

Syllabus for MBA 4th SEM

ENTREPRENEURSHIP DEVELOPMENT

CP—401

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note; - The examiner will set eight questions in all. Question No.1, comprising of , seven short answer type questions, shall be compulsory. In all, the students -would be required to attempt five questions. All Questions will carry equal marks.

COURSE CONTENTS

Significance Of Entrepreneur in economic development; Economic, social and psychological need for entrepreneurship; Characteristics, Qualities and pre-requisites of entrepreneur; The function of the entrepreneur in economic development of a country; Methods and procedures to start and expand one's own business; Life cycle of a new business and relationship with large enterprises; Achievement motivation. Environmental factors affecting success of a new business; Reasons for the failure and visible problem for business Feasibility Study-----Preparation of feasibility reports: Selection of factory location, Demand analysis, Market potential measurement, capital saving and project costing, working capital requirements, profit and tax planning; economic, technical, financial and managerial feasibility of project Govt. support to new enterprise; Incentive; Source of finance; Role of govt. and promotional agencies in entrepreneurship development. Entrepreneurship Development Programmes; Role of various institutions in developing entrepreneurship in India (A brief description only)

Suggested Readings:

1. Clifton, Davis S and Fyfe, David E: "Project feasibility analysis" 1977 John Wiley, New York.
2. Desai, AN: "Entrepreneur & Environment" 1990. Ashish New Delhi.
3. Drucker Peter: "Innovation and Entrepreneurship", 1985 Heinemann, London.
4. Jain Rajiv: "Planning a small scale industry" 1984, S.S. Books Delhi.
5. Kumar, SA: "Entrepreneurship in a small industry" 1990, Discovery New Delhi
6. McClelland, DC and Winter, WG: "Motivating Economic Achievement" 1969 Free Press, New York.

CP—402 RESEARCH PROJECT

The final project will be evaluated at the end of the fourth semester by the external examiner. This would be equivalent to the marks of one paper.

CP—403 COMPREHENSIVE VIVA-VOCE

It includes viva-voce on research project also.

B. List of optional papers of various specializations
FINANCE

INTERNATIONAL FINANCIAL MANAGEMENT

FM-402

Max. Marks: 100 External: 70 Internal: 30

Time: 3 Hours

Note: - The examiner will set eight questions in all. Question No,1, comprising of seven short answer type questions, shall be compulsory. In all, the students would be required to attempt five questions. All Questions will carry equal marks. '

COURSE CONTENTS

Finance function in Multinational Firm; Institutional Structure of International Financial Markets; Cost and availability of International Financial Flows; International Financial Instruments. International Working Capital Management : Aspects of International Cash Management; investment criteria and borrowing decisions; Centralised versus decentralized cash management ;international receivables management; securitization of receivables.

International Investment: factors and benefits; direct and portfolio investment; international CAPM; capital budgeting for foreign direct investment; assessing and managing political risk.

International aspects of raising capital; determining financial structure of foreign subsidiaries of MNCs ;financial choices for an MNC and its foreign affiliates; costs and risks of financing.

Suggested Readings:

1. Maurice D.Levi ,International Finance,Mc Graw-Hill.NY
- 2.A.Buckley,Multinational Finance,Prentice-Hall of India,New Delhi
3. A.C.Shapro,Multinational Financial Management,Prentice,New Delhi
4. Varshney, P.N. : Banking Law and Practice. .
- 5.P.G.Apte,International Financial Management,TATA Mc Graw Hills,New Delhi.

MANAGEMENT OF FINANCIAL SERVICES

FM-405

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note; - The examiner will set eight questions in all. Question No.1, comprising of , seven short answer type questions, shall be compulsory. In all, the students -would be required to attempt five questions. All Questions will carry equal marks.

COURSE CONTENTS

Financial services: meaning nature and typesLeasing: concept, classification, accounting, legal and tax aspects of leasing, financial evaluation of leasingFactoring : meaning, characteristics and types of factoring arragnements; factoring in india; factoring Vs forfeitingHire purchase finance and consumer credit: conceptual framework; legal aspects; taxation; accounting and reporting; financial evaluation of hire purchase finance; features of consumer creditHousing finance : introduction; NHB's housing finance companies directions; prudential norms, housing finance schemesCredit rating: meaning and types; benefits of credit rating to investors and companies; credit rating agencies; objectives and functions.Credit cards: concept and significance; types of credit cards; credit card business in India Book building: concept and mechanism of Book building; and benefits of Book building;Bought out deals: meaning and nature; mechanism of Bought out deals; advantages; the present scenario.Securitisation: concept, mode,

mechanism and beneficiaries of securitisation
securitisation in india
Depository: concept; Depository participants, functions of Depository system, benefits of Depository, Depository system in india
Venture capital: meaning , modes of financing
Role and functions of merchant bankers.

Suggested Readings:

Khan M.Y. : Management of Financial services, McGraw Hill 2001
Gordan, E and K. natrajan : Emerging Scenario of financial Services. Himalaya Publishing House 1997.

3.Meidan , further Brennet, M.: Option Pricing :Theory & Applications, Toronto, Lexington Books,1983.

4.Kim,suk and Kim Seung : Global Corporate Finance : Text and Cases , 2nd ed. Miami

PROJECT MANAGEMENT

FM-406

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note ; - The examiner will set eight questions in all. Question No.1, comprising of , seven short answer type questions, shall be compulsory. In all, the students -would be required to attempt five questions. All Questions will carry equal marks.

COURSE CONTENTS

Generation and Screening of Project idea, Capital Expenditure, Importance and Difficulties, Market Demand and Situational Analysis, Technical Analysis, Financial Analysis, Analysis of Project risk, Firm risk and Market risk, Social cost and Benefit analysis, Multiple Projects and Constraints, Network Techniques for Project Management, Project review and Administrative aspects; Project Financing in india, Problem of Time and Cost overrun in Public Sector enterprise in India, Assessment of tax burden, Environment Appraisal of Projects.

Suggested Readings :

1. Ahuja , GK & Gupta Ravi: Systematic Approach to Income Tax
2. Bhalla, V.K : Financial Management and policy
3. Chandra, Prasana: Projects: Preparation, Appraisal, Budgeting and Implementation
4. Dhankar, Raj S: Financial Management of Public Sector Undertakings , New Delhi

PORTFOLIO MANAGEMENT

FM- 407

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note :- The examiner will set eight questions in all. Question No.1, comprising of , seven short answer type questions, shall be compulsory. In all, the students -would be required to attempt five questions. All Questions will carry equal marks.

COURSE CONTENTS

Introduction-Meaning, need, risk& return, determination of portfolio, Markowitz portfolio theory, Sharpe Single Index Model and APT, Optimum Portfolio, selection and problems, Efficient Frontier: Meaning & construction, Investors Utility, Efficient Frontier (i) risk free & (ii) risk lending and borrowing, leveraged portfolio, market portfolio, Capital Market Line, CAPM, Security Market Line, Characteristic Line, Portfolio Revision: Meaning, Need and constrains, formula plan, constant dollar value plan, constant ratio plan, variable ratio plan, Bond Portfolio Management strategies, Portfolio Performance evaluation, Risk Adjusted Performance Measures

Suggested Readings:

1. Alexander, Gordon J and Sharpe, William F. : Fundamentals of Investment, Englewood Cliffs, New Jersey, Prentice Hall Inc.
2. Kevin : Portfolio Management, Prentice Hall of India, New Delhi
3. Strong : Portfolio Management, Thomson Learning, Bombay.
4. Sharpe : Investments, Prentice Hall of India, New Delhi
5. Elton, Edwin J. and Gruber, Martin J. : Modern Portfolio Theory and Investment Analysis, New York, John-Wiley
6. Reilly, Frank K. : Investment Analysis and Portfolio Management, Dryden Press
7. Fisher Donald E. and Jordan, Renold J. : Security Analysis and Portfolio Management

MARKETING

INTERNATIONAL MARKETING

MM-401

International Marketing: Definitions, Nature, Scope and Benefits; Reasons and Motivations underlying International Trade and International Business; Basic Mode for Entry; Process of International Marketing ; Domestic Marketing versus International Marketing. International Marketing Environment, WTO Framework and International Marketing; Factor Influencing International Market selection strategies. International Marketing Planning and

Control. International Marketing Mix: International Product Policy and planning International Product mix, Branding Labeling, Packing and organization of product warranties and services, International Pricing Policies strategies, the process of price setting, pricing decisions, information for pricing decisions. International Advertising: International advertising strategy, elements of advertising strategy, media strategy. International Distribution Management: International Distribution Channels, International distribution policy, selecting distribution channels.

INDUSTRIAL MARKETING

MM - 402

Max.Marks : 100

External :70

Internal : 30

Time : 3 hrs

Note : The examiner will set eight questions in all. Question No.1 comprising of seven short answer type questions, shall be compulsory. In all, the students would be required to attempt five questions. All questions will carry equal marks.

COURSE CONTENTS

Nature and Scope of Industrial marketing, Difference between Industrial Marketing and Consumer Marketing , Understanding Industrial markets, Organisational customers, Classifying industrial Products , Nature of Demand in Industrial markets, Industrial Buyer Behaviour, Industrial Purchasing System , Industrial Marketing research, Industrial Marketing strategy, Strategic Planning, Assessing Marketing opportunities , Segmentation of Industrial Markets, Product Positioning, Product designs and Strategies Industrial services , Industrial pricing: Price determinants, pricing policies and pricing decisions , Formulating Channel Strategy: Logistic management, Industrial Marketing Communication : Sales force Management, Advertising and Sales Promotion

Suggested Readings :

1. Reeder, Robert R : Industrial Marketing : Analysis, Planning and Control. Englewood

Cliffs, New Jersey, Prentice Hall, Inc. 1991

2. Vitale : Business to Business Marketing, Thomson Learning, Mumbai

3. Havaladar, Krishna K : Industrial Marketing, TMH New Delhi

4. Corey, E Raymond : Industrial Marketing : Cases and Concepts, 3rd edition, Englewood Cliffs, New Jersey, Prentice-Hall Inc. 1983

5. Gross, A C : Business Marketing, Boston, Houghton Mifflin, 1993

6. Hill, Richard , etc : Industrial Marketing , Homewood, Illinois, Richard D. Irwin, 1975
7. Webster, F.E Industrial Marketing Strategy, 2nd ed. New York, John-Wiley, 1979

SERVICE MARKETING

MM - 403

Max. Marks : 100

External : 70

Internal: 30

Time: 3 Hours

Note ; - The examiner will set eight questions in all. Question No.1, comprising of , seven short answer type questions, shall be compulsory. In all, the students -would be required to attempt five questions. All Questions will carry equal marks.

COURSE CONTENTS

The Emergence of service economy;Nature of services, Different in goods and service marketing;Marketing Challenges in service business;Marketing Framework for service business;The service classification;Service product Development;The service consumer Behaviour;Service management trinty;Service vision and service strategy;Quality issues and quality models; Managing poductivity and differentiation in service organisation;Demand-Supplymanagement,Advertising;Branding and packaging of service; Recovery Management; Relationship Marketing;Employee empowerment,customer Involvement in services

Suggested Readings:

- 1.Zeithmal, V.A. and Britner,MJ :Service Marketing edition , McGraw Hill, New Delhi,2002
2. Lovelock, Christopher H.: Service Marketing,People Technology Strategy,4th edition , Pearson Education,New delhi.
- 3.Hoffman & Bateson : Essential of Service Marketing Thomson Learning , Mumbai.
- 4.Shankar, Ravi : Service Marketing , Excel,2002.
- 5.Rampal M.K & Gupta S.C.:Service Marketing;GalgotiaPublishing Company , New Delhi.
- 6.Rust, Zahorika and Kenningham:Service Marketing.
- 7.Mcdonald, Malcom and Payne,A. : Marketing Planning Service, Butterworth, Heinemann,1996.

RURAL AND AGRICULTURAL MARKETING

MM - 405

Max.Marks : 100 External :70 Internal : 30

Time : 3 hrs

Note : The examiner will set eight questions in all. Question No.1 comprising of seven short answer type questions, shall be compulsory. In all, the students would be required to attempt five questions. All questions will carry equal marks.

COURSE CONTENTS

Nature , Characteristics and the potential of rural markets in India.Socio- Cultural , economic & other environmental factors affecting rural marketing, Attitudes and behaviour of the rural consumers and farmers, Marketing of consumer durables and non durable goods and services in the rural markets with special reference to : Product Planning, Media planning, Planning of distribution channels and organizing personal selling in rural markets in India, Marketing of agricultural inputs with special reference to fertilizers, seeds and tractors, Organisation and functions of agricultural marketing in India, Classification of agricultural products with particular references to seasonability and perishability, Marketing structure and performance processing facilities for different agricultural products, Role of Warehousing: Determination of agricultural prices and marketing margins, Institutions and organizations in agricultural marketing. Unique features of commodity markets in India, Role of agricultural price commission.Role of central and state Govts, Problems of agricultural marketing, Nature, Scope and role of Co-operative marketing in India.

Suggested Readings :

1. Arora, R.C : Integrated Rural Development, 1979, S. Chand, New Delhi
- 2.Desai, Vasant : Rural Development, 1988. Himalaya, Bombay
- 3.Mishra, S.N : Politics and Society in Rural India, 1980, Inter India, Delhi
4. Porter, Michael, E. : Competitive Strategy, 1980. Free Press, New york
5. Rudra, Ashok : Indian Agricultural Economics : Myths and Realities, 1982, Allied, New Delhi
6. Stalk, George : Competing Against Time, 1990, Free Press, New Delhi
7. Gopaldaswamy, T.P : Rural Marketing, Wheeler Pub, New Delhi

**HUMAN RESOURCE MANAGEMENT
LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS
HRM-402**

Max. Marks : 100

External : 70

Internal : 30

Time : 3 Hours

Note: The examiner will set 8 questions in all. Q. No. 1 comprising of 7 short answer type questions, shall be compulsory. In all, the students would be required to attempt 5 questions. All questions carry equal marks

COURSE CONTENTS

Emergence and objectives of labour laws and their socio-economic environment ; Laws relating to industrial disputes, trade unions; Social security laws-laws relating to workmen's compensation, Employees' state insurance, wages and bonus laws-the law of minimum wages, payment of wages, laws relating to working conditions-the laws relating to factories, interpretations of labour laws, their working, and implications for management, union workmen; The economy and the industry.

Suggested Readings:

1) Ghaiye, B.R. : Law and Procedure of Department Enquiry in Private and Public Sector, Eastern Law Company, Lucknow, 1994.

2) Malhotra, O P : The Law of Industrial Disputes, Vol. 1 and 2, N.M. Tripathi, Bombay, 1985.

3) Malik, P.L. : Handbook of Industrial Law, Eastern Book, Lucknow, 1995.

4) Saini, Debi S : Labour Judiciary, Adjudication and Industrial Justice, Oxford, University Press, New Delhi, 1995.

5) Saini, Debi S : Redressal of Labour Grievances : Claims and Disputes, Oxford & IBM, New Delhi, 1994

6) Seth, D.D. : Industrial Dispute Act, 1947, Vol. I and II. N.M. Tripathi, Bombay,

1995. 7) Srivastava, S.C. : Industrial Relations and Labour Law, Vikas, New Delhi, 1994.

8) Kapoor, N.D. : Mercantile Law, Sultan Chand and Sons, New Delhi, 2001.

MANAGEMENT TRAINING AND DEVELOPMENT

HRM-403

Max. Marks : 100

External : 70

Internal: 30

Time: 3 Hours

Note :- The examiner will set eight questions in all. Question No.1, comprising of , seven short answer type questions, shall be compulsory. In all, the students -would be required to attempt five questions. All Questions will carry equal marks.

COURSE CONTENTS

Training process-an overview,role responsibilities and challenges to training manager,organization and management of training function,training need assessmentand action research,instructional objectives and lesson planning,lesson planning,learning process,traininfg climate and pedagogy,training methods and techniques,training aids,training communcation,training evalation,training and development in India.

Suggested Readings

1. Beunet, Roger ed: Improving Training effectiveness, Aldershot 1988.
2. Buckley R. & Caple, Jim: The theory and Practice of Training
3. Lynton, R. Pareek U.: Training for development, Vistaar, 2nd ed.
4. Pepper Allan D., Managing the Training and Development function, Aldershot 1984
5. Rae.L.; How to measure Training effectiveness, Aldershot 1986

ORGANISTIONAL CHANGE AND INTERVENTION STRATRGIES

HRM-404

COURSE CONTENTS

Organisational change-an overview ,approaches to problem diagnosis;some major techniques of planned change,steps in OD,General OD competencies,OD Skills,designing interventions-interpersonal,team,intergroup and system;evaluation of OD;ethics of OD professional;future of OD;Internal and External consultant;Excellence of management by chief executives.

Suggested Readings:

- 1.De Nitish Alternative Designs of Human Organisations.Sage,London,1988

2. French ,W H. and bell,CH. Organisation Development. Prentice Hall of India ,New Delhi ,1991.

3. Sinha,Dharani,P.etc.,Consultants and Consulting Styles.Vision, New Delhi

4. Huse,F E and cummings,T.G.Organisation,Development abd Change ,3rd ed. New York,West,1985.

HUMAN RESOURCE DEVELOPMENT: STRATEGIES AND SYSTEMS HRM-405

Max. Marks : 100

External : 70

Internal: 30

Time: 3 Hours

Note ; - The examiner will set eight questions in all. Question No.1, comprising of , seven short answer type questions, shall be compulsory. In all, the students -would be required to attempt five questions. All Questions will carry equal marks.

COURSE CONTENTS

Field of HRD- concepts,goals,challenges,HRD climate and practices in india; Staffing HRD function; Developing HR Strategies; HRD system design principles; design and administration of select HRD systems; HRD for workers; HRD interventions; HRD approaches for coping with organisational changess.

Suggested Readings:

1. Dayal, Ishwar; Successful applications of HRD, new concepts, New delhi 1996.
2. Dayal, Ishwar; Designing hRD systems, concepts, New Delhi – 1993
3. Kohli, Udesh and Sinha, Dharani P.: HRD – Global Challenges and strategies in 2000
AD, ISTD, New Delhi 1995
4. Maheshwari, B.L. and Sinha, Dharani, . Management of Change through HRD, TMH,
New Delhi 1991.
5. Parikh, U etc.; Managing transitions: the HRD response, TMH,
New Delhi 1992.