10
	Total	40

Text Books and Reading Materials (Latest Editions):

1. Koontz H. and Heinz W., Essentials of Management, Tata McGraw Hill, New Delhi.
2. Drucker, F.P., Management Practices-Tasks, Responsibilities and Practices, Harper Collins, New York.
3. Terry G.R and Franklin S.G, the Practices of Management, AITBS Publishers, New Delhi.
4. Prasad L.M., Principles and Practices of Management, Sultan Chand, New Delhi, Latest edition.
5. Pathi, S. N, Modern Business Communication, Himalaya Publishing house, New Delhi.
6. Tripathy, P.C. and Reddy, P.N, Principles of Management, Tata McGraw Hill, New Delhi.

BUAD C102: ORGANISATION BEHAVIOUR

Semester: I

Credits: 04

Core/Elective: Core

Objective of the Paper:

The objective of the paper is to familiarize the students with the basic management process and behavioural dynamics in the organization.

Unit	Contents	Hours
Unit-I	Introduction, Characteristics of organizational behaviour, Role of Managers in OB, Interpersonal Roles, Decisional Roles, Approaches to OB, Challenges and Opportunities for OB, Organizational behaviour models: Cognitive framework, Behaviouristic framework and Social cognitive framework.	10
Unit-II	Perception: Importance, Perceptual Process; Factors Influencing Perception, Management and Behavioural Applications of Perception, Attitudes: Source of Attitudes; Attitudes and Consistency, Attitude Measurement. Personality: Determinants of Personality, Personality Traits, The Big Five Model, Major Personality Attributes Influencing OB; Learning: Concept, Learning Cycle, Components of Learning.	10
Unit-III	Motivation: Concept, Role of Motivation, Theories of Motivation: Maslow's Need Hierarchy Theory, Herzberg's Two Factor Theory, McClelland's Need Theory, Victor-Vroom's Expectancy Theory, Porter-Lawler Theory, Equity Theory.	10
Unit-IV	Team Development and Leadership: Concept, Leadership Vs. Management, Leadership Theories - Trait Theory, Behavioural Theory, and Situational Theory. Leadership Styles: Likier's Four Systems of Leadership, Managerial Grid, Tri-dimensional Grid.	10
Unit-V	Case Study	10
	Total	50

Text Books and Reading Materials (Latest Editions):

1. Koontz, H. and Wehrich, H., Management, 10th ed., New York; McGraw Hill.
2. Luthans, F, Organizational Behaviour, 7th ed., McGraw Hill.
3. Robbins, S.P., Management, 5th ed., New Jersey, Englewood Cliffs, Prentice Hall Inc.
4. Robbins, S.P., Organizational Behaviour, 7th ed., New Delhi, Prentice Hall of India.
5. Singh, Dilip, Emotional Intelligence at Work, Response Books, Sage Publications, Delhi.
6. Stew, B.M., Psychological Dimensions of Organizational Behaviour, Prentice Hall Inc.
7. Stoner, J., etc, Management, 6th ed., New Delhi, Prentice Hall of India.

BUAD C103: QUANTITATIVE METHODS

Semester: I

Credits: 04

Core/Elective: Core

Objective of the Paper:

The main objective of this course is to make the students familiar with statistical and mathematical techniques and their applications in business decision making.

Unit	Contents	Hours
Unit-I	Measures of Central Tendencies, Measures of Dispersion -Range, Quartile Deviation, Standard Deviation.	10
Unit-II	Simple Correlation: Types, Scatter Diagram, Karl Pearson's Coefficient and Correlation, Different Properties of Correlation Coefficient, Simple Regression Analysis: Concepts, Types, Least Square Method, Regression Equations, Properties of Regression Coefficients	10
Unit-III	Probability Theory: Concept, Definitions, Addition and Multiplication of Probability, Laws of probability, Bayes Theorem, Probability Distribution, Mathematical Expectation and Variance, Binomial, Poisson and Normal	10
Unit-IV	Testing of hypothesis: Concept, Null Hypothesis, Alternative Hypothesis, Type 1 and Type 2 error, Large Sample Test for Single Mean, Difference of Means, Single Proportion, and Difference of Proportion.	10
Unit-V	Small Sample Test: Students t- Test (Mean test), Single Mean, Difference of Means, Paired t Test. F-Test, Chi Square Test, Test of Independence Attributes, and Test of Goodness of Fit.	10
	N.B.: More importance should be given to problem solving. Mathematical proof or derivation should <u>NOT</u> be asked in university exam.	
	Total	50

Text Books and Reading Materials (Latest Editions):

1. Chadha, N.K., Statistics for Behavioural and Social Scientists, Reliance Publishing House, Delhi.
2. Gupta, S P and Gupta M P., Business Statistics, New Delhi, Sultan Chand.
3. Kazmier, L J and Pohl, N.F. Basic Statistics for Business and Economics, New York, McGraw Hill.
4. Levin Richard I and Rubin David S. Statistics for Management, New Jersey, Prentice Hall Inc.
5. Narang, A S. Linear Programming and Decision Making, New Delhi, Sultan Chand.
6. Sharma, J.K., Fundamentals of Operations Research, Macmillan, New Delhi.
7. Terry, Sineich, Business Statistics by Examples, London, Collier Mac Million Publishers.

BUAD C104: MANAGERIAL ECONOMICS

Semester: I

Credits: 04

Core/Elective: Core

Objective of the Paper:

To make the students understand the micro-economic behaviour of the organisation and to enable them to become good decision maker and successful manager.

Unit	Contents	Hours
Unit-I	Introduction (Economics, Managerial, How Economics contribute to Managerial Decisions), Nature and Scope of Managerial Economics, Objectives of Business Firms-Profit Maximisation and Alternative Objectives of Business Firms.	10
Unit-II	Meaning of Demand, Basis of Consumer Demand: The Utility, Types of Demand, Determinants of Demand, Demand Functions, Demand Schedule and Demand Curve, Law of Demand, Law of Diminishing Marginal Utility, Elasticity of Demand- Price Elasticity, Factors Influencing Price Elasticity, Income Elasticity, Cross Elasticity, Applications of Elasticity in Decision Making, Methods of Demand Forecasting.	10
Unit-III	Theory of Production and Cost- Introduction, Types of Inputs, Production Function, Production Function with one Variable Input, Returns to Scale- Constant, Decreasing and Increasing. Cost Concepts- Kinds of Costs, Costs in Short Run, Costs in Long Run. Cost Curves.	10
Unit-IV	Pricing under Market Structure- Definition of Market, Types of Market, Characteristics of Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly, Pricing under Perfect Competition, Pricing under Monopoly Competition.	10
Unit-V	Case Study	10
	Total	50

Text Books and Reading Materials (Latest Editions):

1. Adhikary, M. Business Economics. New Delhi, Excel Books.
2. Baumol, W J. Economic Theory and Operations Analysis, New Delhi, Prentice Hall Inc.
3. Chopra, O P., Managerial Economics, New Delhi, Tata McGraw Hill.
4. Keat, P. G and Philips K. Y. Young, Managerial Economics, Prentice Hall, New Jersey.
5. Mithani, D.M, Managerial Economics, Himalaya Publishing House.
6. Dwivedi, D.N, Managerial Economics, Vikas Publishing House.

BUAD C105: ACCOUNTING FOR MANAGERS

Semester: I

Credits: 04

Core/Elective: Core

Objective of the Paper:

The students are to be familiarized with the basic conceptual framework of Financial Accounting and Management Accounting.

Unit	Contents	Hours
Unit-I	Financial Accounting -Concept, Importance and Scope, Accounting Cycle, Users of Accounting, Accounting Concepts and Conventions, Double Entry System, Preparing Journal, Subsidiary Books, Ledger, preparation of Trial Balance.	10
Unit-II	Preparation of Income statement and Balance Sheet, Depreciation, Methods of Depreciation, Ratio Analysis, Funds Flow Statement Analysis, Cash Flow Statement Analysis.	10
Unit-III	Management Accounting - Concept, Need, Importance and Scope, Cost Accounting - Objectives, Advantages, Methods, Techniques of costing, Cost Classification and Cost Sheet, Cost Accounting vs. Financial Accounting, Job and Process costing.	10
Unit-IV	Budget and Budgetary Control, Different kinds of Budget, Zero-Base Budgeting, Costing for Decision - Making, Standard Costing and Variance Analysis, Marginal and Absorption Costing. Break Even Analysis.	10
Unit-V	Case Study	10
	Total	50

Text Books and Reading Materials (Latest Editions):

1. Anthony R. N. and Reece J.S. Accounting Principles, Homewood, Illinois, Richard D. Irwin.
2. Bhattacharya S. K. and Dearden J. Accounting for Management, Text and Cases, New Delhi, Vikas Publishing House.
3. Heitger, L.E. and Matulich, S., Financial Accounting, New York, McGraw Hill.
4. Horngren, Charles et al., Principles of Financial and Management Accounting, Englewood Cliffs, New Jersey, Prentice Hall Inc.
5. Jain, S.P. and Narang, K.L., Financial Accounting, Kalyani Publishing.
6. Khan M.Y. and Jain P.K., Management Accounting, Text, Problems and Cases, McGraw Hill.
7. Sharma and Gupta, Financial Accounting for Managers: An analytical Perspective, Pearson.

BUAD C106: MARKETING MANAGEMENT

Semester: I

Credits: 04

Core/Elective: Core

Objective of the Paper:

The purpose of this course is to develop and understanding of the underlying concepts, strategies and issues involved in the marketing of consumer products and to reconcile the objectives of consumers with those of the organisation.

Unit	Contents	Hours
Unit-I	Marketing: Definition, Nature and Scope and Importance of Marketing, Evolution and Growth of Marketing, Marketing Concepts, Marketing Mix, Marketing Environment (Macro & Micro), Marketing Information System.	10
Unit-II	Market Segmentation, Market Targeting, Brand Positioning, Product Decisions-Product Line, and Product mix, Product Life Cycle, New Product Development, Branding and Packaging Decisions.	12
Unit-III	Pricing Decisions Pricing: Objectives, Methods, Policies and Strategies, Marketing Communication-Promotion Mix, Advertising, Sales Promotion, Publicity and Personal Selling. Digital Communication: Online, Social Media and Mobile.	10
Unit-IV	Physical Distribution, Managing Retailing, Wholesaling and Logistics, Managing Marketing Channels, Channel Management Decisions, Emerging Issues in Marketing- Online Marketing, Green Marketing, Global Marketing, Experience Marketing, Direct Marketing ,Consumerism.	10
Unit-V	Case Study	08
	Total	50

Text Books and Reading Materials (Latest Editions):

1. Kotler, Philip. and Armstrong, G., Principles of Marketing, New Delhi, Prentice Hall of India.
2. Kotler, Philip. Marketing Management: Analysis, Planning, Implementation and Control, New Delhi, Prentice Hall of India.
3. Ramaswami, V.S. and Namakumari, S., Marketing Management: Planning and Control, New Delhi, MacMillan.
4. Stanton, William, J., Fundamentals of Marketing, New York, McGraw Hill.
5. Neelamegham, S., Marketing in India: Cases and Readings, New Delhi, Vikas Publishing House.
6. Bose Biplab, Marketing Management, Himalaya Publishing House.

BUAD C107: COMPUTER APPLICATION IN MANAGEMENT

Semester: I

Credits: 04

Core/Elective: Core

Objective of the Paper:

The purpose of this course is to acquire basic knowledge in Computer and its applications in the areas of business management and research.

Unit	Contents	Hours
Unit-I	Introduction to Computer: Basic Components of a Computer and their Operation, Operating System, Application of Computer in Business: Production, Finance, Marketing and Human Resource Management, Word Processing: Introduction to MS-WORD: Creation and Editing of Text Files. Find and Replace Cut, Copy, and Paste. Text formatting: Line Spacing.	10
Unit-II	Business Data Analysis: Spread Sheet: Introduction to MS-EXCEL, Worksheet, Cell, Range, Creation of Worksheet, Editing: Insertion of Columns and Rows, Deletion of Columns and Rows, Use of Formula, Financial Functions-Logical Functions Statistical Functions-Look up and Reference Function-Analysis Tool Pack, Drawing Different Types of Charts, Printing of Worksheet Data.	10
Unit-III	Presentation and Business Records: Presentations: Introduction to MS-Power Point, Preparation and Presentation of Slides, Creation of Graphs, Tables, Organization Charts, Addition of New Slides, Changing Slide Layouts, Animation and Slide Show.	10
Unit-IV	Business Records: Introduction to Tally, Salient Features of Tally.ERP 9, Key Components of Tally.ERP 9, Start and Exit Tally. ERP 9, Setting up a Company in Tally. ERP 9, Working with Companies in Tally.ERP 9.	10
Unit-V	Practical	10
	Total	50

Text Books and Reading Materials (Latest Editions):

1. Saxena Sanjay., First Course in Computers, Vikas Publishing House, New Delhi.
2. Sinha, P. K. and Sinha, P., Foundation of Computing, BPB, Publication.
3. Bharihoka, D., Fundamentals of Information Technology, Excel Book, New Delhi
4. Rajaraman, V., Introduction to Information Technology, PHI.
6. Gupta, V., Tally.ERP 9 Course Kit with GST and MS Excel, Dreamtech Press.amazon.in.
7. Hunt, R. and Shelley, J., Computers and Commonsense, Prentice Hall of India New Delhi.
8. Basundhara, B.S., Computers Today, Galgotia Publications, New Delhi, Latest edition.

BUAD C108: BUSINESS ENVIRONMENT

Semester: I

Credits: 04

Core/Elective: Core

Objective of the Paper:

To make the students understand the changing business environment that has major impact on business operation. It enables students to make business decisions towards successful operation of business.

Unit	Contents	Hours
Unit-I	Introduction, Importance and Classification of Business Environment, Internal and External, Micro- and Macro-Environment, SWOT Analysis, Role of Government on Business Environment, Global Competitiveness.	10
Unit-II	New Economic Policy 1991-Liberalization, Privatisation and Globalization and its Developments, Indian Financial Environment-Money Market and Capital Market in India, Monetary Policy and Fiscal Policy.	10
Unit-III	Gross Domestic Savings and Investment. Gross Domestic Capital Formation, Measurement of National Income, Gross National Product, Gross Domestic Product; Wholesale Price Index, Consumer Price Index, Inflation, Recession, Depression, Business Cycle.	10
Unit-IV	Foreign Direct Investment, Foreign Exchange Management, International Trade, Balance of Payments, Corporate Governance, Corporate Social Responsibility, Doing Business Report.	10
Unit-V	Case Study	10
	Total	50

Text Books and Reading Materials (Latest Editions): and Reading Materials:

1. Paul Justin., Business Environment, Tata McGraw Hill.
2. Dutta and Sundaram, Indian Economy, S. Chand, New Delhi.
3. Aswathappa K., Essentials of Business Environment, HPH.
4. Cherunilam Francis., Business Environment: Text and Cases, HPH.
5. Business Magazines- Business Today, Business India, Business World.
6. www.business-standard.com
7. www.economicstimes.com
8. Electronic Media: CNBC TV 18, CNBC Awaaj, Zee Business.

SEMESTER II- TOTAL CREDITS-32 and CORE-32

BUAD C201: ORGANISATION EFFECTIVENESS AND CHANGE

Semester: II

Credits: 04

Core/Elective: Core

Objective of the Paper:

A sound understanding of business environment is essential for decision making. It is essential for students to integrate the environmental factors and laws related to business for decision making and success of any business.

Unit	Contents	Hours
Unit-I	Organisational Change - Concept, Definition and Meaning, Need for Change, Forces for Change, Strategies to Overcome Resistance to Change, Types and Forms of Organisational Change.	10
Unit-II	Organisational Culture: Meaning and Nature of Organisational Culture, components of Culture, Functions of Organisational Culture, Assessing Organisational Culture and Types of Culture.	10
Unit-III	Meaning of Organisational Design and Structure, Basic Elements of Organisational Structure, Types of Organisation Design, Meaning of Organisational Effectiveness, Effectiveness Versus Efficiency, Measurement of Effectiveness, Factors Influencing Organisational Effectiveness.	10
Unit-IV	Managing Creativity and Innovation: Definition, Need of Creativity and Innovation in Organisations, Forms of Innovation, Importance of Indian Ethos and Values on Present Business Practices. Business Ethics.	10
Unit-V	Case Study	10
	Total	50

Text Books and Reading Materials (Latest Editions):

1. Anderson, A.H. and Barker D., Effective Enterprise and Change Management, Oxford, Blackwell Publisher Ltd..
2. French, W.E. and Bell, C.H., Organization Development, New Delhi, Prentice Hall of India.
3. Rao, S.R. et al., Effective Organization and Social Values, New Delhi, Sage.
4. Khandawalla, P.N., Organisation Design for Excellence, New Delhi, Tata McGraw Hill.
5. Luthans, F., Organizational Behaviour, 7th ed., New York, McGraw Hill.
6. Mendonca, M. and Kanungo, R.N., Work Motivation, New Delhi, Sage.
7. Robbins, S.P., Organizational Behaviour, 7th ed., New Delhi, Prentice Hall of India.

BUAD C202: Research Methodology

Semester: II

Credits: 04

Core/Elective: Core

Objective of the Paper:

The objective of the course is to enable students to develop an understanding and an appreciation of the quantitative and qualitative research methods relevant to address a particular research question.

Unit	Contents	Hours
Unit-I	Research Concept: Meaning of Research; Types of Research- Exploratory Research, Conclusive Research; The Process of Research; Research Applications in Social Science and Business Management, Defining the Research Problem.	10
Unit-II	Research Design: Exploratory, Descriptive, Experimental and Observational. Sampling Techniques- Types of Sample, Sampling Frame, Sampling Error, and Sample Size. Preparation of Questionnaire and Schedules. Collection of Data- Primary and Secondary Data.	10
Unit-III	Data Analysis: Data Measurement and Scaling Techniques. Types of Data- Parametric and Non-Parametric, Data Preparation- Univariate Analysis (Frequency Tables, Bar Charts, Pie Charts, Histogram), Bivariate Analysis – Cross Tabulations and Chi-Square Test.	10
Unit-IV	Hypothesis: Null and Alternative Hypothesis, Steps in Testing of Hypothesis, Type I and Type II Errors. Classification Statistical tools for Testing of Hypothesis based on Types of Data and Number of Variables.	10
Unit-V	Research Report: Types of Report, Report Writing, Categories of Report, Structure of a Good Research Report, Presentation of a Report, Preparation Summer Internship Report.	10
	Total	50

Text Books and Reading Materials (Latest Editions):

1. Kothari, C.R., Research Methodology, New Age International Publishers.
2. Zikmund, Business Research Methods, Cenage, Thomson.
3. Paneerselvam, R., Research Methodology, New Age International Publishers.
4. Bhattacharya, D.K.– Research Methodology, Excel Books.
5. Majhi, Priti R. and Khatua, P. K., Research Methodology, HPH.
6. Chawla, D. and Sondhi, N., Research Methodology, Concept and Cases, Vikas.

BUAD C203: PRODUCTION AND OPERATION MANAGEMENT

Semester: II

Credits: 04

Core/Elective: Core

Objective of the Paper:

The course is designed to acquaint the students with decision making in Planning, scheduling and control of Production and Operation functions in both manufacturing and services; Productivity improvement in operations through layout engineering and quality management etc.; Effective and efficient flow, replenishment and control of materials with reference to both manufacturing and services organizations.

Unit	Contents	Hours
Unit-I	Operation Management: Concepts, Scope and importance of Operations Management, Differences of Goods and Services, Different Decision Making Areas of Operations Management. Productivity: Concept, Computing Productivity, Productivity in Service Sectors, Factors that affect Productivity.	10
Unit-II	Facility Location: Need for location decisions, General Procedure for Making Location Decision. Factors that affect Location Decision, Service and Retail Locations. Facility Layout: Different types of Production Processes, Importance of Facility Layout, Designing of Product Layout, Line balancing, Merits and Demerits, Designing of Process Layout, Cellular layout, Modular Layout, Flexible Layout.	10
Unit-III	Production Planning and Control: PPC in Mass Production, Batch Production, Job Shop Production and Projects, Capacity Planning for Products and Services, Make or Buy Decision, Aggregate Planning.	10
Unit-IV	Inventory Management: Nature and Importance of Inventories, Costs Associated with Inventories, Different EOQ Models, Numerical Problems, JIT.	10
Unit-V	Quality and Quality Control: Definition, Evolution of Qualities, TQM, Different Statistical Quality Control, Acceptance Sampling Plan.	10
	Total	50

Text Books and Reading Materials (Latest Editions):

1. Adam, E.E. and Ebert, R.J., Production and Operations Management, New Delhi, Prentice Hall of India Inc...
2. Chary, S.N., Production and Operations Management, New Delhi, Tata McGraw Hill.
3. Dilworth, James B., Operations Management: Design, Planning and Control for Manufacturing and Services, Singapore, McGraw Hill.
4. Selves, P., Production and Operations Management, Prentice Hall of India.
5. Aswthappa, K., Production and Operations Management, Himalaya Publishers.

BUAD C204: HUMAN RESOURCE MANAGEMENT

Semester: II

Credits: 04

Core/Elective: Core

Objective of the Paper:

In a complex world of industry and business, organizational efficiency is largely dependent on the contribution made by the members of the organization. The objective of this course is to sensitize students to the various facts of managing people and to create an understanding of various policies and practices of human resource management.

Unit	Contents	Hours
Unit-I	Functions of HRM; Process of HRM; Evolution of HRM; Human Resource Planning (HRP): Meaning and Process, Job analysis: Job description and Job specification; Recruitment: Meaning, Sources, Process and Yield; Selection: Meaning and Process, Tests and Interviews, Induction and Socialization.	10
Unit-II	Selection: Procedure, Organisation, Process, Placement: Principles, Problems, Induction: Objectives, Contents, Procedures, Problems, Elements of Good Induction Programme, Manpower Training: Objectives, Need and Importance, Steps in Systematic Training Plan.	10
Unit-III	Performance Appraisal: Meaning, Objective, Process and Methods; Potential Appraisal; Bias in Performance Appraisal; Methods of job evaluation; Meaning of Compensation; Types of compensation; Types of wages and theories; Wage differentials; Pay structure, Wage Law in India, Executive Compensation.	10
Unit-IV	Training need analysis and Methods of training (on-the-job and off-the-job training), Evaluation of Training effectiveness; Management Development. Promotion, Transfer and Separation, Organization Citizenship Behaviour, HRIS, Competency Mapping, Knowledge Management, Employee Engagement.	10
Unit-V	Case Study	10
	Total	50

Text Books and Reading Materials (Latest Editions):

1. Aswathappa, K., Human Resource and Personnel Management, Tata McGraw Hill, New Delhi.
2. De Cenzo, D.A. and Robbins, S.P., Human Resource Management, New York, John Wiley.
3. Guy, V. and Mattock, J., The New International Manager, London, Kogan Page.
4. Holloway, J. ed. Performance Management and Evaluation, New Delhi, Sage.
5. Monappa, A. and Saiyadain M., Personnel Management, New Delhi, Tata Mc-Graw-Hill.
6. Stone, Lloyed and Leslic W. Rue, Human Resource and Personnel Management, RichardD., Irwin, Illinois.
7. Rao Subba P, Human Resource Management and Industrial Relations, HPH.
8. Gupat and Joshi, Human Resource Management, Kalyani Publishers, New Delhi, 2nd Revised ed.

BUAD C205: BUSINESS POLICY AND STRATEGIC MANAGEMENT

Semester: II

Credits: 04

Core/Elective: Core

Objective of the Paper:

The objective of this course is to understand the nature and significance of strategic management as a distinct field of scholarly study. Further it aims at developing an understanding about strategic management processes and techniques and their impact on a firm for intelligent decision-making.

Unit	Contents	Hours
Unit-I	Introduction to Business Policy and Strategic Management, Definition, Nature, Scope and Importance of Strategic Management , Strategic Intent: Purpose, Vision, Mission, Objectives, Goals, Policies and Programme, SWOT analysis tools and techniques for Strategic Management.	11
Unit-II	Environment & Strategy: Analyzing External and Internal Environment, Strategic Management Process: Strategy Formulation, Strategy Implementation, Strategy Evaluation and Control.	13
Unit-III	Business Level Strategies: Generic Competitive Strategies, Corporate Level Strategy, Strategic Alliances, Directional Strategy, Growth, Stability, Expansion Strategy, Retrenchment Strategy, Five Forces of Michael Porter, Core Competence.	10
Unit-IV	Corporate Restructuring, Minz Berg's Model, TOWS Matrix, Hofer's Analysis, BCG, GEC Analysis Strategic Surveillance, Balanced Scorecard Evaluation, .Corporate Governance and Ethics.	09
Unit-V	Case Study	07
	Total	50

Text Books and Reading Materials (Latest Editions):

1. Glueck, William F., Strategic Management and Business Policy, 3rd ed., New York, McGraw-Hill.
2. Hax, A C and Majlut, N S., Strategic Management, Englewood Cliffs, New Jersey, Prentice Hall Inc..
3. Harmel, G and Prahalad, C K., Competing for the Future, Boston, Harvard Business School Press.
4. Peter, T., Business School in a Box, New York, Macmillan.
5. Srinivasan R., Strategic Management – The Indian Context, PHI.
6. Kazmi A., Business Policy and Strategic Management, Tata McGraw-Hill.
7. Reddy S.G., Strategic Management, Himalaya Publishing House.

BUAD C206: BUSINESS LAW

Semester: II

Credits: 04

Core/Elective: Core

Objective of the Paper:

The course is designed to guide the students in understanding basic laws affecting the operations of business enterprises.

Unit	Contents	Hours
Unit-I	The Indian Contract Act, 1872, (Amendment) 2017, Essentials of a Valid Contract, Performance of Contracts, Breach of Contract, Remedies for breach of Contract, Quasi - Contracts.	10
Unit-II	The Sale of Goods Act, 1930, (Amendment) 1995, Contract of Sale of Goods Act, Conditions and Warranties, Auction Sales, Sale and Agreement to Sale, Rights of an Unpaid Seller.	10
Unit-III	The Negotiable Instruments Act, 1881, (Amendment) 2018: Nature and Types, Parties, Presentment, Negotiation and Assignment, Holder-in-Due Course, Dishonour and Discharge of a Negotiable Instrument.	10
Unit-IV	The Companies Act, 1956 and its Subsequent Amendments 1991, 1995, 2013, 2016, 2019, Nature and Types of Companies, Formation, Memorandum and Articles of Association, Prospectus. Shares and Share Capital.	10
Unit-V	Case Study	10
	Total	50

Text Books and Reading Materials (Latest Editions):

1. Singh, Avtar., Company Law. Lucknow, Eastern.
2. Khergamwala, J.S., The Negotiable Instrument Acts, Bombay, N. M. Tripathi.
3. Ramaiya, A., Guide to the Companies Act, Nagpur, Wadhwa.
4. Shah. S. M., Lectures on Company Law, Bombay, N. M. Tripathi.
5. Tuteja S.K., Business Law For Managers, New Delhi, Sultan Chand.
6. Garg, K.C. V.K. Sareen, Mukesh Sharma, R.C.Chawla, Business and Company Law, Kalyani Publishers.
7. Mahaswari,S.N, A Manual of Business law, HPH, Mumbai.

BUAD C207: FINANCIAL MANAGEMENT

Semester: II

Credits: 04

Core/Elective: Core

Objective of the Paper:

To make the students understand the theory and practice of financial management to take optimal decision and action by integrating all functional areas of the organisation to achieve the goal of the organisation.

Unit	Contents	Hours
Unit-I	Importance, Finance Function, Financial Goal - Profit Maximization vs. Wealth Maximisation, Risk-return Trade-off. Time Value of Money, Present Value of a Single Cash Flow, Annuity, Perpetuity and Growing Perpetuity.	10
Unit-II	Cost of Capital-Cost of Debt, Preference Capital and Equity Capital, Weighted Average Cost of Capital, Capital Budgeting (Investment) Decision. Nature and Importance, Evaluation Criteria-(1) Non-Discounted (Traditional) Cash Flow Criteria: (2) Discounted Cash Flow (DCF) Criteria.	10
Unit-III	Working Capital Management, Determinants, Financing of Current Assets, Estimating Working Capital Requirement, Optimum Level of Current Assets; Receivables Management, Optimum Credit policy, Inventory Management and Optimum Inventory Policy; Cash Management, Optimum Cash Balance.	10
Unit-IV	Financial Leverage, Operating Leverage, Degree of Financial Leverage and Operating Leverage, Combined Leverage, Operating Risk, Financial Risk, Optimum Capital Structure, Internal Financing and Dividend Policy-Practical Considerations in Dividend Policy, Stability of Dividend, Bonus Issue, Stock Split, Buy Back of Shares.	10
Unit-V	Case Study	10
	Total	50

Text Books and Reading Materials (Latest Editions):

1. Pandey. I.M., Financial Management, Vikas Publishing House.
2. Brigham, E., Fundamentals of Financial Management, Cengage
3. Chandra, Prasanna, Financial Management, Tata McGraw Hill.
4. Khan M.Y. and Jain P.K, Financial Management Text and Problems, Tata McGraw Hill.
5. Sharma R.K. and Gupta S.K. Financial Management, Kalyani.
6. Van Horne James C., Financial Management and Policy, Prentice Hall.
7. www.business-standard.com,
8. www.economictimes.com
9. Business India, Business Today, Business World.
10. Business News Channels: CNBC TV18, CNBC Awaaz, Zee Business, etc.

BUAD C208: MANAGEMENT INFORMATION SYSTEM

Semester: II

Credits: 04

Core/Elective: Core

Objective of the Paper:

The objective of the course is to develop the basic understanding of the decision support system of for business organization.

Unit	Contents	Hours
Unit-I	Role of Information Systems in Business Today, Perspectives of Information Systems and Information Technology: Management Information System, Definition, Characteristics, Limitations, Understanding Information Systems: A Business Problem Solving Approach, Information Systems and Career.	10
Unit-II	Transaction Processing Systems, Objectives, Types, Online, Offline, Decision Support Systems (DSS): Definition, Characteristics, Types, Advantages, Limitations, System Analysis and Design, System Development Life Cycle (SDLC).	10
Unit-III	Executive Information Systems; Features, Components, Benefits, Comparisons with DSS, Functional Information areas Like Finance and Accounting Information System, Marketing Information System.	10
Unit-IV	Manufacturing Information System, Human Resources Information Systems. Enterprise Resource Planning, Definition, Types, ERP Implementations, ERP software Packages.	10
Unit-V	Case Study	10
	Total	50

Text Books and Reading Materials (Latest Editions):

1. Keen, Peter G.W., Decision Support System an Organisational Perspective Addison-Wesley Pub.
2. Theierauff, Robert J., Decision Support System for - Effective Planning - Prentice Hal.
3. Krober, Donald W., and Hugh. J. Watson Computer based Information System New York.
4. Davis, Michael W. A., Management Approach - Macmillan Publishing Company, Prentice Hall, New Jersey.
5. Andrew P., Decision Support System Engineering, Sage, John Wiley and Sons, New York.
6. O'Brien and Maracas, Management Information Systems, TMH Publication.
7. Madan, Sushila, Management Information and Control Systems, Taxman's Publication.
8. Murthy, C.S.V., Management Information Systems, HPH.

SEMESTER III- TOTAL CREDITS-32, CORE-8 CREDITS AND ELECTIVES-24 CREDITS

BUAD C 301: ENTREPRENEURSHIP DEVELOPMENT

Semester: III

Credits: 04

Core/Elective: Core

Objective of the Paper:

The objective of the course to develop the basic understanding of entrepreneurship entrepreneurial processes, recognize the importance of entrepreneurship and identify the profile of entrepreneurs and their role in economic growth.

Unit	Contents	Hours
Unit-I	Concept of entrepreneur, Concept of Entrepreneurship, Nature and Importance, Types of Entrepreneur, Quality of an Entrepreneur, Scope, Entrepreneurial Traits and Skills, Entrepreneurial Motivation and Achievement, Role of Entrepreneurship in Economic Development, Barriers of Entrepreneurship, Growth of Entrepreneurship in India, Recent Trends of Women Entrepreneurship.	10
Unit-II	Marketing of Small and Medium Enterprises, Concept of Marketing, Importance of Marketing of SME, Market Planning, Channel of Distribution, Retail Marketing, Importance of Retail Marketing, Wholesale Marketing, Importance, Marketing Problems of Small Enterprises.	10
Unit-III	Institutional Finance to Entrepreneurs, its Need, Role of Commercial Banks, Role of Development Banks: ICICI, IDBI, IFCI, IIBI, SIDBI, EXIM Bank, Institutional Support: SIDO, SISI, DICs, Indian Institute of Entrepreneurship, NSIC, SIDCs, SFCs, Directorate of Industries of the State Government and Role of Microfinance Institutions.	10
Unit-IV	Project, Meaning, Characteristics, Attributes of a Good Project Manager, Types of Project, Project Identification, Project Formulation and Preparation, Preparation of Detailed Project Report (DPR).	10
Unit-V	Case Studies	10
	Total	50

Text Books and Reading Materials (Latest Editions):

1. Khanka, S.S, Entrepreneurial Development, S.Chand and Co Ltd.
2. Sahay, A. and Nirjar, A. Entrepreneurship, Excel Books.
3. Morse, E.A., Mitchell, R.K, Cases in Entrepreneurship, Sage Publications.
4. Bhowmik, S.R. and Bhowmik.M., Entrepreneurship , New Age International.
5. Patro, K.K, Entrepreneurship Development, HPH.
6. Desai, V., and Kaur, K., Entrepreneurship Development and Management, HPH.
7. Khaton, N., Entrepreneurship Development, HPH.
8. Nagarajan, Project Management and Planning, New Age publications.

BUAD C302 OPERATION RESEARCH

Semester: III

Credits: 04

Core/Elective: Core

Objective of the Paper:

The course is designed to introduce the students to the principles of operation research techniques and their applications in decision making, students will also be required to use computer packages for data processing purposes.

Unit	Contents	Hours
Unit-I	Linear Programming, Problem Meaning, Scope, Application, Assumptions and Limitations, Formulation of LPP, Graphical Method and Simplex Methods of Solution, Big M Method	10
Unit-II	Transportation Problem: Special case of LPP, Different Initial Solutions, Final Solutions, U-V method, Stepping Stone Method, Degeneracy on Transportation Problem, Unbalanced T.P. Assignment Problem: Mathematical Formulation of Assignment Problem, Hungarian Method, Maximal Assignment Problem, Travelling Salesman Problem (Routing).	10
Unit-III	Network Analysis: PERT, CPM, Cost Time Trade Off.	10
Unit-IV	Markov Analysis: Markov Process, Formulation and transition probability matrix, Markov Chain, Steady State. Game Theory: Characteristic of Basic definition, Saddle point dominance rules, Graphical Method, Matrix Method, Iterative Method	10
Unit-V	Queuing theory: Meaning and Scope of Queuing Theory, (M M 1), (∞ FIFO), Numerical Problems Job Sequencing : Assumptions, Processing of N jobs 2 machines, n Jobs through 3 Machines, Graphical Method of Solving 2 Jobs through Machines	10
	Total	50

Text Books and Reading Materials (Latest Editions):

1. Sharma, S.D., Operations Research, Kedar Nath, Ram Nath and Co.
2. Gould, F.J. et al., Introduction to Management Science, Englewood Cliffs, New Jersey, Prentice Hall Inc.
3. Taha Harndy A., Operations Research: An Introduction, MacMillan, New York.

SPECIALISATION PAPERS (THIRD SEMESTER)

Group -A: MARKETING

BUAD E311 CONSUMER BEHAVIOUR

Semester: III

Credits: 04

Core/Elective: Elective

Objective of the Paper:

The basic objective of this course is to develop an understanding about the factors influencing consumers buying decision process and it helps marketers to recognise and forecast the purchase behaviour of consumers.

Unit	Contents	Hours
Unit-I	Introduction to Consumer Behaviour; Types of Consumer Behaviour, Consumer Behaviour and Marketing Strategies, Consumer Involvement and Decision Making, Advantages of Studying Consumer Behaviour. Factors Influencing Consumer Behaviour.	08
Unit-II	Consumer Buying Decision Processes: Problem Recognition, Information Search and Process, Evaluation Criteria, Purchase, Post Purchase, Post Purchase Buying Behaviour, Models of Consumer Behaviour.	13
Unit-III	Individual Determinants of Consumer Behaviour:, Consumer Motivation and Involvement, Consumer Attitude, Personality and Self Concept, Learning and Memory	11
Unit-IV	External Influences: Culture, Sub-Culture, Social Class, Family Decision Making, Reference Group, Personal Influence and Other influences, Diffusion of Innovation and Opinion Leadership, Industrial Buying Behaviour.	10
Unit-V	Case Study	08
	Total	50

Text Books and Reading Materials (Latest Editions):

1. Assael, H., Consumer Behaviour and Marketing Action, Ohio, South Western.
2. Engle, J.F. etc., Consumer Behaviour, Chicago, Dryden Press.
3. Howard, John A. etc., Consumer Behaviour in Marketing, Englewood Cliffs, New Jersey, Prentice Hall Inc..
4. Hawkins, D.I. etc., Consumer Behaviour: Implications for Marketing Strategy, Texas, Business.
5. Mowen, John C., Consumer Behaviour, New York, McMillan, Latest edition.
6. Sciffman, L.G. and Kanuk, L.L., Consumer Behaviour, New Delhi, Prentice Hall of India.
7. Loudon David L. and Della Bitta Albert J, Consumer Behaviour, Tata McGraw Hill.

BUAD E312: ADVERTISING MANAGEMENT

Semester: III

Credits: 04

Core/Elective: Elective

Objective of the Paper:

The aim of the paper is to acquaint the students with concepts, techniques and give experience in the application of concepts for building a brand and developing an effective advertising programme.

Unit	Contents	Hours
Unit-I	Advertising Management: Advertising – Definition, Nature and Scope; Advertising and Society, The structure of Advertising Industry: Advertisers, Agencies, Media Companies and Support Organisations, Advertising Agency and its Role, Types of Advertising- Consumer, Industrial, Trade and Non-profit, Corporate Advertising.	10
Unit-II	Advertising Campaign Planning Process- Five M's of Advertising- Mission, Money, Message, Media and Measurement, Setting Advertising Objectives: Communication Objectives, Sales Vs. Advertising Objectives, DAGMAR Approach for Setting Advertising, Defining Advertising Goals, Advertising Budget and Methods of Budgeting for Advertising.	10
Unit-III	Developing and Designing a Message: Creativity, Planning Creative Strategy, Creative Process, Elements of Creative Strategy, Role of Creativity in Advertising, Slogans/Taglines. Advertising Headlines: Components of Print Advertising, The Headlines, Body Copy, Illustrations and Visual Elements.	10
Unit-IV	Media Planning in India, Developing a Media Plan, Types of Media, Types of Outdoor Advertising, Transit Advertising, Point of Purchase Advertising; Measuring the Effectiveness of Advertisements, Pre-testing and Post-testing of Advertisements, Methods of Pre-testing and Post-testing Advertisements. Regulations of Advertising.	10
Unit-V	Case Study	10
	Total	50

Text Books and Reading Materials (Latest Editions):

1. Aakar, David A. etc., Advertising Management, 4th ed., New Delhi, Prentice Hall of India.
2. Belch, George E. and Belch, Michael A., Introduction to Advertising and Promotion, 3rd ed., Chicago, Irwin.
3. Borden, William H., Advertising, New York, John Wiley.
4. Hard, Norman, The Practice of Advertising, Oxford, Butterworth Heinemann.
5. Kevin, Keller, Strategic Brand Management, Latest Edition.
6. Ogilvy, David, Ogilvy on Advertising, London, Longman.
7. Sengupta, Subroto, Brand Positioning, Strategies for Competitive Advantages, New Delhi, Tata McGraw Hill.

BUAD E313: INTERNATIONAL MARKETING

Semester: III

Credits: 04

Core/Elective: Elective

Objective of the Paper:

The basic objective of this course is to acquaint the students with environmental, procedural, institutional and decisional aspects of International marketing.

Unit	Contents	Hours
Unit-I	Conceptual Framework of International Marketing: Basic Differences Between Domestic and International Marketing, International Marketing Environment. EPRG framework in International Marketing, Stages of Development into Global Marketing.	10
Unit-II	Indian Foreign Trade: Indian Trade Policy - Recent trends in India's Foreign Trade - Export Assistance, Institutional Infrastructure for Export Promotion in India Identification of Foreign Markets: Product Planning for Exports – Export Pricing.	10
Unit-III	Market Entry and Overseas Distribution System - Promoting Products Internationally Overseas Market Research, Marketing Plan for Exports.	10
Unit-IV	New Techniques in International Marketing, International Subcontracting, Joint Ventures, and Counter Trade Arrangements, Multinationals. Export Finance, Risk export Documents and Procedure.	10
Unit-V	Case Study	10
	Total	50

Text Books and Reading Materials (Latest Editions):

1. Bhattacharya, B. Export Marketing : Strategies for Success. New Delhi, Global Business Press.
2. Johri, Lalit M., International Marketing, Strategies for Success, University of Delhi, Faculty of Management Studies.
3. Keegan, W., 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. Pripalomi, V.H, International Marketing, Prentice Hall.
6. Terpstra, Vern and Sarathy. R., International Marketing, Orlando, Dryden Press.
7. Walter, I and Muray, T. Handbook of International Business, New York, John Wiley.

BUAD E314: BRAND MANAGEMENT

Semester: III

Credits: 04

Core/Elective: Elective

Objective of the Paper:

The course is designed to familiarize the students with the concepts of brand management strategies in the emerging scenario.

Unit	Contents	Hours
Unit-I	Understanding Brands: Brand Hierarchy, Brand Personality, Brand Image, Brand Identity, Brand Positioning, Brand Equity, Value Addition from Branding – Brand Customer Relationships.	10
Unit-II	Brand Loyalty and Customer Loyalty, Managing Brands, Brand Creation, Brand Extensions, Brand Product Relationships, Brand Portfolio.	10
Unit-III	Brand assessment through Research, Brand Identity, Position, Image, Personality Assessment and Change, Brand Revitalisation.	10
Unit-IV	Financial Aspects of Brands, Branding in Different Sectors, Customer, Industrial, Retail and Service Brands.	10
Unit-V	Case Study	10
	Total	50

Text Books and Reading Materials (Latest Editions):

1. Aakar David, A. Managing Brand Equity, New York, Free Press,.
2. Cowley, Don., Understanding Brands, London, Logan Rage.
3. Czerniawaski, Richard D. and Michael W. Maloney Creating Brand Royalty, AMACOM, NY.
4. Kapferer, J N. Strategic Brand Management, New York, Free Press.
5. Murphy, John A., Brand Strategy, Cambridge, TehDirector Books.
6. Chunawalla, Brand Management, HPH.

GROUP-B: FINANCE

BUAD E315: SECURITY ANALYSIS AND INVESTMENT MANAGEMENT

Semester: III

Credits: 04

Core/Elective: Elective

Objective of the Paper:

The objective is to provide proper understanding on the theory and practice of security analysis and investment management so as to enable the students to perform the role of security analyst.

Unit	Contents	Hours
Unit-I	Investment-Characteristics, Objectives, Types of Investors, Investment Alternatives, Financial Markets- Participants and its Regulatory Environment. Financial Instruments, Operations of Indian Stock Market, New Issue Market, Mechanics of Investing.	10
Unit-II	Methods of Floating New Issues, Listing of Securities, Market Indices and Return, Credit Rating Agencies, Return and Risk Associated with Investment, Types of Risk - Systematic Risk and Unsystematic Risk, Measurement of Risk.	10
Unit-III	Fundamental analysis - Economic Analysis, Industry Analysis, Company Analysis, Share Valuation Model - One Year holding period, Multiple year Holding Period, Constant Growth Model, Multiple Growth Model, Bond Valuation - Yield to Maturity.	10
Unit-IV	Technical analysis- Basic Principles of Technical Analysis, Dow theory, Elliot Wave Theory. Efficient Market Theory - Random Walk Theory, Efficient Market Hypothesis (EMH), EMH vs. Fundamental and Technical Analysis.	10
Unit-V	Case Study	10
	Total	50

Text Books and Reading Materials (Latest Editions):

1. Kevin, S, Security Analysis and Portfolio Management, Prentice Hall of India.
2. Bodie, Z. Kane, A. and Mohanty, P, Investments, Tata McGraw Hill.
3. Prasanna Chandra, Investment Analysis and Portfolio Management, Tata McGraw Hill.
4. www.moneycontrol.com.
5. www.business-standard.com.
6. www.economictimes.com.
7. Business News Channels: CNBC TV18, CNBC Awaaz, Zee Business, etc.

BUAD E316: PROJECT PLANNING, ANALYSIS AND MANAGEMENT

Semester: III

Credits: 04

Core/Elective: Elective

Objective of the Paper:

The paper intends to focus on acquiring knowledge and application of various financial concepts into the appraisals of a project and to understand the framework for evaluation of capital expenditure proposals, their planning and management in the review of the projects undertaken.

Unit	Contents	Hours
Unit-I	Concept of a Project, Characteristics, Project Life Cycle, Attributes of a Effective Project Manager, Taxonomy of Projects, Project Identification and Formulation, Tax Incentives and Tax Planning for Project Investment Decisions.	10
Unit-II	Market Demand and Situational Analysis, Technical Analysis: Project Appraisal Technical Appraisal, Commercial Appraisal, Economic Appraisal, Financial Appraisal, Management Appraisal, Social Cost Benefit Analysis, Project Risk Analysis.	10
Unit-III	Project Planning and Scheduling, Project Financing: Cost of Project, Components of Capital Cost of a Project, Sources of Financing, Role of Financial Institutions in Project Financing, Network Techniques for Project Management.	10
Unit-IV	Project Review and Administrative Aspects, Problem of Time and Cost Overrun in Public Sector enterprises in India, Environmental Appraisal of Projects, Rehabilitation of Sick Units.	10
Unit-V	Case Study	10
	Total	50

Text Books and Reading Materials (Latest Editions):

1. Ahuja, G K and Gupta, Ravi., Systematic Approach to Income Tax, Allahabad, Bharat Law House.
2. Bhalla, V K., Modern Working Capital Management, New Delhi, Anmol.
3. Bhalla, V K., Financial Management and Policy, 2nd ed., New Delhi, Anmol.
4. Chandra, Prasanna, Projects: Preparation, Appraisal, Budgeting and Implementation, 3rd ed., New Delhi, Tata McGraw Hill.
5. Dhankar, Raj S., Financial Management of Public Sector Undertakings, New Delhi, Westville.
6. Nagarajan, K., Project Management, New Age International.
7. S Choudhury, Project Management, Tata McGraw Hill.
8. Desai, Basanta, Project Management, HPH.

BUAD E317: INTERNATIONAL FINANCIAL MANAGEMENT

Semester: III

Credits: 04

Core/Elective: Elective

Objective of the Paper:

The objective of this paper is to give students an overall view of international financial system and how multi-national corporations operate.

Unit	Contents	Hours
Unit-I	Multinational Financial Management – An Overview, Evolution of the International Monetary and Financial System.	10
Unit-II	Managing Short Term Assets and Liabilities, Long Run Investment Decisions, The Foreign Investment Decision, Political Risk Management.	10
Unit-III	Multinational Capital Budgeting, Applications and Interpretation, Cost of Capital and Capital Structure of the Multinational Firm.	10
Unit-IV	Dividend Policy of the Multinational Firm, Taxation of the Multinational Firm, Country Risk Analysis, Long Term Financing.	10
Unit-V	Case Study	10
	Total	50

Text Books and Reading Materials (Latest Editions):

1. Abdullah, F A., Financial Management for the Multinational Firm, Englewood Cliffs, Prentice Hall Inc.
2. Apte, P.G., International Financial Management, Tata McGraw Hill.
3. Buckley, Adrian, Multinational Finance. New York, Prentice Hall Inc.
4. Kim, Suk and Kim, S., Global Corporate Finance: Text and Cases, Miami Florida, Kolb.
5. Shapiro, Alan C., Multinational Financial Management, New Delhi, Prentice Hall of India.

BUAD E318: WORKING CAPITAL MANAGEMENT

Semester: III

Credits:

04

Core/Elective: Elective

Objective of the Paper:

The objective of the course is to acquaint the students with the importance of the working capital and the techniques used for effective working capital management

Unit	Contents	Hours
Unit-I	Concept of Working Capital Management, Importance of Working Capital, Kinds of Working Capital, Factors Determining Working Capital, Estimating Working Capital Requirements.	10
Unit-II	Management of Cash-Motives for Holding Cash and Marketable Securities; Cash System; Managing the Cash Flows, Types of Collection Systems, Cash Concentration Strategies, Disbursement Tools, Investment in Marketable Securities, Forecasting Cash Flows, Managing Corporate Liquidity and Financial Flexibility, Measures of Liquidity, Determining the Optimum Level of Cash Balance-Baumol Model, Miller- Orr-Model, Stone Model.	10
Unit-III	Receivable Management-Determining the Appropriate Receivable Policy, Marginal Analysis, Credit Analysis and Decision, Inventory Management-Kinds of Inventories, Benefits and Costs of Holding Inventories.	10
Unit-IV	Inventory Management and Valuation, Inventory Control Models, Short-term Financing, Programming Working Capital management, Integrating Working Capital and Capital Investment Processes, Working Capital Control and Banking Policy in India.	10
Unit-V	Case Study	10
	Total	50

Text Books and Reading Materials (Latest Editions):

1. Pandey, I.M., Financial Management, Vikas Publishing House.
2. Hampton, J.J. and C.L.Wagner, Working Capital Management, John Wiley and Sons.
3. Mannes, T.S., and J.T. Zietlow, Short-term Financial Management, West Pub. Co.
4. Scherr, F.C., Modern Working Capital Management, Prentice Hall.
5. Smith, Keith V. and G.W. Gallinger, Readings on Short-term Financial Management, West Pub. Co.
6. Periya Sami, Working Capital Management, HPH.

GROUP-C: HUMAN RESOURCE MANAGEMENT

BUAD E319: COMPENSATION MANAGEMENT

Semester: III

Credits: 04

Core/Elective: Elective

Objective of the Paper:

Students will understand various dimensions of Compensation Management. Compensation strategies and emerging trend in expatriate compensation will also be learned. Concept of incentive plans, pre-requisites for designing effective incentive schemes will be discussed in class.

Unit	Contents	Hours
Unit-I	Compensation Management: Compensation Management, Compensation and Non compensation Dimensions, 3-P Concept in Compensation Management, Compensation as Retention Strategy, and Compensation for Special Groups, Salary Progression, Methods of Payment, Limitations of Job Related Compensation, and Competency based Compensation (Broad Pay Bands and 360 Degree Feedback).	10
Unit-II	Wage & Salary Administration: Concept, Wage structure, Wage Fixation, Wage and Salary administration. Definition of Job Evaluation, Job Evaluation Process, Job Evaluation Methods.	10
Unit-III	Compensation Strategy: New thinking for the New Millennium, Reward Excellence, Individualizing the Pay System, Organizational and External Factors Affecting Compensation Strategies, Compensation Strategies as an Integral Part of HRM, Expatriate Compensation and its Objectives, Elements of Expatriate's Compensation Package.	10
Unit-IV	Incentive Schemes: Concept, features, types of Incentive Schemes, Wage Incentive Plans, Pre-requisites of Effective Incentive Schemes, Merits and Demerits of Incentives, performance based Pay System, Executives Compensation Plan and Packages. Concept of Voluntary Retirement Scheme (VRS) Approaches to Deal with Workforce Redundancy, Costs and Benefits to the Company, VRS for Public Sector Employees.	10
Unit-V	Case Study	10
	Total	50

Text Books and Reading Materials (Latest Editions):

1. Dessler.Gary. Strategic Compensation Management, Pearson.
2. SinghB.D., Compensation and Reward Management, Excel Books.
3. Milkvich& Newman, Compensation, TMH.
4. Bhatia Kanchan. Compensation Management, Himalaya Publishing House.
5. Bhattacharya Deepak. Compensation Management, Oxford University Press.

BUAD E320: HUMAN RESOURCE DEVELOPMENT

Semester: III

Credits: 04

Core/Elective: Elective

Objective of the Paper:

The purpose of this course is to make the students aware about the concepts, techniques & practices of Human Resource Development.

Unit	Contents	Hours
Unit-I	Introduction to Human Resource Development: Concept; Relationship between Human Resource Management and Human Resource Development; HRD Mechanisms, Processes and Outcomes; HRD Matrix; HRD Interventions; Roles and Competencies of HRD Professionals; Challenges in HRD.	10
Unit-II	HRD Process: Assessing need for HRD; Designing and Developing Effective HRD Programs; Implementing HRD Programs; Evaluating Effectiveness of HRD Programs; HRD audit; HRD Culture and Climate. Coaching and Mentoring, Counseling.	10
Unit-III	HRD Activities: Employee Development Activities- Approaches to Employee Development, Leadership Development, Action Learning, Assessment and Development Centre, HRD Mechanisms for Workers; Influence of Motivation on Development Activities.	10
Unit-IV	HRD Applications and Trends: HRD in Organisations: Selected Cases Covering HRD Practices in Government Organizations, Manufacturing and Service Industries and MNCs; International Experiences of Human Resource Development.	10
Unit-V	Case Study	10
	Total	50

Text Books and Reading Materials (Latest Editions):

1. Nadler, L, Corporate human Resources Development, Van Nostr and Reinhold.
2. Mankin, Human Resource Development, Oxford University Press India.
3. Haldar, Human Resource Development, U. K.,Oxford University Press India.
4. Rao, T.V, Future of HRD, Macmillan Publishers India.
5. Rao, T.V, HRD Score Card 2500: Based on HRD audit, -Response Books, SAGE Publications.

BUAD E321: MANAGEMENT TRAINING AND DEVELOPMENT

Semester: III

Credits: 04

Core/Elective: Elective

Objective of the Paper:

The purpose of this paper is to provide an in-depth understanding of the role of Training in the HRD and to enable the course participants to manage the Training systems and processes.

Unit	Contents	Hour
Unit-I	Overview of Management Training and Development : Concept of Management Training, Function, Benefits, Characteristics, Management Training Process, Types, Models, Role, Responsibilities and Challenges to Training Managers.	10
Unit-II	Training Needs Identification: Definition, Purpose, Approaches, Models, Methods, Selection, Design of instruments, Compilation of Data, Interpretation of Data, Report on Training Needs, Guidelines for Conducting Training needs identification Study.	10
Unit-III	Learning Process: Concept, Learning Process, Dimensions of learning process, Domains of learning, Instructional Objectives, Learning modes, Learning styles, Barriers to learning.	10
Unit-IV	Training Methods and Techniques: Introduction, Training Strategy, Lecture Method, Team Teaching, Learning in Groups, On-the-job, Vestibule and Off-the Job Training, Evaluation of training, Management Training Research.	10
Unit-V	Case Study	10
	Total	50

Text Books and Reading Materials (Latest Editions):

1. Beunet, Roger ed., Improving Training Effectiveness, Aldershot, Gower.
2. Buckley R. and Caple, Jim, Theory and Practice of Training, London, Kogen and Page.
3. Lynton, R. Pareek, U., Training for Development, Vistaar, New Delhi.
4. Pepper, AD., Managing the Training and Development Function, Aldershot, Gower.
5. Rac, L., How to Measure Training Effectiveness, Aldershot, Gower, Latest edition.

BUAD E322: HUMAN RESOURCE PLANNING AND DEVELOPMENT

Semester: III

Credits: 04

Core/Elective: Elective

Objective of the Paper:

The objective of this paper is to develop a conceptual as well as a practical understanding of Human Resource Planning and Development in organizations.

Unit	Contents	Hours
Unit-I	Macro Level Manpower Planning and Labour Market Analysis : Organisational Human Resource Planning : Stock Taking, Work Force Flow Mapping, Age and Grade Distribution Mapping.	10
Unit-II	Models and Techniques of Manpower Demand and Supply Forecasting : Behavioural Factors in Human Resource Planning – Wastage Analysis, Retention, Redeployment and Exit Strategies.	10
Unit-III	Career Management and Career Planning, Performance Planning, Potential Appraisal and Career Development, HRD Climate, Culture, QWI and Management of Change, TQM and HRD Strategies.	10
Unit-IV	HRD in Strategic Organisations, Human Resource Information System, Human Resource Valuation and Accounting.	10
Unit-V	Case Study	10
	Total	50

Text Books and Reading Materials (Latest Editions):

1. Arthur, M. Career Theory Handbook. Englewood cliff. Prentice Hall Inc.
2. Dale, B. Total Quality and Human Resources: An executive Guide. Oxford, Blackwell,
3. Greenhaus, J H. Career Management, New York, Dryden.

SEMESTER IV- TOTAL CREDITS-32, CORE-8Credits and ELECTIVES-24 Credits

BUAD P401: SUMMER TRAINING PROJECT REPORT (100 Marks)

At the end of the First Year (i.e. Second Semester) courses, each student is required to undergo Summer Training of 6 to 8 weeks duration in any business organization. Each candidate is required to submit the Summer Training Project Report immediately within 45 days of Completion of Summer Training i.e. during Third Semester. The project report must be accompanied with a certificate from the faculty guide and concerned business organization in which the student has undergone Summer Training. The Summer Training Project Report will be evaluated by the External Examiner and the concerned Faculty Guide before the Fourth Semester Examinations

BUAD P402 (A):- COMPREHENSIVE VIVA-VOCE (50 MARKS)

During the Fourth Semester, Comprehensive Viva Voce on the Summer Training Project Report prepared during the period of training undergone, shall be conducted by a Committee consisting of an External Examiner from Academics, External Examiner from Industries and Internal Examiner preferably the Head of the Department before the End Semester Examination.

BUAD P402 (B):- SEMINAR PRESENTATION (50 MARKS)

Each student is required to submit a Seminar Paper on a topic related to his/her Specialisation or latest topic and submit two copies to the department for evaluation during the fourth semester. Further each student will present his/her said paper before the Staff Council of the department.

SPECIALIZATION PAPERS (FOURTH SEMESTER)

GROUP-A: MARKETING

BUAD E411: MARKETING OF SERVICES

Semester: IV

Credits: 04

Core/Elective: Elective

Objective:

The objective of this course is to develop insights into the emerging trends in the services sector in a developing economy and to promote customer satisfaction through service delivery processes.

Unit	Contents	Hours
Unit-I	Introduction to Services, Growth of Service Sector Economy, Nature of Services, Goods and Services Marketing; Characteristics of Services, Service Classification, Service Marketing Mix.	09
Unit-II	Service Product Development, Pricing of Services, Service communication mix, The Service Encounter, Consumer Behaviour in Services, Customer Expectation and Perception of Service.	12
Unit-III	Service Management Trinity, Service Delivery Process, Customer Satisfaction and Service Quality, Gaps Model, Service Recovery and Customer Retention.	11
Unit-IV	Service Design and Standards, Physical Evidence and Service Scope, Service Distribution, Marketing of Services and Information Technology, e-Services.	10
Unit-V	Case Study	08
	Total	50

Text Books and Reading Materials (Latest Editions):

1. Lovelock, Christopher H., Managing Services: Marketing Operations and Human Resources, Englewood Cliffs, New Jersey, Prentice Hall Inc.
2. Lovelock, Christopher H., Services Marketing, Englewood Cliffs, New Jersey, Prentice Hall Inc.
3. Mc Donald, Malcom and Payne, A., Marketing Planning for Services, Butterworth, Heinemann.
4. Newton M.P., Payne, A., The Essence of Services Marketing, New Delhi, Prentice Hall of India.
5. Verma, H.V., Marketing of Services, New Delhi, Global Business Press.
6. Zeithaml, Y.A., and Bitner, M.J., Services Marketing, New York, McGraw Hill.
7. Srinivasan R, Services Marketing, PHI.

BUAD E412: SALES AND DISTRIBUTION MANAGEMENT

Semester: IV

Credits: 04

Core/Elective: Elective

Objective of the Paper:

The purpose of this paper is to acquaint the students with the concepts in developing a sound sales and distribution policy in organizing and managing sales force and marketing channels.

Unit	Contents	Hours
Unit-I	Introduction: Evolution of Sales Management, Nature and Importance of Sales Management, Sales objectives, Strategies and Tactics, Emerging Trends in Sales Management, Personal Selling: Preparation and Process, Sales Management Process.	10
Unit-II	The Sales Organisation: Purpose, Principles and Policies of Sales Organization, Setting up of the Sales Organization, Typical Sales Organization Structure, Management of Sales Territories, Sales Quota Setting.	10
Unit-III	Sales Force Staffing Process: Planning, Recruiting, Selecting, Hiring and Socialisation of Sales Personnel; Training, Motivating, Compensating and Leading the Sales Force. Controlling the Sales Force.	10
Unit-IV	Distribution Management: Definition, Need, Adding Value to the Marketing Mix; Marketing Channels- Define, Channel Formats, Channel Levels: Prominent Channel Systems- Vertical, Horizontal and Multi- Channel Marketing Systems. Emerging trends in Distribution Management.	10
Unit-V	Case Study	10
	Total	50

Text Books and Reading Materials (Latest Editions):

1. Anderson, R., Professional Sales Management, Englewood Cliffs, Prentice Hall Inc.
2. Anderson, R., Professional Personal Selling, Englewood Cliffs, Prentice Hall Inc.
3. Buskirk, R. H and Stanton, W J., Management of Sales Force, Homewood Illinois, Richard D. Irwin.
4. Dalrmpole, D J. Sales Management: Concepts and Cases, New York, John Wiley.
5. Johnson, E M etc. Sales Management : Concepts, Practice and Cases, New York, McGrawHill.
6. Stanton, William J etc. Management of a Sales Force, Chicago, Irwin.
7. Still, R R. Sales Management, Englewood Cliffs, New Jersey, Prentice Hall Inc..
8. Still, Cundiff and Govoni, Sales Management: Decision Strategies and Cases, Pearson/PHI.
9. Panda and Sahdev, Sales and Distribution Management, Oxford University Press.

BUAD E413: DIGITAL AND SOCIAL MEDIA MARKETING

Semester: IV

Credits: 04

Core/Elective: Elective

Objective of the Paper:

Objective of the course is to impart knowledge to navigate Internet Marketing topics including online advertising, search, social media, and online privacy.

Unit	Contents	Hours
Unit-I	Introduction to Digital Marketing: Key Concepts of Digital Marketing, Traditional vs. Digital Marketing, Opportunity of Digital Marketing, Characteristics of Digital Marketing, Implications of Digital Marketing, Role of Internet; Current Trends, Info-graphics, implications for Business & Society; Emergence of Digital Marketing as a Tool; Drivers of the New Marketing Environment; Digital Marketing Strategy; P.O.E.M. Framework, Digital Landscape.	12
Unit-II	Internet Marketing and Digital Marketing Mix: Internet Marketing, Opportunities and Challenges; Digital Marketing Framework; Digital Marketing Mix, Impact of Digital Channels on IMC; Digital Marketing Plan, Digital Marketing Models. Search Engine Advertising, Display Marketing .	08
Unit-III	Social Media Marketing: Introduction to Social Media Platforms, Penetration & Characteristics; Building a Successful Social Media Marketing Strategy: Facebook Marketing, LinkedIn Marketing, Twitter Marketing, Instagram and Snapchat, Mobile Marketing & E-mail Marketing.	10
Unit-IV	Trends in Digital Advertising: Introduction and Need for SEO, How to use Internet & Search Engines; search engine and its Working Pattern, On-page and Off-page Optimization, SEO Tactics. Introduction to SEM , Web Analytics:- Google Analytics & Google AdWords; Data Collection for web Analytics, Multichannel Attribution, Universal Analytics.	10
Unit-V	Case Study	10
	Total	50

Text Books and Reading Materials (Latest Editions):

1. Bhatia, Puneet Singh. Fundamentals of Digital Marketing, Pearson.
2. Kotler Philip., Marketing 4.0:- Moving from Traditional to Digital, Wiley .
3. Melissa S. Barker, Donald I. and Nicholas F. , Barker Social Media Marketing: A Strategic Approach.
4. Bormann | Debra Zahay | Mary Lou Roberts , Cengage .
5. Kamat, Nitin C., et. al, Digital Social Media Marketing, HPH.

BUAD E414: STRATEGIC MARKETING

Semester: IV

Credits: 04

Core/Elective: Elective

Objective of the Paper:

The basic objective of this course is to develop skills for analyzing market competition and design appropriate competitive marketing strategies for higher market share.

Unit	Contents	Hours
Unit-I	Market Situation Analysis, Analysis of Competitor's Strategies and Estimating their Reaction and Competitive Position; Market Leader Strategies – Expanding the Total Market.	10
Unit-II	Protecting Market Share, Expanding Market Share, Market Challenger Strategies – Choosing and Attack Strategy, Market Follower Strategies, Market Niche Strategies, Competitive Market.	10
Unit-III	Strategy for Emerging Industries, Declining Industries and Fragmented Industries, Balancing Customer and Competitor Orientations, Industry Segmentation and Competitive Advantage.	10
Unit-IV	Product Differentiation and Brand Positioning, Competitive Pricing, Competitive Advertising, Role of Sales Promotion in Competitive Marketing.	10
Unit-V	Case Study	10
	Total	50

Text Books and Reading Materials (Latest Editions):

1. Cravens, D W., Strategic Marketing, Homewood Illinois, Richard D. Irwin.
2. Kaynak, E and Sasvitt, R., Comparative Marketing Systems, New York, Praegar.
3. Kotler, Philip., Marketing Management: Analysis, Planning, Implementation and Control, New Delhi, Prentice Hall of India.
4. Rao Subba, Business Policies and Strategic Management, HPH.

GROUP-B: FINANCE

BUAD E415: MANAGEMENT OF FINANCIAL INSTITUTIONS

Semester: IV

Credits: 04

Core/Elective:

Elective Objective of the Paper: To make students aware of the various components and sub-components of the Indian securities markets, the instruments traded in these markets, the participants and procedures; the students would also learn about the role of the regulator and recent developments in the area.

Unit	Contents	Hours
Unit-I	Financial System in India: Functions of Financial system, Concept of Finance, Financial Assets, Financial Instruments, Financial Markets: - Meaning, Types, Classification of Financial Markets: Capital Market: Industrial Securities Market: Primary and Secondary Market, Govt. Securities Market Long Term Loan Market, Money Market: Call Money Market, Commercial Bills Market, Treasury Bill Market, Financial System and Economic Development, Debt Market, Forex Market.	10
Unit-II	Financial Institutions, Functions and Structure, Stock Exchanges: Constitution, Management, Members, Functions, Listing of Securities, SEBI: Objectives, Functions, Powers, Mutual Funds –Introduction, Classification of funds, Organisation Structure of Mutual Fund Company(Powers & Functions).	10
Unit-III	Financial Services Institutions: Clearing Corporation of India Ltd (CCIL), Discount and Finance House of India Ltd. (DFHI), National Securities Depository Ltd. (NSDL), Securities Trading Corporation of India Ltd. (STCIL), Credit Rating Institutions.	10
Unit-IV	Role of RBI, Commercial Banks: Roles, Functions, Regulations, Public Sector, Private Sector and Foreign Banks, Recent Development in Commercial Banks, Development Banks: IFCI, IDBI, SFCs, NABARD, RRBs, SIDBI, IIBI, and EXIM Bank, Non-Banking Financial Institutions, Insurance Companies- Public and Private, Investment Policy, Regulatory Authority.	10
Unit-V	Case Study	10
	Total	50

Text Books and Reading Materials (Latest Editions):

1. Gurusamy S., Financial Markets and Institutions, Thomson.
2. Gordon and Natrajan, Financial Markets and Services, Himalaya Publishing House.
3. Clifford Gomez, Financial Markets and Institutions and Services, PHI, Latest edition.
4. Srivastava R.M. and Nigam D. Management of Indian Financial Institutions, HPH.
5. Bhole L.M. and Mahakud J., Financial Institutions and Markets: Structure, Growth and Innovations McGraw Hill Education, Chennai, India
6. Mishkin Frederic and Eakins Stanley., Financial Markets and Institutions, 8th Edition, Pearson Education.
7. Madura, Jeff., Financial Institutions and Markets, 10 edition Cengage.
8. Saunders, Anthony, Cornett, Marcia Millon, Financial Institutions Management, Tata McGraw Hill, 5th ed.

BUAD E416: PORTFOLIO MANAGEMENT

Semester: IV

Credits: 04

Core/Elective: Elective

Objective of the Paper:

The objective of the paper is to impart proper understanding on the theory and practice of portfolio management to reduce risk associated with expected return.

Unit	Contents	Hours
Unit-I	Importance and Phases of Portfolio Management, Mutual Funds Vs. Portfolio Management Services. Portfolio Analysis-Expected Return and Risk of a Portfolio, Reduction of Portfolio Risk through Diversification, Portfolios with more than two Securities and its Risk-Return Relationship.	10
Unit-II	Portfolio Selection- Markowitz Model, Efficient set of Portfolios, Feasible Set of Portfolios, Efficient Frontier, Selection of Optimal Portfolio, Limitations of Markowitz Model, Sharpe Single Index Model to Measure Portfolio Return and Risk, Multi Index Model. International Diversification.	10
Unit-III	Capital Asset Pricing Model (CAPM): Introduction, Portfolio Theory, Assumptions of CAPM, Efficient Frontier with Riskless Lending and Borrowing, Efficient Frontier with Lending and Borrowing, Capital Market Line, Security Market Line, Pricing of Securities with CAPM.	10
Unit-IV	Portfolio Revision- Constraints, Portfolio Revision Strategies, Formula Plans, Constant Rupee Value Plan, Constant Ratio Plan, Dollar Cost Averaging; Portfolio Evaluation- Need, Measuring Portfolio Return, Risk Adjusted Returns, Sharpe Ratio, Treynor Ratio, Jensen Ratio, Fama Decomposition of Total Return.	10
Unit-V	Case Study	10
	Total	50

Text Books and Reading Materials (Latest Editions):

1. Kevin, S, Security Analysis and Portfolio Management, Prentice Hall of India.
2. Bodie, Z. Kane, A. and Mohanty, P, Investments, Tata McGraw Hill.
3. Chandra P., Investment Analysis and Portfolio Management, Tata McGraw Hill.
4. www.moneycontrol.com.
5. www.business-standard.com (Business Standard).
6. www.economictimes.com (Economic Times).
7. Business News Channels: CNBC TV18, CNBC Awaaz, Zee Business, etc.

BUAD E417: MANAGEMENT OF FINANCIAL SERVICES

Semester: IV

Credits: 04

Core/Elective: Elective

Objective of the Paper:

The main objective of this course is to help students to learn various financial services and their role in the overall financial system.

Unit	Contents	Hours
Unit-I	Financial System and Markets: Concept, Nature and Scope of Financial Services, Regulatory Framework for Financial Services, Management of Risk in Financial Services, Stock Exchange.	10
Unit-II	Operations; Mutual Funds, Merchant Banking Services, Managing of Issue Shares and Bonds- Mobilising of Fixed Deposits-Inter-Corporate Loans-International Finance, Other Financial services.	10
Unit-III	Leasing and Hire Purchase, Debt Securitization, Housing Finance, Credit Rating, Credit Cards; Banking and Insurance, Venture Capital, Factoring for Failing and Bill Discounting.	10
Unit-IV	Insurance, The Tax Environment and Financial Services, Pricing Financial Services.	10
Unit-V	Case Study	10
	Total	50

Text Books and Reading Materials (Latest Editions):

1. Bhalla, V K., Management of Financial Services, Anmol, New Delhi.
2. Bhalla V K and Dilbag. Singh. International Financial Centres, New Delhi, Anmol.
3. Ennew, C, Trevor Watkins and Mike Wright: Marketing of Financial Services, Heinemann Professional Pub.
4. Gordan, E and K. Natrajan., Emerging Scenario of Financial Services, Himalaya Publishing House.
5. Meidan, Arthur Brennet, M., Option Pricing: Theory and Applications. Totonto, Lexington Books.
5. Kin, Suk and Kim, Seung., Global Corporate Finance : Text and Cases, 2nd ed., Miami Florida, Kolb.
6. Avadhani V.A, Financial Services in India, HPH.

BUAD E418: FINANCIAL DERIVATIVES

Semester: IV

Credits: 04

Core/Elective: Elective

Objective of the Paper:

The main objective of this course is to give in depth knowledge of the functioning of derivative securities market.

Unit	Contents	Hours
Unit-I	Forward Contracts, Future Contracts, Other Derivative Securities, Types of Traders, Future Market and the use of Futures for Hedging, Forward and Futures Prices, Interest Rate Futures.	10
Unit-II	Swaps; Options Markets, Properties of Stock Option Prices, Trading Strategies Involving Options, Black-Scholes Option Model, Binomial Model, Options on Stock Indices.	10
Unit-III	Currencies and Futures Contracts, General Approach to Pricing Derivatives Securities, Interest Rate.	10
Unit-IV	Derivative Securities, Derivatives Market in India.	10
Unit-V	Case Study	10
	Total	50

Text Books and Reading Materials (Latest Editions):

1. Bhalla, V K., Investment Management. : Security analysis and Portfolio Management, New Delhi, S. Chand.
2. Brennet, M., Option Pricing: Theory and Applications, Toronto, Lexington, Books.
3. Cox, John C and Rubinstein, Mark, Options Markets, Englewood Cliffs, New Jersey, Prentice Hall Inc.
4. Huang, Stanley S C and Randall, Maury R., Investment Analysis and Management. London, Allyn and Bacon.
5. Hul, John C., Options, Futures and Other Derivative Securities, 2nd ed. New Delhi, Prentice Hall of India.
6. Swain P.K., Fundamentals of Financial Derivatives, HPH.

GROUP-C: HUMAN RESOURCE MANAGEMENT

BUAD E419: STRATEGIC HUMAN RESOURCE MANAGEMENT

Semester: IV

Credits: 04

Core/Elective: Elective

Objective of the Paper:

Objective is to make the students understand the strategic nature of HR and its use at the policy making stage for organisational benefits.

Unit	Contents	Hour
Unit-I	Introduction: Nature of Strategies and Strategic Management process; Environmental Scanning, Strategy Formulation, Implementation Evaluation. Role of HRM in Strategic Management.	10
Unit-II	Planning and Training: Strategic Human Resource Planning, Needs Assessment, Methods of Training and Techniques, Management Development, Evaluating Training Effort. Managing organisational Change and Development, Strategic Performance Management and Appraisal, Steps in Appraising Performance, & Types of Appraisal.	10
Unit-III	International SHRM: Perspective of SHRM, Managing International HR Activities: Implementation of Global HR System, Staffing the Global Organisation, Improving Productivity through HRIS, Major Issues and Challenges of SHRM: Outsourcing HR Activities, Balancing Work and Life, Managing Cross Cultural Diversity, Changing Demographics of Work Force and Changed Employee Expectations-Loss of Joy and Pleasure.	10
Unit-IV	Emotional Intelligence, the Five Domains of Emotional Intelligence Identified by Goleman, the Ability Model, Trait Model of Emotional Self-Awareness, Increasing Self Awareness, and Tools for Self-Assessment Transaction Analysis.	10
Unit-V	Case Study	10
	Total	50

Text Books and Reading Materials (Latest Editions):

1. Srinivas R. Kandula, Strategic Human Resource Development -, PHI Publications.
2. Ashwathaappa K., HR and Personnel Management-, Mc.Graw Hill Publication.
3. Sheetharam S.& Prasad B.V., Human Resources Management-, Scitech.
4. Stone, Human Resources Management- Eastern Economy Edition.
5. Dessler Gary., Human Resources Management-, PHI Publication.

BUAD E420: INDUSTRIAL RELATIONS

Semester: IV

Credits: 04

Core/Elective: Elective

Objective of the Paper:

Objective is to make the students learn the theories, institutions and practices of industrial relations, trade union, the concept of industrial disputes and different mechanisms to settle it. To make them understand the concept of collective bargaining and emerging trends in the field of collective bargaining.

Unit	Contents	Hours
Unit-I	Introduction: Concept, Approaches to IR, Parties to IR, System Model of IR Industrial Worker in India: Rise of Industrial Workers, Profile of Industrial Workers in India, Problems of Industrial Workers (Absenteeism, Commitment, Work Ethics), New Actors and the Emerging Dynamic, Competition on the basis of Cheap Labor.	10
Unit-II	Trade Unions in India: Introduction, Reasons for Joining Trade Unions, Functions of Trade Unions, Types of Trade Unions, Emerging Role of Trade Unions in India, Trade Union Act 1926.	10
Unit-III	Industrial Dispute and Resolution: Concept, Nature & Causes of Industrial Disputes Machinery for Solving Industrial Disputes under Industrial Disputes Act, 1947 at National and State Level. Collective Bargaining, Process, and Stages of Bargaining, Grievance Management. Workers Participation in Management in India.	10
Unit-IV	Acts and Legislations: Factories Act 1948, Contract Labor Act 1970, Industrial Employment (Standing orders) Act, 1946.	10
Unit-V	Case Study	10
	Total	50

Text Books and Reading Materials (Latest Editions):

1. Venkata Ratnam C.S., Dhal Manoranjan., Industrial Relations, Oxford University Press.
2. Padhi, P. K., Labor Laws, PHI.
3. Sinha, Sinha & Shekhar, Industrial Relations, Trade Unions & Labor Legislation, Pearson.
4. Monappa Arun, Industrial Relations, TMH, New Delhi.
5. Mamoria, Gankar, Dynamics of Industrial Relations, HPH.
6. Balasubramanian, Industrial Relations, Everest Publishing House.

BUAD E421: ORGANISATIONAL CHANGE AND INTERVENTION STRATEGIES

Semester: IV

Credits: 04

Core/Elective: Elective

Objective of the Paper:

The objective of this course is to prepare students as organizational change facilitators using the knowledge and techniques of behavioural science

Unit	Contents	Hours
Unit-I	Organization Change – An Overview; Approaches to Problem Diagnosis.	10
Unit-II	Techniques of Planned Change; Steps in OD, General OD Competencies, OD Skills.	10
Unit-III	Interventions – Interpersonal, Team, Intergroup and System	10
Unit-IV	Evaluation of OD, Ethics of OD	10
Unit-V	Case Study	10
	Total	50

Text Books and Reading Materials (Latest Editions):

1. Abad, Ahmad. etc. Developing Effective Organization, New Delhi, Sri Ram Centre for Industrial Relations.
2. De Nitish, Alternative Designs of Human Organizations. London, Sage.
3. French, W H. and Bell, CH. Organisation Development. New Delhi, Prentice Hall of India.
4. French, W L. etc. Organization Development Theory, Practice and Research, 3rd ed. New Delhi, Universal Book Stall.
5. Harvey. D F. and Brown, D R. An Experiential Approach to Organization Development, Englewood Cliffs, New Jersey, Prentice Hall Inc..
6. Huse, F E. and Cummings, T G. Organization, Development and Change, 3rd ed. New York, West.
7. Sinha, Dharani, P. etc. Consultants and Consulting Styles. New Delhi, Vision.

BUAD E422: GLOBAL HUMAN RESOURCE MANAGEMENT

Semester: IV

Credits: 04

Core/Elective: Elective

Objective of the Paper:

The basic objective of this course is to develop skills for analyzing market competition and design appropriate competitive marketing strategies for higher market share.

Unit	Contents	Hours
Unit-I	Global Business, Growth and Evolution, Environmental Variables in Global Business, Human and Cultural Variables in Global Organizations.	10
Unit-II	Cross Cultural differences and Managerial Implications, Cross Cultural Research Methodologies and Hofstede's Hermes Study, Structural Evolution of Global Organisations.	10
Unit-III	Cross Cultural Communication and Negotiation, Human Resource Management in Global Organizations.	10
Unit-IV	Ethics in International Business, Western and Eastern Management Thoughts in the Indian Context.	10
Unit-V	Case Study	10
	Total	50

Text Books and Reading Materials (Latest Editions):

1. Adler, N J. International Dimensions of Organizational Behaviour. Boston, Kent Publishing, Latest edition.
2. Bartlett, C and Ghoshal, S. Transnational Management: Text, Cases and Readings in Cross Border Management, Chicago, Irwin.
3. Dowling, P J. etc. International Dimensions of Human Resource Management. 2nd ed. California, Wadsworth.
4. Hofstede, G. Cultures Consequence: International Differences in Work Related Values, London, Sage.
5. Marcic, D and Puffer, S M. Management International: Cases, Exercises and Readings. St. Paul, West Publishing.
6. Mead, R. International Management: Cross Cultural Dimensions, Blackwell Camb, Mas.
7. Rao Subba, International Human Resource Management, HPH.