

# **Solapur University, Solapur**



**Faculty of Commerce and Management**  
**Master of Business Administration (MBA)**

**Syllabus for Year II Sem. III & IV**

**Choice Based Credit System (CBCS)**

(w.e.f. June, 2018)

**Solapur University, Solapur**  
**MBA Part II Syllabus (CBCS) with effect from 2018-19**

Semester III						Semester IV					
Paper No.	Subject	Weekly Theory	Internal Marks	Univ. Exam Marks	Total Marks	Paper No.	Subject	Weekly Theory	Internal Marks	Univ. Exam Marks	Total Marks
17	Strategic Management	04	30	70	100	25	Entrepreneurship Development	04	30	70	100
18	Management Accounting	04	30	70	100	26	Quality Management	04	30	70	100
19	Skill Development	04	30	70	100	*27	<i>Elective I - Paper III</i>	04	30	70	100
20	Project Report & Viva	--	50	50	100	*28	<i>Elective II - Paper-III</i>	04	30	70	100
*21	<i>Elective I - Paper I</i>	04	30	70	100	*29	<i>Elective I - Paper IV</i>	04	30	70	100
*22	<i>Elective II - Paper-I</i>	04	30	70	100	*30	<i>Elective II - Paper-IV</i>	04	30	70	100
*23	<i>Elective I - Paper II</i>	04	30	70	100	*31	<i>Elective I - Paper V</i>	04	30	70	100
*24	<i>Elective II - Paper-II</i>	04	30	70	100	*32	<i>Elective II - Paper-V</i>	04	30	70	100

**\* Electives:**

Group	Elective Specialization
A	<ul style="list-style-type: none"> <li>• Marketing Management</li> </ul>
B	<ul style="list-style-type: none"> <li>• Financial Management</li> <li>• Production and Materials Management</li> </ul>
C	<ul style="list-style-type: none"> <li>• Human Resource Management</li> <li>• International Business Management</li> <li>• Systems Management</li> <li>• Agriculture &amp; Co-operative Management</li> </ul>

- **Elective Specializations:** Student has to select **ANY TWO** of the Three Groups **A, B, C** and **ANY ONE** specialization subject from a selected group

**Elective Specialization Groups with Subjects Papers:**

Group	Specialization	Paper	Subject
A	<b>Marketing Management</b>	I	Brand Management and Social Marketing
		II	Sales and Distribution Management
		III	Integrated Marketing Communications
		IV	Services and Retail Marketing
		V	International Marketing
B	<b>Financial Management</b>	I	Indian Financial System
		II	Financial Decision Analysis
		III	Project Planning and Management of Financial Services
		IV	Investment Management
		V	International Finance
	<b>Production and Materials Management</b>	I	Purchasing and Inventory Management
		II	Logistics and Supply Chain Management
		III	Industrial Engineering
		IV	Quality Management
		V	World Class Manufacturing
C	<b>Human Resource Management</b>	I	Strategic Human Resource Management
		II	Human Resource Initiatives
		III	Industrial Relations and Labour Laws
		IV	HRD and Compensation Management
		V	International Human Resource Management
	<b>International Business Management</b>	I	International Business Environment
		II	Export Policy, Procedures and Documents
		III	International Marketing
		IV	EXIM Management
		V	International Logistics
	<b>Systems Management</b>	I	Management Information System
		II	ERP and SPD
		III	Relational Database Management System
		IV	Security And Control Information System
		V	Programming Concepts and Practices
	<b>Agriculture &amp; Co-operative Management</b>	I	Fundamentals of Agriculture & Co-Operative Management
		II	Agricultural Marketing
		III	Agricultural Production Management
		IV	Agro- Processing Industries & Rural Industrialization
		V	International Trade And Agriculture

### **Sem. III Paper XVII - Strategic Management**

- 1. Strategy and Appraisal:** Defining strategy, Levels at which strategy operates, Strategic Decision Making, Vision, Mission, Objectives, and Strategic Management Process, Appraising the Environment, Organizational appraisal
- 2. Strategy Formulation and Choice of Alternatives:** Corporate Level Strategies- Stability, Expansion (Concentration, Integration, Diversification, Internationalization, Co-operation strategies, Digitalization) Retrenchment (Turnaround, Divestment, Liquidation), Combination Strategies, Business Level Strategies
- 3. Strategic Analysis and Choice** – SWOT analysis, Process of Strategic Choice- GAP Analysis, Tools and techniques for strategic Analysis, Corporate Portfolio Analysis - Bostan's Consultancy Model, GE-9 Cell Model, Industry Analysis – Porter's 5 Force Model, Competitor Analysis, Factors in Strategic Choice
- 4. Strategy Implementation,** Model of strategy Implementation, Project implementation, Procedural Implementation, Resource Allocation, Structural Implementation- Structures for Strategies, Behavioral Implementation – Strategic Leadership, Functional Strategies, Operational Strategies
- 5. Strategy Evaluation and Control:** Participants, Barriers in evaluation, Strategic Control, Operational Control, techniques of strategic evaluation and control
- 6. Business Ethics:** Definition, nature and need for business ethics, Gandhian Philosophy and Trusteeship Management, factor affecting business ethics, principles of business ethics, Ethical Decision Making – Process, Individual and Situational Factors.
- 7. Corporate Governance:** Meaning, Importance, Corporate Governance in India. Corporate Social Responsibility, Environmental Regulation in India.

#### **Reference books:**

1. Business Policy – Kazmi Azhar – Tata McGraw Hill
2. Business Policy and Strategic Management – P. Subba Rao, Himalaya Publication
3. Strategic Management – Alpna Trehan, Dreamtech Press
4. Business Policy and Strategic Management – R. Shrinivasan
5. Business Ethics – Dr. A. K. Gavai - Himalaya Publishing House
6. Business Ethics – A. C. Fernando - Pearson
7. Business Ethics – C. S. V. Murthy - Himalaya Publishing House
8. Business Ethics – Andrew Crane & Dirk Matten

**Sem. III Paper XVIII - Management Accounting**

- 1. Introduction to Management Accounting:** Meaning, Objectives & Functions of Management Accounting, Distinctions between Financial Accounting and Management Accounting, Cost Accounting and Management Accounting. **(05)**
- 2. Budget and Budgetary Control:** Meaning of Budget and Budgetary Control, Advantages and Limitations of Budgetary Control System. Concept of Zero Based Budgeting and Master Budget. Functional budgets, Types of Functional Budget:
  - a. Flexible Budget – Meaning, Importance of Flexible Budget, Problems
  - b. Cash Budget - Meaning, Importance of Cash Budget, Problems
  - c. Production Budget - - Meaning, Importance of Production Budget, Problems
  - d. Sales Budget - - Meaning, Importance of Sales Budget, Problems **(12)**
- 3. Standard Costing and Variance Analysis:** Meaning of Standard, Definition of Standard Costing, Need of setting standard. Concept of Variance, Types of Variances:
  - a. Material Variances – Meaning, Importance, Problems
  - b. Labour Variances – Meaning, Importance, Problems
  - c. Variable Overhead Variances – Meaning, Importance, Problems
  - d. Fixed Overhead Variances – Meaning, Importance, Problems
  - e. Sales and Profit Variance- Meaning, importance, Problems **(13)**
- 4. Cost Volume Profit Analysis:** Meaning of Cost Volume Profit Analysis, Advanced problems on Decision making. **(10)**
- 5. Working Capital Management:** Meaning of Working Capital, Need for working capital, Kinds of Working Capital, Cash Conversion Cycle, Determinants of working Capital, Computation of working capital. **(10)**
- 6. Reporting to Management:** Meaning of Reporting, Objectives of Reporting, Reporting needs at different levels on management, Types of Reports, Modes of Reports. **(05)**
- 7. Introduction to Audit:** Meaning of Audit, Objectives of Auditing, Types of Audit- Financial Audit, Internal Audit, Cost Audit, Management Audit, Difference in above Audit. **(05)**

**Reference books:**

1. Management Accounting – Horngreen, Sundem, Stratton – PHI- Latest Edition
  2. Management Control System – Robert N. Anthony & Vijay Govindrajana, TMG Hills
  3. Cost Accounting – Jawahar Lal and Seema Srivastava – McGraw Hills Co.
  4. Cost & Management Accounting – M.N. Arora – Himalaya Publishing House.
  5. Management Accounting – M. P. Pandilkumar – Excel Books
  6. Management and Cost accounting – Colin Drury Sheth Publishers
  7. Theory and Problems of Management and Cost Accounting – M.Y. Khan and P. K. Jain – Tata McGraw Hill Publication Co. Ltd.
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**Sem. III Paper XIX - Skill Development**

- 1. Self Awareness** – Introduction, Importance of knowing yourself, Process of knowing yourself, SWOT Analysis – Benefits, SWOT analysis grid.
- 2. Time Management** – Introduction, The 80:20 rule, Time Management Matrix, Steps to successful time management, Difficulties in time management, Time wasters and Time savers.
- 3. Goal Setting** – Difference between wishes, dreams & goals, types of goals, benefits & areas of goals, SMART goals. Exercise on goal setting.
- 4. Negotiation Skills** – Concept, Types of Negotiation, Need for Negotiation, Factors Affecting Negotiation, Stages in Negotiation, Negotiation Strategies.
- 5. Business Proposals** – Meaning, Types of proposals, long proposals, steps in writing effective proposals
- 6. Etiquettes & Manners – Etiquettes** –Introduction, modern etiquette, benefits of etiquette, classification of etiquette. **Manners** – Introduction, reasons to practice good manners, Driving manners, Manners in the flight. Corporate grooming tips.
- 7. Industry Awareness** – BPO, KPO, ITES, On shore, Offshore, Near shore, Captive & Virtual BPO, Scope of BPO, Importance & Requirement of 24 / 7 work environment , Accounts Payable (AP), Accounts Receivable (AR), Procurement ,Supply Chain Management (SCM) , Analytics, technical support, IT help desk.
- 8. Advanced Excel** - Revising Important Basic Functions, Advanced Functions– AND, OR, RAND, DGET, LOOKUP, VLOOKUP, HLOOKUP, Data Filter and Advanced Filter, Subtotals, Goal Seek, Solver, Scenario Manager, Data Tables, Pivot Tables. Security – Cell Level, Sheet Level, Book Level.

*Note – Case study also can be in the form of Business Plans & Proposals or Goal Setting.*

**Reference books:**

1. Soft Skills: Know Yourself and Know the World – Dr. K Alex - S. Chand & Company Pvt. Ltd., New Delhi
  2. Managing Soft Skills for Personality Development – B.N. Ghosh – McGraw Hill Education (India) Pvt. Ltd. New Delhi
  3. Skills for All – Dr. R.B. Rao & Dr. S. Subba Rao – Satyam Publishers & Distributors, Jaipur
  4. Essential Communication Skills – Shalini Aggarwal – Ane Books Pvt. Ltd.
  5. Business Communication (Skills, Concept and Application) Third Edition – P.D. Chaturvedi, Mukesh Chaturvedi – Pearson India Education Services Pvt. Ltd.
  6. NASSCOM - Global Business Foundation (Students Handbook) powered by Accenture, Convergys, Dell, Deloitte, IBM – Foundation Books.- Cambridge University Press India Pvt. Ltd., New Delhi
  7. Microsoft Excel by Microsoft Press
  8. Comdex Book on Excel
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**Sem. III Paper XX - Project Report & Viva****Objectives:**

1. To expose students to the working of any organization and managers.
2. To relate the concepts learnt by the students to the working of the organization.
3. To work on a problem identified by the organization / student and thus understand the practical aspects of the working of an organization.

**Guidelines:**

1. The project work shall be for a minimum period of 30 days immediately after II<sup>nd</sup> semester examinations.
2. Students should join the organization by 05<sup>th</sup> June. Deadline for project completion is 15<sup>th</sup> July.
3. No two Students shall work on the same topic in the same organization.
4. The student should **Collect a Certificate of Minimum 30 Days Project Work Completion** mentioning the period (From \_\_\_\_ to \_\_\_\_ ) on the Company's letter head.
5. The student shall submit the Final Project Report before 30<sup>th</sup> September of the Academic Year.

**Project Report 'Table of Contents'****Chapter 1 – Introduction of the Study**

- 1.1 Introduction – Overview of the sector, organization and the Study
- 1.2 Objectives of the study.

*This should give a clear picture of the project. Objective should be clearly specified. There should be minimum 4 to 5 objectives of the project report. What the project intends to find out should be clearly specified.*

- 1.3 Scope and limitations of the study
- 1.4 Research Methodology

*The methodology comprises of Research Design, Hypothesis, Types of data, Data collection techniques, sampling techniques, Sample size, etc.*

- 1.5 Significance of the study.

*What the project intends to find out and how it would be helpful to the organization.*

**Chapter 2 – Company Profile**

- 2.1 Introductions to Organization.
    - 2.1.1 Background and Inception of the Organization
    - 2.1.2 Ownership Pattern
    - 2.1.3 Nature of the Business
    - 2.1.4 Vision, Mission and Quality Policy
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**Sem. III Group A – Marketing Management****Paper I - Brand Management and Social Marketing**

- 1. Brand Management** – Brand, Brand Management, Importance, What can be branded, Choosing Brand Elements, Challenges, Opportunities, Branding Decisions
- 2. Brand Equity** - Customer Based Brand Equity ( CBBE) , Strategic Brand Management Process, Four Steps of Brand Building, Managing Brand Equity – Brand Reinforcement, Brand Revitalization
- 3. Brand Positioning** – Identifying and establishing Brand Positioning, Positioning Guidelines, Core Brand Associations, Brand Mantras, Internal Branding, Brand Audit, Brand Element to build brand equity
- 4. Brand Equity Measurement** – Brand Value Chain, Qualitative Research Techniques, Quantitative Research Techniques, Comprehensive Models, Comparative Methods, Holistic methods.
- 5. Branding Strategies** – Brand- Product Matrix, Brand Hierarchy, Cause Marketing, Green Marketing, Brand Extensions, New Product and Brand Extensions, Advantages, Disadvantages, Leveraging Process – Company, Country of Origin, Channels, Co-branding, Licensing, Celebrity Endorsement, events Global Brand Strategy
- 6. Social Marketing & Mix** - Definition - Scope and concept - Evolution of Social marketing - Need for Social marketing - A comparative study between Commercial and Social marketing - Use of market research - social change tools - Factors influencing Social marketing - Challenges and opportunities. Social marketing mix - policy - product - place - price - promotion - people - partnership. Rating & Reviews - Virtual world - Using media in social marketing - Importance - effectiveness of mass media in social marketing
- 7. Social Media as a Marketing Tool** – Blogs, Podcast, and Video: Building the Blog, Sharing Images. **Twitter:** Using Twitter as a Marketing Tool, Using Twitter as a Networking Tool, Finding the Right Twitter Tools, Hosting Twitter Chats **Facebook:** Creating and Sharing Content on Face book, Gaining Insight about Your Facebook Community, Finding the Facebook Sweet Spot. **Google +:** Leaping into Google+, socializing in Circles, Shares, and Comments, hanging with Google+ Community **YouTube:** Objectives, Advantages, subscription, running channel, reaching to mass

**Reference Books:**

1. Strategic Brand Management – Kavin Keller, M.G. Parameswaran, Issac Jacob, Pearson Publication
  2. Brand Management – Harsh Verma – Excel Books
  3. Brand Management – Moorthi Y.L.R. – Vikas Publication
  4. Marketing Management – Kotler, Keller, Koshy , Jha , Pearson Publication
  5. Social marketing in the 21st Century- Alan R. Andersen- Sage Publication, 2012
  6. Social Media Marketing. The Next Generation of Business Engagement by Dave Evan
  7. Kotler, P., Roberto, N., & Lee, N. (2008). Social Marketing – Influencing Behaviors for Good. (3rd ed.). Thousand Oaks, CA: Sage Publications, Inc.
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**Sem. III Group A – Marketing Management**

**Paper II - Sales and Distribution Management**

- 1. Sales Management:** Concept, Objectives of Sales Management, Role of Sales Management in Marketing, Specific Characteristics of a Successful salesman, Sales Manager Roles & Responsibility.
- 2. Sales Forecasting:** Concept of Forecasting, Sales Forecasting methods, Quantitative and Qualitative methods, planning for major customers and Sales Budget, Sales Quota & Sales Territory.
- 3. Sales Organization:** Need for Sales Organizations, their structure, Types of Sales Organization structure, Models of Sales organization structures from Service Industry, Automobile Industry, Electronic Industry, FMCG Companies, Manufacturing Industry.
- 4. Sales Training & Motivation:** Sales Training – Company, products, industry, market trend, customer and technology training Motivation to sales force – sales meeting, sales contest compensation and Incentives. Evaluation of Sales Performance – Sales record and reporting, Value added selling
- 5. Personal Selling & New Trends:** Introduction, objectives, Relationship Management & Personal Selling, Individual Selling & Institutional Selling, Types of Calls, Sales Leads, Selling Aids, Steps in Personal Selling, AIDA's theory of Selling. Sales Management Information System, Relationship Marketing, Role of E-commerce in Selling, International Sales Management.
- 6. Distribution Channel management:** Introduction, Marketing Channels, Designing Channels, Selection and Recruitment of Channel Partners, Channel Motivation, Channel Relationships Management, Channel Evaluation, Information Systems for Channels Introduction, Indian Distribution Scenario at Present, Vertical Marketing System, Horizontal and Multi-Channel Marketing Systems, Understanding Distribution of services.
- 7. Basics of Supply Chain Management:** Introduction, Definition of Supply Chain Management, Evolution of the Concept of Supply Chain Management, Key Drivers of Supply Chain Management, Typology of Supply Chains, Cycle View of Supply Chain, Problems in SCM and Suggested Solutions

**Reference Books:**

1. Sales Management - Chunawala
  2. Sales Management - Richard Rstill, Edward W. Cundiff
  3. Strategies for Selling - Gerald A. Michaelson
  4. Sales Management Handbook – Forsyth Patrick
  5. Marketing Strategy - Boyd Walker, Mullins Larrech, Tata McGraw Hill
  6. Strategic Marketing Management - David Aaker
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**Sem. III Group B – Financial Management**

**Paper I - Indian Financial System**

1. **Introduction to IFS:**—Overview of the Indian Financial System, Pre and Post 1991 period, recent developments in last five years, functions of Financial System, Components of the formal financial system, Organizational structure of the Indian Financial System. **(10)**
2. **Capital Market – Primary Market:** Public Issue, Right Issue and Private Placement, eligibility criteria for Company to issue IPO, Steps in Public Issue, Role of various agencies in public issue-Merchant Bankers, Underwriters, Brokers, Bankers to the Issue, Registrar to the Issue, Promotional agencies. Concept of Book Building. Prospectus and types of prospectus. **(12)**
3. **Capital Market - Secondary Market :**Constituents of Secondary Market – Brokers, Sub Brokers, Depository, Custodians, Stock Exchange : Definition, Overview of Stock Exchanges in India, Trading on stock exchanges, Order types, cash/margin trading, Rolling Settlement, Role of Clearing House, Introduction to E-Trading. BSE Sensitive Index and NSE Nifty. OTCEI, Functions of SEBI **(12)**
4. **Introduction to Derivatives:** Introduction to derivative market, need for derivative market, Types of derivative market- Forward, Futures, Options & Swap. **(06)**
5. **Introduction to Commodity Market:** Introduction, Types of Commodity Market, Participants in commodity futures, Order Types on commodity market, Benefits of commodity futures markets **(06)**
6. **Money Market:** Concept of money market, money market Instruments and its features Money Market Intermediaries. **(08)**
7. **Mutual Fund:** History, Concept and role of MF, Fund structure and constituents, Types of Mutual fund Schemes Concept of SIP, STP, SWP, NAV. Overview of MF industry at present. **(06)**

**Reference Books:**

1. Financial Institutions and Markets- Bhole, Tata McGraw Hills
  2. Indian Financial System- Khan M.Y. Tata McGraw Hills
  3. Financial Markets and Services- E. Gorden and K. Natarajan, Himalaya Publications
  4. Indian Financial System – Bharati V. Pathak Himalaya Publications
  5. Indian Financial System – H. R. Machiraju, Vikas Publication
  6. Indian Financial System – Dr. G. Ramesh Babu, Himalaya Publications
  7. Financial Markets and Institutions – Jeff Madure (Cengage)
  8. Indian Financial Market- Naliniprava Tripathy, PHI
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**Sem. III Group B – Financial Management**

**Paper II - Financial Decision Analysis**

1. **Financial Statement Analysis:** Introduction to Financial Statement Analysis, Trend Analysis, Comparative Statement Analysis and Common-size Statement Analysis. **(12)**
2. **Capital Structure Decision:** EBIT-EPS Analysis, ROI-ROE Analysis, Leverage Analysis – Operating leverage, Financial leverage and Combined leverage. Capital structure Theories– Net Income Approach, Net Operating Income Approach, Modigliani- Miller Approach. **(12)**
3. **Funds Flow Statement analysis and Cash Flow Statements analysis:** Theory and Problems. **(10)**
4. **Venture Capital:** Introduction, Features, Stages of venture development and financing, Types, Investment Selection by Venture Capital, Venture Capital Industry in India, Future of Venture Capital in India. **(06)**
5. **Leasing:** Essential Elements, Types of leases, Rationale for leasing, Mechanics of leasing, Leasing as financing decision. Impact of taxation on leasing decision, Leasing industries in India **(05)**
6. **Hire Purchasing:** Hire Purchase Finance-Meaning & Characteristics, Lease financing v/s Hire purchase financing, Taxation Aspect, Hire purchase industries in India **(05)**
7. **Corporate Restructuring:** Forms of corporate structuring, Financial Aspects of Corporate Restructuring. Mergers and acquisitions as Growth strategy, motives and synergies. Takeover and Defense tactics, Legal and Procedural Aspects of Merger. Examples of recent Mergers.**(10)**

**Reference books:**

1. Financial Management- Fifth Edition- Prasanna Chandra, Tata McGraw Hills
  2. Financial Management- Van Horne, James C., Prentice Hall
  3. Fundamentals of Financial Management – Brigham & Houston - Cengage Learning
  4. Financial Management – Paresh Shah - Biztantra
  5. Financial Management- Khan and Jain, Prentice Hall
  6. Financial Management- I. M. Pandey, Prentice Hall
  7. Principles of Financial Management-R. P. Rustagi- Taxman's
  8. Mergers, Acquisitions and Corporate Restructuring – Prasad Godbole - Vikas Publishing
  9. Financial Management – G. Sudarshan Reddy - Himalaya Publishing
  10. Financial Management – P.V. Kulkarni & B.G. Satyaprasad - Himalaya Publishing
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**Sem. III Group C – Production and Materials Management**

**Paper I - Purchasing and Inventory Management**

- 1. Purchasing Management:** Objectives of purchasing, purchasing function, Responsibilities of Purchase Department, Purchase Cycle.
- 2. Demand Forecasting:** Objectives, quantitative and qualitative methods of forecasting, factors affecting accuracy of forecasting
- 3. Purchasing Research:** Centralized and decentralized purchasing strategy, Timing of purchase, Forward buying, Hand-to-mouth buying, Speculative buying, Hedging, receiving and issuing procedures, purchasing of capital equipment, International Purchasing and global sourcing, purchasing using internet.
- 4. Procurement Management:** Importance and selection of source of supply, evaluating performance of supplier, Vendor rating, Negotiation and price determination, Order preparation and follow-up, legal aspects of purchasing
- 5. Materials Requirement Planning:** Bill of materials, Master production schedules, Explosion of requirements, Determining Gross Net Requirements and various reports, Introduction to MRP II systems, Management of inventories in multiple locations.
- 6. Inventory:** Concept, Functions, Need for inventory, Cost associated with inventory, Classification of materials, Documents in inventory, Purchase requisition, Purchase orders, Receiving and inspection formats, management reports, zero inventory concept.
- 7. Cost Reduction Techniques:** Standardization, Simplification and variety reduction, Value analysis.
- 8. Stores:** Functions, Stores layout, Stores equipments, preservation of materials, disposal of scrap and surplus, Materials Handling Equipments used in stores.
- 9. Make Or Buy Decisions:** Factors influencing make or buy decisions, Analysis of make or buy decisions. Concept of outsourcing

**Reference Books:**

1. Production and Operations Management – K. Ashwathappa, K. Sridhar Bhatt
  2. Purchasing and Supply Chain Management – Leanders Johnson
  3. Purchasing and Supply Management - Dobler and Burt
  4. Sourcing and Supply Chain Management- Handfield, Moncza, Gunipero - Cenage Learning
  5. Handbook of Materials Management - Gopalkrishnan
  6. Materials & Logistics Management - L. C. Jhamb
  7. Materials and Purchasing Management – S. A. Chunawala
  8. Operations Management – Malhotra, Ritzman
  9. Operations Management – Russel, Taylor
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**Sem. III Group C – Production and Materials Management**

**Paper II - Logistics and Supply Chain Management**

- 1. Logistics and Supply Chain Management:** Meaning and Objectives, Role and importance of logistics and supply chain in business. Activities of logistics. Principles of supply chain management.
2. Logistics interfaces with other functional areas, Service driven logistics systems, Supply chain as a competitive advantage, Collaborative buyer-seller relationships,
- 3. Lean Supply Chain Management:** Characteristics of lean supply system, inventory investment, MRP as tool to control dependent demand inventory.
- 4. Transportation:** Logistical Objectives of Transport, Transportation strategy, transport documentation, Transportation Economics and pricing, transport cost considerations.
- 5. Outsourcing :** Need for outsourcing logistics, 3 PL and 4 PL service providers, considerations for hiring 3PL and 4 PL service providers,
- 6. Warehousing :** Importance of warehousing, warehousing decisions, layout and design principles of ware house, packaging and its importance, packaging materials, material handling equipments used in warehouses
7. Inventory Management in Global Supply Chain Management, Supply Chain Security, Critical tasks of logistics and supply chain managers.
- 8. Technology in SCM :** Role of information in supply chain, managing supply chain information, technology used to implement supply chain, role and importance of IT in supply chain, E-commerce as a tool to world class supply chains

**Reference Books:**

1. Supply Chain Management - K. Sridhar Bhat - Himalaya Publishing House
  2. A Logistics approach to Supply Chain Management – John Coyle, Langley– Cenage Learning
  3. Manufacturing Planning and control for Supply Chain Management – Vollmann, Berry
  4. Designing and Managing the supply chain - David Simchi, Levi & Philip Kaminski, McGraw-Hill Companies Inc., 2000.
  5. Supply Chain Management – Chopra, Meindel, Kalra
  6. Logistics Management – S. K. Bhattacharaya
  7. Business Optimization thru Supply Chain Management – Anand Sharma
  8. SCM in 21st Century – B. S. Sahay
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**Sem. III Group C – Human Resource Management**

**Paper I - Strategic Human Resource Management**

1. **Strategic Human resource Management:** Introduction to Strategic HRM - concept; Challenges for HRM; Traditional HR Vs Strategic HR, Role of Strategic Human Resource Management; Linking Company & HR Strategy – HR and corporate strategy; HR and Business Strategy; Barriers to SHRM. (7)
2. **HR Forecasting:** Demand Forecasting; Techniques of forecasting the demand for Human Resource – Trend analysis, Ratio Analysis, Scatter Plot, Computerized forecasting, Delphi Method, Managerial Judgment; Supply Forecast (Calculation for Forecasting) (5)
3. **Strategic Approach to Job Design & work System:** Job Design- Concept, Approaches to Job Design; Designing Work Systems- Approaches to work system design; Elements in redesigning work systems; Organizational Design Process; Factors affecting design process (8)
4. **Strategic Approach to Manpower Acquisition:** Recruitment strategy- Location based employee market segmentation- internal market Vs external market; Selection Strategy – skills of selected candidates; Selection Instruments- blank application forms, Application letter, Qualification, work experience, Interview; Role of line & HR manager in selection. (6)
5. **Compensation Strategies:** Difference between traditional pay & strategic pay; Compensating Individual Employees; Compensating Groups; Executive Compensation; Employee Motivation through pay; ESOPs. (7)
6. **Training & Performance Management Strategies:** Strategic Issues in training & development; Competency Mapping- approaches, methods; Multi-skilling- concept, merits and demerits; Strategic Dimension of Performance Appraisal; Defining Key Result Area (KRA), Result based performance; linking performance to pay, Basis of Promotions; Organizational Appraisal – Balance Score card, Economic Value added (10)
7. **Employee Separation & Downsizing:** Concept; Types of Separation; concept of downsizing; Areas affected by downsizing; Concept of Turnover; Downsizing Versus Outsourcing. (7)

**Reference Books:**

1. Strategic Human Resource Management – Rajesh Vishwanathan - Himalaya Publishing.
  2. Personnel and Human Resource Management – by P. Subba Rao - Himalaya Publishing.
  3. Strategic Human Resource Management – Pulak Das -Cenage Learning.
  4. Competency- Based Human Resource Management – Srinivas R. Kandula -PHI Learning
  5. Strategic Human Resource Management – V S P Rao -Excel Books
  6. Strategic Human Resource Management – Jeffrey Mello
  7. Strategic Human Resource Management - S K Bhatia - Deep & Deep publication
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**Sem. III Group C – Human Resource Management**

**Paper II – Human Resource Initiatives**

- 1. Talent Management:** Concept, Importance, Talent Management Life Cycle, Managing the talent – Talent management - An Integrated model, Talent sourcing, Developing talent, Talent Management Grid, Strategies for Talent Management.
- 2. Knowledge Management:** Architecture, Difference between Information Management and Knowledge Management, Knowledge conversion, APO Knowledge Management Framework, Knowledge Management process.
- 3. Human Resource Information System (HRIS):** Need, Advantages, Uses, Designing HRIS, Computerized HRIS, Personnel Inventory, Limitations.
- 4. Virtual Organization (VO):** Concept, Types, Advantages and Disadvantages of Virtual Organizations, Features of VO, HRM in Virtual organizations.
- 5. HR Accounting, Auditing & Research: HR Accounting** - Definition, Need, Methods of valuation, Benefits of HR Accounting, **HR Audit** – Objectives, Need, Areas of audit, Advantages and Ratio Analysis, **HR Research** - Characteristics, Objectives, Need, Approaches and Process.
- 6. Contemporary Issues in HRM:** Competency Mapping – Meaning, Objectives, Advantages, Identification of competency, Requirement for Competency based HRM; HR Metrics Management; Rightsizing of Workforce – Factors, Consequences, Need; Emotional Intelligence – Need, Methods, Use for Career Development, EI & Managerial effectiveness, EI & Team effectiveness; HR Six Sigma Process.
- 7. HR Analytics** – Concept and Definition, Framework of HR analytics, Aligning HR to Business through HR Analytics, Steps for alignment of HR analytics with business goals and strategies. HR research tools and techniques, Compelling reasons for HR analytics.

**Reference Books:**

1. Human Resource Management by Biswajeet Pattanayak (PHI)
  2. Human Resource Management, by Snell, Bohlander, Vohra (Cengage Learning)
  3. Human Resource Management by Dr. S. S. Khanka (S. Chand)
  4. Essentials of Human Resource Management and Industrial Relations by P. Subba Rao (HPH)
  5. Human Resource Management by K Ashwathapa (Tata McGraw Hill)
  6. HR Analytics by Dipak Kumar Bhattacharya – SAGE Publications.
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**Sem. III Group C – International Business Management**

**Paper I - International Business Environment**

- 1. International Business Environment:** Importance, nature and scope of International business, An overview of business environment, Economic, Political and Legal environments, Social and Cultural environments, demographic environment in International Business. Framework for analyzing international business environment.
- 2. Globalization:** Globalization of business features of current globalization, essential conditions of globalization, Modes of entry into International Business, Pros and Cons of globalization, globalization of Indian Business and some social issues in international business.
- 3. International Economic Institutions and Liquidity:** IMF, World Bank, UNCTAD, UNIDO, Asian Development Bank, International Trade Centre, International Development Association, International Liquidity and SDRs.
- 4. International Economic Co-operation and Agreements:** SAARC, SAPTA, Indo-Lanka Free Trade agreements, India's Recent Regional Cooperation Moves, International Commodity Agreements.
- 5. Balance of Payment Account and BoP of India:** Meaning, nature of balance of payments accounting, components of balance of payments, balance of payments disequilibrium, correction of balance of payments, financing of BoP deficit, Comparative trade performance of India, trends in major exports, trends in major imports. Direction of trade, service trade, major problems of India's export sector.
- 6. Global Competitiveness and e-business in regard to International Business:** Competitive advantage of nations, technology and global competitiveness, new information technologies, re-engineering the International business process, e-business-conceptual analysis, advantages and disadvantages of e-commerce.
- 7. International Human Resource Management and Business Ethics:** Global recruitment and selection process, training and development, expatriate, performance appraisal, compensation and benefits.

**Reference Books:**

1. International Business, P Subba Rao, - Himalaya Publishing House, 3rd Edition, 2013.
  2. International Business Environment, Francis Cherunilam, - Himalaya Publishing House, 7th edition, 2018.
  3. International Business, K. Aswathappa, 5th Edition - Tata McGraw Hill, New Delhi, 2012.
  4. International Business, Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, 7th Edition - Cengage Learning, New Delhi, 2010.
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**Sem. III Group C – International Business Management**

**Paper II - Export Policy, Procedures and Documents**

- 1. Export Management and Preliminary Exercise:** Introduction, company objectives, company policies, export policy, forecasting and planning, organization, the functions of export management, direction and co-ordination, system and procedure, control, export information,, commodity selection, price quoting, methods of payment in overseas trade, bank account, export finance, penalty, code, application & MOU, export-import license certificate.
- 2. Exporting Process:** Introduction, deciding to export – feasibility study, determining foreign market entry strategy, execution of the plan, formalities before export, production for export, arranging for export finance, obtaining EXIM digital signature certificate, arranging freight forwarders & shipping cargo, packing list.
- 3. Basic Export Practices:** Introduction, need for exporting, export risks, planning and organizing for global marketing, export dimensions, competitive advantages, business negotiation, role of freight forwarders, tips for export success.
- 4. Import Policy And Procedure:** Introduction, important provision of import policy, import procedure – steps, mode of pricing and INCO terms, letter of credit Vs bank guarantee, document issued and checked, rime limit for remittance, interest remittance, importers documents, and custom clearance of imported goods at ports
- 5. Credit Risk Management: Export Credit Insurance:** Concept and importance; Role of Export Credit Guarantee Corporation (ECGC); Covers issued by ECGC; Financial guarantees; Coverage of commercial and political risks – procedures and documentary requirements
- 6. Shipping And Customs Procedure:** Introduction, export procedures in Indian ports, other custom procedure, documents required for post parcel customs clearance, procedure for software export
- 7. Export Documents:** Introduction, benefits of documentation, functions of documentation, broad categories of documentation, commercial and general , regular, auxiliary documents, pres shipment, related to payments, related to goods, insurance and documents related to quality of goods.

**Reference Books:**

1. EXIM Management – S. Soundain – MJP Publishers
  2. Export policy, procedure and documents- M.I. Mahajan- Snow White Publication.
  3. International Marketing Management – M.V. Kulkarni – Everest Publishing house
  4. International Business- P. Subba Rao- Himalaya Publication
  5. International Marketing – Francis Cherunilam – Himalaya Publication house
  6. International Marketing - Onkvisit, Sak., and John J. Shaw- Tata McGraw Hill
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**Sem. III Group C – Systems Management**

**Paper I - Management Information System**

- 1. Scope and Objectives of MIS:** The role and importance of Information Systems, the place of Information Systems in the organization, the power of MIS, Uses of MIS.
- 2. The Challenge of Information System:** Computer literacy, Information system literacy. Information needs of different organization levels. Major types of information system in organization and relationship between them, enhancing management decision making. Decision Support Systems (DSS) – understanding DSS, characteristics components, major DSS applications. Group decision support systems (GDSS), - elements, characteristics, enhancing group decision making using GDSS. Executive support systems (ESS) – role of ESS in the organization, developing ESS, benefits of ESS.
- 3. Strategic Role of Information Systems:** Strategic role of information systems. Information as a strategic resources and concept of strategic information system. Contribution of information systems to pursue competitive strategies.
- 4. Information System Success and Failure:** Major problem areas in information system, Principle causes of information system failure, evolution of success of information systems. appropriate strategies to implement the process.
- 5. Application of MIS in Various Functional Areas:** Marketing Information Systems, Financial Information Systems, Human Resource Information Systems, Production Information Systems.
- 6. Knowledge Management :** Introduction and difference between the terms data, Information and Knowledge, Need of Knowledge Management, Types of Knowledge, Impact of IT on Knowledge Management, Role of ICT in Knowledge Management.

**Reference Books**

1. Management of Information systems – Gordon B. Davis & Margreth H. Olson
  2. Management of Information systems – Jawadekar W.S.
  3. Information Systems Management in Practice – Ralph H. Sprague Jr. & Barbara C. McNurlin
  4. Management of Information Systems – James A. O'Brien
  5. Information System Concepts for Management – 4th Edition Lucas
  6. Management of Information Systems – 2nd edition – Kroenke David.
  7. Management of Information Systems – Organization and Technology by Kenenth C. Laudon, Jane P. Laudon.
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**Sem. III Group C – Systems Management**

**Paper II -ERP and SPD**

- 1. Enterprise Resource Planning** –Introduction to ERP, Need of ERP, Advantages and Growth of ERP, Common ERP Myths, the Role of CIO.
- 2. ERP and Related Technologies** – ERP and Related Technologies – Business Process Reengineering (BPR)- Business Process, Process Model of Organization, Reasons for Delay in Business Processes, Relevance of IT. BPR, ERP and IT. Supply Chain Management (SCM)- Concept, Supply Chain Performance: Achieving Strategic Fit and Scope. Introduction to Customer Relationship Management (CRM).
- 3. ERP Implementation In Detail** - Implementation Basics, Implementation Cycle, Package Selection, Implementation Process, Project Team and other Stakeholders.
- 4. Introduction to System Development-** Characters of a Software, SDLC, Role And Skills Required for Software Engineer and Software Project Manager
- 5. System Analysis-** Problem Definition, Requirement Gathering (Fact Finding Methods), Requirement Modeling- Meaning And Tools (DFD, ERD, Decision Trees, Decision Tables)
- 6. System Design-** Design of Input & Control, Design of Output, User Interface Design: Good Design, Design Issues, Features of Modern GUI, Design of Program Specification, Code Design

**Reference Books:**

1. Enterprise Resource Planning -Alexis Leon
  2. ERP Ware : ERP Implementation Framework -V.K. Garg & N.K. Venkatkrishnan
  3. ERP -Leon
  4. ERP Concepts and Planning -Garg & Venkatkrishnan
  5. ERP - Dr. Milind Oka
  6. Modern System Analysis and Design -Jeffrey A. Hoffer, Joey F. George, Goseph S. Valacich
  7. System Analysis & Design -Elias Awad
  8. System Analysis & Design methods -Whiten, Bentley
  9. Enterprise Resource Planning -Ashim Raj Singala (Cengage)
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**Sem. III Group C – Agriculture & Co-operative Management**

**Paper I - Fundamentals of Agriculture & Co-Operative Management**

- 1. Utilization of Land and Cropping pattern Natural Environment:** -Geographical situation, Physical features. Problems of soil Erosion: - Types of soil Erosion, water erosion, wind erosion. Land resources, Classification of land, Cultivated Area, Cropping Pattern
- 2. Agriculture Input Technology:** - Irrigation: - need, role, development. Manures and Fertilizers: Soils and Losses of Nutrients, Nature and Function of Manures, Chemical fertilizers: - Types, time of application
- 3. Improved seeds and plant protection measures. Improved seeds:** - Importance, varieties. National Seeds Corporation. Plant protection measures: - causes of plant diseases, Measures
- 4. Agricultural Labour:** Definition of Agricultural labour, Characteristics, Special Programs for agriculture labour, Lines of improvement of landless labour
- 5. Introduction of Co-operation:** Co-operation concept, definition and principal of co-operation. Relevance and significance of Co-operative Law. Growth of co-operative movement in India.
- 6. Co-operative Management:** Introduction of co-operative management. General Body of Members. Requisite of meeting. Board meetings/managing committee meetings. Committees of the Board. Power and duties of the chairman. Board of Directors and the executives. Successful functioning of Board of directors. Unique features of co-operative Management.
- 7. Agri. and Non-Agricultural Co-operatives in India:** Self Help Groups. Consumers Co-operatives. Marketing Co-operatives. Co-operative Housing.
- 8. Co-operative Banks at Different Levels in Maharashtra:** State co-operative Bank (SCB), Land Development Bank (LDB), District Central Cooperative Bank (DCCB), Primary Co-operative credit societies (PCCS), Maharashtra State Co-operative Bank, National Housing Bank, Regional Rural Banks

**Reference Books:**

1. Co-operative Management Pattern. - Ansari A.A.-
  2. New Dimensions of Co-operative Management.- Akarnat J.S.-
  3. Co-operative Management and Administration. - Goel B.B.-
  4. Professional Management for Co-operatives. - Sah A.K.-
  5. Rural Development and Banking in India. - Ajit Singh-
  6. Financing Small and Marginal Farmers through Co-operative Credit Structure. - Dandekar V.M.
  7. Bank Finance Rural Development - Naidu L.K.
  8. Agriculture problems of India - Mamoria
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**Sem. III Group C – Agriculture & Co-operative Management**

**Paper II - Agricultural Marketing**

- 1. Agricultural Marketing:** Introduction: Concept and Definition, Need and Scope, Need Differences in Marketing of agricultural and manufactured goods.
- 2. Market and Market Structure:** **Market** - Meaning, Components of market, Classification of Market, Growth of Markets. **Market Structure** -Meaning, Components of Market Structure.
- 3. Agricultural Marketing Functions:** Marketing function:-Meaning and Classification. Packaging:-Meaning, Types, Packaging Materials and New inventions, IIP (Indian Institute of Packaging). Transportation: Advantages, Means of transportation, Transportation cost. Grading, Standardization and Quality Control:-AGMARK. Storage:-Meaning, Need, Risk in Storage, Storage Structure. Warehousing:-Meaning, Functions, Types. Processing and Value addition: Meaning, advantages. Market Information: Meaning, Importance, Types.
- 4. Marketing Agencies, Institutions and Channels:** Introduction. Marketing Agencies. Marketing Institutions. Marketing channels: Definition, Marketing channels for:-cereals, Oilseeds, Pulses. Innovative marketing Channel:-farmers Markets. Contract Marketing:-Meaning, Advantages, types.
- 5. Marketing of Farm Inputs:** Theory of determination of input Price. Supply, demand, distribution, Marketing Pattern and Price policy of important farm inputs: Chemical fertilizers, seeds, Plant Protection chemicals (Pesticides), Electricity, Farm Machinery.
- 6. Government Intervention and Role in Agricultural Marketing:** Characteristics of Traditional Agricultural Marketing System. Directorate of marketing and Inspection. Regulation of Agricultural Marketing: Definition, Features, Classification. State Trading: Objectives, Types.
- 7. Rural Marketing:** Introduction, Classification, Characteristics, Rural Consumer, Segmentation, Rural Product, Rural Price, Rural Distribution, Rural Communication.

**Reference Books:**

1. Integrated Rural Development - Arora R.C.
  2. Politics and Society in Rural India - Mishra S.N.
  3. Competitive Strategy - Porter, Michael E
  4. Marketing Management - Philip Kotler
  5. Indian Agricultural Economics -Myths and Realities - Rudra Ashok
  6. Competing Against Time - Stalk George
  7. Export Management - Prof. Laxmi Narayan
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**Sem. IV Paper XXVI - Entrepreneurship Development**

- 1. Foundations of Entrepreneurship Development:** Concepts of Entrepreneur, Entrepreneurship. Entrepreneurial Traits. Manager, Intrapreneur / Corporate Entrepreneur – A comparative study. Entrepreneurship as a career, Concept and Need of Entrepreneurship Development, Theories of Entrepreneurship: Innovation Theory by Schumpeter, Theory of High Achievement by McClelland, X-Efficiency Theory by Leibenstein, Theory of Profit by Knight, Theory of Social change by Everett Hagen. (12)
- 2. Influences on Entrepreneurship Development:** External Influences on Entrepreneurship Development: Socio- Cultural, Political, Economical, Personal. Entrepreneurial culture with special reference to Intrapreneurship / Corporate Entrepreneurship. Entrepreneurial Success and Failure: Reasons and Remedies. (06)
- 3. Innovation and Entrepreneur:** Innovation – Concept and Meaning, Difference with Invention and Creativity, Role of innovation in entrepreneurship, Sources of Innovation, Principles, Barriers and essential conditions for Innovation. (04)
- 4. Women & Social Entrepreneurship:** Women Entrepreneurs – Meaning and concept, Problems/Challenges and Remedies to Woman Entrepreneurship, Achievements of Woman Entrepreneurs, Organizations empowering Woman Entrepreneurs – FIWE, SEWA, AWAKE. Social Entrepreneurship - Concept, examples of Social Entrepreneurship and its features. (08)
- 5. Creating Entrepreneurial Venture:** Entrepreneurship Development Cycle. Business Plan - An Entrepreneurial Tool. Elements of Business Plan - Objectives, Market Analysis, Development of product / idea, Marketing, Finance, Organization & Management, Ownership, Critical risk contingencies of the proposal, Scheduling and milestones. Feasibility Reports - Technical, Financial, Marketing, Personnel. Project Management, Project Life Cycle (12)
- 6. Entrepreneurship Development Environment:** Role of the following agencies in the Entrepreneurship Development (06)
  - i. DIC – District Industrial Center
  - SISI – Small Industries Services Institute
  - ii. NSIC – National Small Industries Corporation
  - iii. EDII – Entrepreneurship Development Institute of India
  - iv. NIESBUD – National Institute of Entrepreneurship and Small Business Development
  - v. NEDB – National Entrepreneurship Development Board
- 7. Financial Support for Small Enterprises:** Role of Central Government and State Government in promoting Entrepreneurship - various incentives, subsidies, grants etc. – with special reference to ‘Export oriented units’. Financial schemes offered by various financial institutions: IDBI, ICICI, SIDBI, SFCs. Role of Venture Capitalist, Angel Capitalist. (06)

**Reference Books:**

1. Fundamentals of Entrepreneurship Development and Project Management – Lipika K. Guliani & R. K. Gupta – Himalaya Publishing House
  2. The Dynamics of Entrepreneurial Development and Management – Vasant Desai. – Himalaya Publishing House
  3. Fundamentals of Entrepreneurship – G. S. Sudha – R. B. D. Publishing House
  4. Entrepreneurship – Text and Cases – P. Narayana Reddy – Cengage Learning
  5. Entrepreneurial Development – S. S. Khanka – S. Chand & Co.
  6. Entrepreneurship development – E. Gordon & K. Natarajan – Himalaya Publishing House
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**Sem. IV - Paper XXVII - Quality Management**

- 1. Introduction to Quality and Total Quality Management (TQM):** Concept, importance, Quality movement in India, types of quality, benefits of quality, quality and competitive advantage, total quality, fundamentals of total quality, major process components of TQM, key elements of total quality management.
- 2. Quality Philosophies and Quality Circle:** Quality Gurus - W Edward Deming, Joseph M. Juran, Philip B. Crosby and Vilfredo Pareto, Quality circles (QC)- concept, implementation of QCs, quality circles in India
- 3. Total Quality Control and Continuous Improvement:** Just-In-Time- JIT Philosophy, objectives, JIT methods, elements of JIT, implementation of JIT, benefits of JIT, Six Sigma - Concept, Implementation, Analysis of Six Sigma, KAIZEN - Concept, steps in continuous improvement process, requirements for a successful Kaizen program and benefits.
- 4. Benchmarking and 5-S:** Concept, Rationale of benchmarking, objectives, process, Benefits of benchmarking, Obstacles to successful benchmarking, types of benchmarking, concept, implementing of 5-S and benefits.
- 5. Cost of Quality and Statistical Quality Control (SQC):** Cost of Quality- Concept, purpose, profile, categories, benefits, problems in quality cost measurement, Statistical Quality Control- concept, SQC for process control, acceptance sampling and advantages.
- 6. TQM Models:** Malcolm Baldrige national quality award, Demings Award, European quality award, Australian quality award, Confederation of Indian Industries award.
- 7. Quality Management System & Quality Audit:** Quality Systems, Quality management principles, ISO 9001 : 2000, ISO 14000, Quality audit concept, Audit program activities, planning and performing audit, audit reporting, essential ingredients of a quality audit program.

**Reference Books:**

1. Total Quality Management, Dr. D. D. Sharma, Sultan Chand & Sons
  2. Total Quality Management, K. Shridhar Bhat, Himalaya Publishing House
  3. Total Quality Management, Shailendra Nigam, Excel Biiks
  4. Production and Operations Management, K. Aswathappa & K. Shridhara Bhatt, Himalaya Publishing House
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**Sem. IV Group A – Marketing Management**

**Paper III - Integrated Marketing Communications**

- 1. Introduction to integrated Marketing Communication:** Concept, Tools for IMC-Advertising, sales promotion, personal selling, public relations, direct marketing, IMC planning process, Role of IMC in marketing process. Fundamentals of advertising, advertising appeal in various stages of PLC, types of advertising including corporate advertising
- 2. Advertising Agency:** functions of advertising agencies, Services offered by various agencies, Client-Agency-Relationship, agency compensation, Trends in Compensation of Ad Agencies, Future of Advertising Agency, Campaign Planning and Creativity in Advertising, Advertising Budgeting.
- 3. Media planning:** Developing Media plan, Problems encountered, Media Evaluation-Print, Broadcast media, Support media in advertising. Media strategy: Creativity, Elements of creative strategies and its implementation, Importance of Headline and body copy.
- 4. Sales Promotion and Direct Marketing:** Scope and role of sales promotion, growth of sales promotion, types of sales promotion, co-coordinating sales promotion and advertising. Direct Marketing: features, functions, growth, advantages/disadvantages, and direct marketing strategies, e-commerce, event management, trade fairs and exhibitions.
- 5. Public relations and Personal selling:** Public relations- Meaning, process of public relations, crisis management, Personal selling- scope of personal selling, role of personal selling in IMC program, advantages and disadvantages, evaluating personal selling efforts.
- 6. International Advertising and promotion:** Importance of International markets, the role of international advertising and promotion, International environment in advertising, global v/s Localized advertising, the roles of other promotional mix elements in international marketing, advertising
- 7. Ethics in Promotion:** Concept, importance, social and ethical criticisms of advertising, economic effects of advertising.

**Reference Books:**

1. Advertising and Promotion, George E Belch and Michel A Belch and Keyoor Purani, Tata McGraw Hill, 7th edition, 2010
  2. Foundations of Advertising, S. A. Chunawalla and K. C. Sethia, Himalaya Publishing House, 7th edition, 2009
  3. Advertising Management, Rajeev Batra, John G. Myers and David A. Aaker, Pearson Education, 5th edition, 2009.
  4. Advertising & Sales Promotion, S. H. H. Kazmi and Satish K Batra, Excel Books, New Delhi, 2001.
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**Sem. IV Group A – Marketing Management**

**Paper IV - Services and Retail Marketing**

- 1. Service Marketing:** What are services, definition, need & importance of Services, distinction between services & goods, characteristics of services. Buying behavior of service consumer, Reasons for growth of the service economy.
- 2. Marketing Mix in Service Marketing:** The seven P's –Product decisions, Pricing strategies, Promotion of services, Placing or Distribution methods of services, People, Physical Evidence and Process. Branding Services, Service Demand & Supply.
- 3. Marketing strategies for different services:** Financial, insurance, consultancy services, healthcare, educational, Airline, Retail & Shopping Mall, Hospitality-hotel, travel, tourism.
- 4. Introduction to Retail:** Concept, Functions of retailer, Organized Retail, Types of retail formats – Store and Non-store, Franchising, Retail as a career, Drivers of retail change in India, FDI in Retail, Challenges for retail in India
- 5. Store Design:** Site Selection, Store Design – concepts, elements, Layouts, Visual Merchandising
- 6. Retail Merchandising:** Buying Function- Factors, The Merchandiser- role and responsibilities, Buyer – Role and responsibilities, Buying for different types of organizations, Process of Merchandise planning, Assortment Planning
- 7. Category Management:** Concept, Emergence of Category Management, components, process, Private Labels – Concept, Need, Evolution , Process of private label creation

**Reference Books:**

1. Service Marketing – Dr. S. Shahjahan, Himalaya Publication
  2. Service Marketing – S. M. Jha, Himalaya Publication
  3. Service Marketing – Vasanti Venugopal, Raghu V.N, Himalaya Publication
  4. Service Marketing & Management –Dr. B. Balaji, S. Chand & Co
  5. Retailing Management – Swapna Pradhan, McGraw Hill Publication
  6. Retail Management – Gibson Vedmani, Jaico Publishing House
  7. Retail Management – Suja Nair, Himalaya Publication
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**Sem. IV Group A – Marketing Management**

**Paper V - International Marketing**

- 1. International Marketing Planning** International marketing concept, objectives, Domestic v/s Global Marketing, underlying forces of international marketing, driving & restraining forces, changes & challenges, International Market Selection, Factors influencing, International Marketing, procedure Techniques – survey, interview techniques, Analysis of field data, Research report-International Marketing Planning and Control, Framework , marketing control ,Control sequence.
- 2. International Marketing Environment** Economic environment, social environment, political & governmental, demographic, technological, international trading environment, trade barriers, trading blocks, free trade agreement, International Warranties and Services.
- 3. International Product Planning and Pricing Decisions:** Major Product decisions-product design, labeling, packaging, branding and product support services; Product standardization vs. adaptation; managing product line. Pricing decisions for International Markets: Factors affecting international price determination; International pricing process and policies; Delivery terms and currency for export price quotations; Transfer pricing;
- 4. International Distribution Decisions:** Distribution channel- from traditional to modern channel structures, Intermediaries for international markets-their roles and functions; Alternative middlemen choices, Factors affecting choice of channels; Locating, selecting and motivating channel members; International distribution logistics- Issues and Planning.
- 5. International Promotion Strategies:** Communications across countries-complexities and issues; Country-of-origin effect; Sales promotions in international markets, trade fairs and exhibitions, International public relations, International Advertising decisions, Personal selling and sales management; Developing international promotion campaign.
- 6. Policy Framework And Procedural Aspects:** India's Export – Import policy – EXIM Policy – promotional measures - Export oriented Units – Deemed Exports - Export- Import Documentation – Kinds of Documents – Principal Export Documents – Auxiliary documents – Documents in Import Trade
- 7. Issues In International Marketing:** Ethics in International Marketing, social responsibility in international marketing, environmental issues, labor issues, Ecological concern issues,

**Reference Books:**

1. International Marketing – Francis Cherunilam – Himalaya Publication house
  2. International Marketing - Onkvisit, Sak., and John J. Shaw - Tata McGraw Hill
  3. Global Marketing - Keegan, Warran J. and Mark C. Pearson.
  4. International Marketing Management – M.V. Kulkarni – Everest Publishing House
  5. International Business – P. Subha Rao - Himalaya Publication house
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**Sem. IV Group B – Financial Management****Paper III - Project Planning and Management of Financial Services**

- 1. Project Planning-** Generation and Screening of project ideas, Market and Demand Analysis, Technical Analysis, Financial Estimates and projections, Preparation of Financial Feasibility of Project Report (Practical) **(08)**
- 2. Refinements in Capital Budgeting-** Capital Rationing, Factors Leading to Capital Rationing, Project selection under Capital Rationing, Inflation and Capital Budgeting, **(10)**
- 3. Risk Analysis in Capital Budgeting-** Definition of risk, Classification of Risks, Techniques of Risk Analysis - Sensitivity analysis, Scenario Analysis, Simulation Analysis and Decision Tree Analysis. Risk Analysis in Practice. **(10)**
- 4. Financial Management in Sick Units:** Definition of Sickness, Causes of Sickness, Symptoms of Sickness, Prediction of Sickness, Revival of a Sick Units. **(06)**
- 5. Introduction to Financial Services:** Introduction, Meaning & Significance, Evolution of Financial services in India, Functions of Financial Service Institutions, Regulating Authorities of Financial Services, Features of Financial services, Constituents of Financial Services, Financial Services in India. **(08)**
- 6. Housing Finance Companies In India-** Need for Housing Finance in India, Institutional Framework, National Housing Bank and its functions, National Housing Policy and its objectives, Housing Finance in India- Prospects and challenges. **(08)**
- 7. Micro Finance and KPO & BPO:** Introduction, Meaning, Grameen Credit, Self Help Group, Advantages of Financing through SHGs, Role of Non Governmental Organization in Micro Credit, Micro Finance Lending Models, Micro finance companies in India. Introduction to KPO and BPO, accounting and financial process carried in KPO's and BPO's. **(10)**

**Reference books:**

1. Projects : Planning, Analysis, Selection, . Implementation and Review- Prasanna Chandra Tata McGraw Hills
  2. Financial Management – Paresh Shah - Biztantra)
  3. Financial Management – Eugene F. Brigham, Michael C. Ehrhardt - Cengage
  4. Financial Management- P. V. Kulkarni & B. G. Satyaprasad - Himalaya Pub.
  5. Financial Management – M. Y. Khan & P. K. Jain - Prentice Hall
  6. Marketing of Financial Services- V.A. Avadhani - Himalaya Publishing House
  7. Management of Indian Financial Institution- R.M. Srivastav, Divya Nigam - Himalaya Publishing House
  8. Merchant Banking & Financial Services- Dr. Ravichandran Krishnamurthy - Himalaya Publishing House
  9. The Indian Financial system and Development by Vasant Desai - Himalaya Publishing House.
  10. Indian Financial Market- Theory and Practice- Naliniprava Tripathy.- PHI
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**Sem. IV Group B – Financial Management****Paper IV - Investment Management**

1. **Investment:** Concept of Investment, Speculations and Gambling, Investment v/s Speculation, Characteristics of Investment, Qualities of successful investment, Investment Avenues in India. **(10)**
2. **Risk and Return:** Meaning of Risk, Types of Risk - Systematic Risk and Unsystematic Risk, Measurement of Risk - Variance, Standard Deviation, Beta, Measuring Return: Ex-Post and En-Ante, Risk and Return of Two and Three Assets Portfolio, Effect on Portfolio return due to Risk free assets. **(10)**
3. **Asset Pricing Model:** – Markowitz Model, Capital Market Line, Sharpe Model, Security Market Line. **(06)**
4. **Bond valuation:** Types and features of Bonds, Bond Pricing, Bond Yields, Risks in Bonds, Rating of Debt Securities- Various Rating Companies in India- CARE, ICRA and CRISIL, Process of Rating adopted by these companies, Bond Portfolio Management- Passive Strategy and Active Strategy. **(08)**
5. **Analytical Framework for investment in Share:** Fundamental Analysis- Economic Analysis, Industry Analysis and Company Analysis, Technical Analysis – different Charting Techniques, Technical Indicators. Trends, Indicators, Indices and moving averages applied in Technical Analysis, Difference between Fundamental and Technical Analysis. **(10)**
6. **Portfolio Management:** Meaning of Portfolio, Benefits of Portfolio, Steps in Portfolio Management- Specification of Investment Objectives and Constraints, Selection of Assets Mix, Formulation of Portfolio Strategy, Selection of Securities, Portfolio Execution, Portfolio Revision, Performance Evaluation. **(08)**
7. **Personal Financial Planning:** Meaning, Rewards of Financial Planning, Steps in Financial Planning Process, Financial Planning for Life time, Planning Environment, Determinants of Personal Income, Preparation of financial plan considering different investment avenues. **(08)**

**Problems to be covered for following topics:**

- i. Risk and Return
- ii. Sharp Model i.e. CAPM
- iii. Bond Valuation

**Reference Books:**

1. Security Analysis and Portfolio Management – Donald E. Fischer and Ronald J. Jordon Prentice
  2. Modern Investments and Security Analysis – Russell J. Fuller & James L. Farrell, Jr.
  3. Investment Analysis and Portfolio Management – Prasanna Chandra- TMG Hills
  4. Investment Analysis and Portfolio Management- M. Ranganatham and R. Madhumathi Pearson
  5. Security Analysis and Portfolio Management – Punithavathy Pandian, Vikas Pub.
  6. Investment Management - V. A. Avadhani, Himalaya
  7. Portfolio Management – Samir Barua, J. R. Varma, V. Raghunathan Himalaya Publication
  8. Personal Financial Planning Guide - Ernst and Young's Cengage
  9. Investment Management – Preeti Singh - Himalaya Publication
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**Sem. IV Group B – Financial Management****Paper V - International Finance**

- 1. International Business Environment:** Nature and characteristics of International Business, Globalization and India's financial sector reforms. Scope of International Finance, Importance of International Finance. **(08)**
- 2. World Financial Markets and Institutions:** International Banking, International Bond Market, International Equity Market. Introduction to NASDAQ, NYSE, Tokyo Stock Exchange, London Stock Exchange. Introduction to ADR and GDR **(08)**
- 3. Foreign Exchange Market:** Structure of Foreign Exchange Market, Types of Transactions, Exchange Rate quotations and arbitrage, Interrelationship between Exchange and Interest Rate. **(06)**
- 4. Exchange Rate Mechanism:** Exchange rate quotations, Determination of exchange rate in spot market and forward market. Factors influencing exchange rate, Theories of Exchange Rate Behavior– Purchasing Power Parity, Interest Rate Parity **(10)**
- 5. Risks in International Operations:** Exchange rate risk, Interest rate risk and political risk. Techniques of covering risks- Internal and External. **(08)**
- 6. Balance of Payment:** Introduction, Presentation of Balance of Payments, Importance of BOP, Limitations of BOP, methods to correct adverse Balance of payment, BOP position of India in recent years. **(08)**
- 7. Financial Management of the Multinational Firm:** Foreign Direct Investment – Cost of Capital and Capital Structure of a Multinational Firm - Multinational Capital Budgeting – Multinational Cash Management – Country Risk Analysis – International Taxation – Double Taxation Avoidance Agreements **(12)**

***Problems should be covered on following topics only.***

- i. Exchange Rate quotations and arbitrage*
- ii. Determination of exchange rate in spot market and forward market.*
- iii. Techniques of covering risks*
- iv. Multinational Capital Budgeting*

**Reference Books:**

1. International Financial Management- Cheol Eun & Burce Resnick, Tata McGraw Hills
  2. Finance of International Trade – Alastair Watson, Paul Cowdell (Cengage)
  3. International Corporate Finance- Madura (Cengage Learning)
  4. International Finance – Mihir Desai ( Wiley India Edition)
  5. International Finance – P. G. Apte TMG Hills
  6. Exchange Control Regulations – Nabhi, Nabhi Publications New Delhi
  7. Global Business Finance- V. A. Avadhani Himalaya Pub.
  8. International Financial Management- P.K Jain & others.- TMG Hills
  9. International Finance –Bhatt PR – Anmol Publication
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**Sem. IV Group B – Production and Materials Management**

**Paper III – Industrial Engineering**

- 1. Productivity:** Production System. Definition of Productivity, Factors affecting productivity, Kinds of Productivity Measures, Increasing Productivity of Resources.
- 2. Work Study:** Definition and Concept, Objectives and need, Basic Procedure.
- 3. Method Study:** Need for method study, Procedure, Principles of motion Economy.
- 4. Recording of Method Study:** Use of various charts, Outline charts. Flow process chart for Worker and Materials and Equipment. Man-machine chart, SIMO Chart, Multiple Chart, Multiple Activity Chart, Travel Chart, String diagram.
- 5. Work Measurement:** Technique of work Measurement including estimating, Stop Watch time study, Pre-determined time standards, Synthetic estimate of work times, Activity Sampling.
- 6. Computation of Standard Time:** Elements, Types of Elements, Performance Rating, Allowances, Need for Allowances, Types of Allowances.
- 7. Ergonomics:** Nature of Ergonomics, Factors in ergonomics, Socio-technical System.
- 8. Business Process Reengineering:** Concept of BPR, process of BPR, prerequisites for effective BPR implementation, application of BPR in productivity improvement.

**Reference Books:**

1. Work Study – I.L.O.
  2. Work study of Ergonomics – L. C. Jhamb
  3. Work Study – Curie and Faraday
  4. Industrial Engineering and Management – O. P. Khanna
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**Sem. IV Group B – Production and Materials Management**

**Paper IV – Quality Management**

1. Basic concept of Total Quality, Quality & Competitive Advantage, Quality Policy, Quality objectives, Leadership for Quality
2. Principles of Total Quality Management, Elements of Total Quality Management, Malcolm Baldrige National Quality Award Criteria, Benefits of Total Quality Management. Deming Management Philosophy, Deming's 14 Points for Management. The Juran Philosophy Juran Quality Trilogy, Crosby's Philosophy, Taguchi Loss Function.
3. Concepts of Quality Control, Acceptance Sampling, inspection plans, Statistical Process Control, Control charts, benefits of control charts.
4. Quality assurance, Quality Audit, Quality certification systems-Introductory treatment to ISO 9000, QS 14,000 and QS 9000 and other standards.
5. Management of Quality Circles and Zero Defect Program, Ishikawa Fish Bone diagram, Pokka Yoke
6. Quality Improvement team, Role of workers, Supervisors and Management in TQM, Team building, cross functional teams.
7. Quality Costs-Analysis of various quality cost and losses, balance between cost of quality and value of quality.
8. Failure Analysts, functional linkage of Quality with Reliability and Maintainability.
9. Marketing aspects of TQM, Total quality of Service, Total quality and safety, Six Sigma.

**Reference books:**

1. Statistical Quality Control - R. C. Gupta.
  2. ISO 9000 Handbook - Ed. Robert Peach.
  3. Total Quality control - Armond V. Flegenbaum.
  4. ISO 9000 Quality management system-International Trade Center Geneva.
  5. Six Sigma – Deepali Desai
  6. Total Quality Management – K. Shridhar Bhat
  7. Quality Management – Gitlow, Opperheim
  8. Quality Control - Dale H Bester field – Pearson Education
  9. The essence of Total Quality Management – Hunsen & Ghare
  10. Managing for Total Quality – Logothetic
  11. Manuals of various standards.
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**Sem. IV Group B – Production and Materials Management**

**Paper V – World Class Manufacturing**

- 1. World Class Manufacturing Environment:** Imperatives for success, System approach and change in mindset, Strategic decisions in Manufacturing Management. Choice of technology, Capacity and layouts, Automation in Material handling system.
2. State of international business Excellence, Globalization and Global Companies. Managerial attitude towards globalization of business, entering the International Area, Managerial challenges for the future, Experience of Indian Companies in World Class Manufacturing
3. Characteristics of WCM companies, what is world class Performance – Six Sigma philosophy, Concepts of benchmarking and best practices
4. Lean Production, Principles advocated in just-in-time system, JIT manufacturing system , JIT pull system, use of Kanban system, JIT purchase, source development, supply chain management.
5. **Human Resource Management in WCM:** Adding value to the organization. Organizational learning, People as problem solvers, New organizational structures. Associates and Facilitators, Motivation and reward in the age of continuous improvement.
6. Total productive maintain concept of reliability, reliability improvement, concept of maintainability and maintainability improvement.
7. **Automation in design and Manufacturing:** Role of IT in World class Manufacturing, Concept of Flexible Manufacturing System, Group technology, Cellular Manufacturing Systems.
8. **Environment Pollution:** Factors causing Pollution, Effect on human health, Control of environment Pollution.

**Reference Books:**

1. World Class Manufacturing – K. Shirdhar Bhat
  2. Management today- Burton and Thakur.
  3. Operation Management- Hughes, Chris.
  4. Supply Chain Management for competitive advantage – R. Raghavan
  5. World Class Manufacturing - Strategic Perspective - B.S. Sahay, KBC Saxena, Ashish Kumar. (Mac Milan)
  6. Making Common Sense Common Practice – Models for manufacturing excellence –Ron Moore (Butter worth Heinmann)
  7. The Toyota Way - Jeffrey K. Liker – (Tata McGraw Hill)
  8. Just In Time Manufacturing – M. G. Korgaonkar
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**Sem. IV Group C – Human Resource Management****Paper III - Industrial Relations and Labour Laws**

- 1. Introduction to Industrial Relations:** Industrial Relations – Importance, Definition, Scope, Role and Impact on Labour Laws. Collective bargaining- meaning, definition, importance, types ,prerequisites of effective collective Bargaining & Collective Bargaining at different levels; Workers participation: Concept & meaning, Aims & objective, Forms & levels of participation, conditions essential of working of the scheme.
- 2. Labour Welfare & Social Security Concept:** Meaning & scope, Labor welfare & welfare officer role, duties and responsibilities, Social Security, meaning, importance Aims of social security ,methods of providing social security, evolution, origin and growth of the idea of social security.
- 3. Industrial Safety Management:** Safety Management - Concept of Safety, Applicable areas, unsafe actions & Conditions. Responsibility of Safety - Society, Govt., Management, Union & employees. Safety Officer - Appointment, Qualification, Duties of safety officer. Industrial Accidents - Causes & effects of Industrial accidents. Cost of Accidents, Impact of Accidents on employees, Union, Management & Society & their role & responsibility in the prevention of accidents.
- 4. Legislation Related To Factories:** Factories Act 1948- object of the act, applicability, provisions, Industrial Employment standing order Act 1946- object of the act, applicability, provisions, pre-requisites. The Trade Unions Act 1926, object of the act, applicability, provisions, registration, cancellation, re-registration, duties and liabilities of registered trade union
- 5. Wage Legislation:** Minimum wages Act 1948- object of the act, applicability, provisions, fixation and revision of wages, fixing up of hours of work, Payment Of wages Act 1936- object of the act, applicability, provisions, authorities, obligation of the employer, rights of employer and employee, Payment of Bonus Act 1965- object of the act, applicability, provisions, definition, allocable surplus, appropriate government, calculation of bonus, Ex-Gratia
- 6. Social Security Legislations:** The Maternity Benefit Act, 1961, Employees state Insurance Act 1948- object, applicability, provisions benefits, obligation of the employer, penalties and damages, recommendations and suggestions. Workmen’s compensation Act-1923 objects applicability, payment of compensation doctrine
- 7. Social Security Legislations:** Provident Fund Act 1952- object of the act, applicability, provisions, main features of the act, The Employees Pension Scheme 1995 , The Employee’s Deposit Linked Insurance Scheme 1976, Payment of Gratuity Act 1972

**Reference Books:**

1. Dynamics of Industrial Relations - Mamoria & Mamoria –: Himalaya Publishing House.
  2. Industrial Jurisprudence & Labour Legislation - A.M. Sarma, 9th revised edition – Himalaya Publishing House
  3. Industrial Relations and Labour Laws - P. C. Tripathi. C. B. Gupta, N. D. Kapoor - Sultan Chand and Sons.
  4. Labour Laws for Managers - B. D. Singh, - Excel Books
  5. Industrial Relations and Collective Bargaining- Theory and Practices - Deep & Deep Publications Pvt. Ltd.
  6. Industrial Safety Act, Bare Act, Business law & Company Law - S. S. Gulshan
  7. Human Resource Management – V. S. P. Rao
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**Sem. IV Group C – Human Resource Management**

**Paper IV - HRD and Compensation Management**

1. **Human Resource Development (HRD)** - Definition, Objectives, Principles, Dynamics factors around HRD, Aligning HRD functions to business goals, Challenges to HRD.
2. **Training and Development –**
  - i. Conducting Need Assessment – Organisation analysis, Task analysis, Person analysis.
  - ii. Designing training program – Instructional objectives, Trainee readiness and motivation, Principles of learning, Characteristics of Instructor.
  - iii. Implementation of Training program – Methods for Non Managerial employees, Training Methods for Management development.
  - iv. Evaluating training Program – Reactions, learning, Behaviour and results/(ROI).
  - v. New Trends in Training.- Orientation, Basic skills, Team training and Cross training, Diversity Training.
3. **Performance Appraisal – Purpose, Developing effective appraisal program –** Performance standards, Compliance with law, who should appraise Feedback training, Training appraisals. Appraisal Interviews, Potential Appraisals- Concepts, Steps, Indian companies appraising potential.
4. **Compensation and Wage & Salary Administration: Compensation –** Concept, Objectives of compensation planning, Components of Remuneration – Financial & Non-financial. **Wage & Salary Administration –** Objectives, Principles, Factors influencing compensation levels, wage policy in India – Minimum wage, Fair wage and living wage.
5. **Incentives:** Meaning, nature, pre-requisites of an effective incentive system, Types of incentive schemes. Individual employee incentives - Piecework plans, Merit pay & Merit options, Incentives for professional employees, Non-financial and recognition based awards, Online & IT supported awards.
6. **Fringe Benefits:** Fringe Benefits: Meaning, Objectives, Types of fringe Benefits- Payment for time not worked, Employee Security, Safety & Health, Welfare Recreational facilities, Old age & Retirement benefits.
7. **Compensation Structure:** CTC norms and elements, Salary deductions- TDS,PF,PT, company loans and advances, Gratuity provisions, Compensation arrears, Payroll in salary generation(Preparation of Salary Statement), Calculations pertaining to workman's compensation, bonus, allocable surplus and Ex-Gratia, Provident Fund, Gratuity.

**Reference Books:**

1. Training and Development - G. Pandu Naik (Excel Books)
  2. Human Resource Management, - Snell, Bohlander, Vohra (Cengage Learning)
  3. Human Resource Management - V. S. P. Rao (Excel Books)
  4. Human Resource Management - K. Ashwathapa (Tata McGraw Hill)
  5. Human Resource Management - Gary Dessler (Pearson Publication)
  6. Essentials of HRM & Industrial Relations - P. Subha Rao. (HPH)
  7. Industrial Jurisprudence & Labour Legislation by A.M. Sarma, 9th revised edition – Himalaya Publishing House
  8. Industrial Relations and Labour Laws P. C. Tripathi. C. B. Gupta, N. D. Kapoor - (Sultan Chand and Sons).
  9. Labour Laws for Managers - B. D. Singh, - Excel Books
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**Sem. IV Group C – Human Resource Management**  
**Paper V – International Human Resource Management**

- 1. International Human Resource Management: An Overview:** Stages of Internationalization; Concept of IHRM and IHRM Model; Difference between IHRM & DHRM; Concept of Expatriate; Challenges in IHRM to manage human resource. **(07)**
- 2. Staffing of International Business:** Recruitment- Recruitment at Macro Level- (International staffing approaches); Recruitment at Micro Level; Recruitment Techniques; Selection- Selection Techniques; Causes of Expatriate failure **(09)**
- 3. International Training and Development:** Areas of Global Training; Expatriate Training (Cross Cultural Training); Training HCN; TCN training; Emerging trends in training for competitive advantage; Pre-Departure Training; Developing staff through International Assignments **(08)**
- 4. Global Performance Management:** Steps in Global PMS; Identifying Variables affecting Performance; Issues in managing performance in the global context; Areas to be appraised; Organizational Role Expectations; Systems of Performance Appraisals; Making Performance Appraisal effective. **(07)**
- 5. International Compensation Management:** Objectives of International Compensation; Complexities in International Compensation Management; Factors affecting International Compensation; Components of International Compensation; Approaches to International Compensation Management; Compensation approach in various countries. **(07)**
- 6. The context of Cross-Border Alliances:** Role of HRM in M & A, Strategies for post-merger outcome; HR Intervention, M & A phases and HR Implications; International Joint Ventures (IJV) development stages and HR Implications. **(07)**
- 7. International Labor Relations & Social Responsibilities:** Key Issues in International Industrial Relations; Trade Unions and international industrial relations; Response of Trade Unions to Multinationals. **(05)**

**Reference Books:**

1. International Human Resource Management--- P. Subba Rao (Himalaya Publication)
  2. International Human Resource Management--- K. Ashwathappa, Sadhna Dash (Tata McGraw Hill Education)
  3. International Human Resource Management--- Peter J. Dowling, Marion Festing, Allen D. Engle (Cengage Learning)
  4. International Human Resource Management--- Dr. Nilanjan Sengupta, Dr. Mousumi Bhattacharya (Excel Books)
  5. International Human Resource Management--- Peter Dowling, Denice E. Welch (Cengage Learning)
  6. International Human Resource Management--- Anne-Wil Harzing and Ashly H. Pinnington (Sage Publication)
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**Sem. IV Group C – International Business Management**

**Paper III - International Marketing**

- 1. Introduction to International Marketing:** Concept, Importance of global marketing, driving and restraining forces affecting global integration and global marketing, global marketing environment-economic, social and cultural, political and legal.
- 2. Analyzing and Targeting Global Marketing Opportunities:** global customers- regional market characteristics, global buyers, the global marketing plan, global marketing information systems and research, segmentation, targeting and positioning.
- 3. Global Product Decisions:** definition, classification, new products in global marketing development, product adoption, branding decisions, brand characteristics, packaging functions and criteria, international product life cycle, Marketing strategy: global brand and mega brands, marketing of services.
- 4. International Pricing Decisions:** basic pricing concepts, environmental influences on pricing decisions, global pricing objectives and strategies, global pricing- three policy alternatives, transfer pricing, gray market goods, dumping.
- 5. International Marketing Communication:** marketing environment and promotion strategies, international promotion mix, global advertising and branding, global advertising content: the extension v/s adaptation, Media structure, planning media strategy, corporate advertising, personal selling, sales promotion, direct marketing, trade shows and exhibitions, sponsorship promotion, public relations.
- 6. Social Networks and Communication:** Social Media, Marketing dimensions of social media, social media and international communication, social media around the world, social media success strategies in international marketing.
- 7. Global Marketing Channels and Physical distribution:** Channel objectives and constraints, distribution channel: terminology and structure, international channel and innovation, channel strategy for new market entry.

**References Books:**

1. Global Marketing Management – Keegan and Bhargava-Pearson
  2. International Marketing – Francis Cherunilam – Himalaya Publication House
  3. International Marketing - Onkvisit, Sak., and John J. Shaw- Tata McGraw Hill
  4. International Marketing-Czinkota & Ronkainen-Cengage Learning
  5. International Business – P. Subha Rao - Himalaya Publication house
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**Sem. IV Group C – International Business Management**

**Paper IV - EXIM Management**

- 1. Foreign Trade Policy:** Introduction, objectives of new foreign trade policy, **The Action Plan**- special focus imitative, market diversification, technological up gradation, **Highlights of Trade Policy** – stable policy environment, EPCG scheme, different sectors, EOU's, waiver of incentives recovery on RBI
- 2. Trends In India's Foreign Trade:** Introduction, parameters of Indian foreign trade, foreign trade strategy, trade scenario, import of principal commodities, export of India, Indo-US, Indo-China trade, Indo-Japan, trade with ASEAN, impact of recession on Indian export.
- 3. Foreign Exchange Management in India:** Introduction, FEMA & FERA, objectives and scope of FEMA, powers of RBI, important provisions of foreign exchange management act, directorate of enforcement, recent measures of manage foreign investment, FDI, FPI, ECB, power of central government.
- 4. Export Promotion Scheme:** Introduction, **Duty Drawback (DBK) Scheme**- Scheme for AIR, brand rate of duty drawback scheme, procedure for claiming drawback, **Duty Exemption Scheme** – Advance Authorization & DFIA, **Duty Remission Scheme**- DEFB & DBK, Export Promotion Capital Goods (EPCG) Scheme , Export Infrastructure and Allied Activities, served from India scheme.
- 5. Export Oriented Government Institutions:** Introduction, Export Development Authority (APEDA), functions, composition, Marine Products Export Development Authority (MPEDA) – structure, activities, work program, foreign policy regarding marine products, focus market scheme, international shows, export promotion council, handlooms (HEPC) and Apparel Export Promotion Council (AEPC), ITPO activities, Indian institute of foreign trade.
- 6. Role Of Financial Institution:** Introduction, RBI – working group to review the scheme of export credit, recommendation, RBI action, RBI and global slow-down, EXIM bank of India – objectives, functions, role, The Export Guarantee Corporation of India(ECGC) – functions, help to exporters, policies & guarantees, commercial banks.

**Reference Books:**

1. EXIM Management – S. Soundain – MJP Publishers
  2. Export policy, procedure and documents- M.I. Mahajan- Snow White Publication.
  3. International Marketing Management – M.V. Kulkarni – Everest Publishing house
  4. International Business- P. Subba Rao- Himalaya Publication
  5. International Marketing – Francis Cherunilam – Himalaya Publication house
  6. International Marketing - Onkvisit, Sak., and John J. Shaw- Tata McGraw Hill
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**Sem. IV Group C – International Business Management**

**Paper V - International Logistics**

- 1. Logistics Overview:** Definition, Evolution, Concept, Components, Importance, Objectives; Logistic Subsystem; The work of Logistics; Integrated Logistics; Barrier to Internal Integration
- 2. Logistics Customer Focused Marketing:** International Marketing: Introduction, Definition, Basis for International Trade, Process, Importance; International Marketing Channel: Role of Clearing Agent, Various Modes of Transport, Choice and Issues for Each Mode, Transport Cost Characteristics
- 3. Transportation Functionality And Principles:** Multimodal Transport: Modal Characteristics; Modal Comparisons; Legal Classifications; International Air Transport; Air Cargo Tariff Structure; Freight: Definition, Rate; Freight Structure and Practice
- 4. Containerization And Chartering Containerization:** Genesis, Concept, Classification, Benefits and Constraints; Inland Container Depot (ICD): Roles and Functions, CFS, Export Clearance at ICD; CONCOR; ICDs under CONCOR; Chartering: Kinds of Charter, Charter Party, and Arbitration.
- 5. Inventory Management And Packaging:** Introduction, Characteristics, Functionality, Components, Planning; Packaging and Packing: Labels, Functions of Packaging, Designs, Kinds of Packaging; Packing for Transportation and Marking: Types of Boxes, Container, Procedure, Cost, Types of Marking, Features of Marking
- 6. Inventory Flow And Warehousing:** Approaches to Inventory Management in Global Supply Chain Management; Distribution Resource Planning; Symptoms of poor Inventory Management, Modeling in Supply chain: inventory models, safety stock determination for service level, Objectives and functions of warehousing; Warehousing evaluation and requirements; Warehousing location strategies
- 7. Performance Measurement And Trends:** Dimensions of Performance Metrics, Approaches/tools for Performance Measurement, Measuring logistics cost and performance. Benchmarking the supply chain, Performance measurement and evaluation in global supply chains, Impediments to improve Performance, Trends in International supply chain management.

**Reference Books:**

1. International Marketing - Sak Onkvisit & John J. Shaw,- Prentice Hall of India
  2. International Marketing - Gupta and Varshing, - Sultan Chand and Sons
  3. Logistic Management and World Sea Borne Trade - Multiah Krishnaveni, - Himalaya Publication
  4. Logistic and Supply Chain Management - Donald J. Bowerson, - Prentice Hall of India
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**Sem. IV Group C – Systems Management**

**Paper III - Relational Database Management System**

- 1. RDBMS Introduction:** History, Advantages and limitations of RDBMS; Users of RDBMS, Software Modules in RDBMS; Architecture of RDBMS.
- 2. Modeling Techniques:** Different Types of Models, Hierarchical Database, Network Database, Relational Database Introduction, Comparison between HDB-NDB-RDB, ERD in detail, Codd's Rules;
- 3. Relational Database Design-** Database Design – ER to Relational Functional dependencies, Normalization- Normal forms based on primary keys (1 NF, 2 NF, 3 NF, BCNF, 4 NF, 5 NF), Advantages and Disadvantages of Normalization, Anomalies
- 4. SQL Basics-** Basic Structure, Data Types, Operators- Arithmetic, Logical, Comparison. Functions- Date- Sys\_date , next\_day, Add\_months, last\_day, months\_between, Numeric- round, trunc, abs, ceil, cos, exp, floor Character- initcap, lower, upper, ltrim, rtrim, translate, length, lpad, rpad, replace Conversion- to\_char, to\_date, to\_number Miscellaneous- Uid, User, nvl, vsize, decode, rownum Group function- avg, max, min, sum, count
- 5. SQL Commands-** DDL commands-Create, Alter, Drop, Truncate, Rename, Constraints DML Commands- Insert, Update, Delete with where clause. Queries- SELECT Statement with all clauses, Sub-queries and joins
- 6. Report Writing-** Title, Btitle. Skip, set, pause, column, sql.pno, Break on, computer sum, set server output on.

**Reference books:**

1. An Introduction to Database
  2. Mastering SQL- Martine Gruber-BPB
  3. Database System Concept
  4. Database System-Connollytm-Pearson
  5. Database Management System-P K Gupta-PHI
  6. An Introduction to Database System-Date C J-Pearson
  7. An Introduction to Database System-Bipin Desai-Galgotia
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**Sem. IV Group C – Systems Management**

**Paper IV - Security and Control Information System**

- 1. Security Concepts** – Introduction, Need for security and control, risks to information system data and resources, Confidentiality, Integrity, Availability, Security policies, security mechanisms, assurance, Types of Security Introduction
- 2. Cryptography** – Introduction, Historical background, Transposition/ Substitution, Caesar Cipher, Introduction to Symmetric crypto primitives, Asymmetric crypto primitives, and Hash functions, Secret Key Cryptography, Data Encryption Standard (DES), Advanced Encryption Standard (AES)
- 3. Authentication** – Introduction, Basic concepts of identification and authentication, Password authentication, Authentication protocols
- 4. Trusted Intermediaries:** Introduction, Public Key infrastructures, Certification authorities and key distribution centers.
- 5. Access Control-** Introduction, Basic concepts of access control, Discretionary access control and mandatory access control, Lattice-based Models, Covert Channels, Role based Access Control
- 6. Security Audit-** Introduction, Assurance and Evaluation of Secure Information Systems, Database Security (Security requirements in databases, Access control and authorization in databases, Inference control), Malicious software, Administrating Security (Risk Analysis, Security Planning, Organizational, Security Policies

**Reference Books:**

1. Network Security: Private Communication in a Public World - Charlie Kaufman, Radia Perlman, and Mike Speciner, 2nd Edition, Prentice Hall, 2002
  2. EDP Auditing by Ron Weber
  3. PC and LAN security by Stephan Cobb
  4. Enterprise Security- protecting information assets by Michael E. Kabey
  5. Enterprise Disaster Recovery Planning by Miora
  6. Computer Security for Dummies
  7. Internet Security by Derek Atkins et al
  8. Systems Audit - Revati Shriram
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**Sem. IV Group C – Systems Management**  
**Paper V - Programming Concepts & Practices**

1. **Introduction to Programming** : Structured Programming, Object Oriented Programming, Difference between Structured & OOP.
2. **Programming Logic**: Algorithm, Flowchart, Identifiers, Data Types, Character Codes (ASCII).
3. **Programming Components** : Variable, Constant, Variable Declaration & Initialization, Expressions, Array ( single, Two-Dimensional)
4. **Operators** – Arithmetic, Relational, Logical, Unary-Binary, Increment-Decrement, Assignment, Conditional. Operator Precedence
5. **Branching & Looping Constructs** – Purpose, IF, IF-ELSE, Nested IF, SWITCH-CASE, FOR - NEXT, WHILE, DO-WHILE, Jump Statements – Break, Continue.
6. **Functions** – Definition and Purpose, Inbuilt functions, User-defined, with and without Parameters, RETURN Statement, Local-Global variables, Recursion.

**Reference Books:**

1. Concepts, Techniques, and Models of Computer Programming - Peter Van Roy and Seif Haridi- MIT Press
  2. Computer Today - Suresh K Basendra - Galgotia Publications Pvt. Ltd.
  3. Computer Programming in C - V. Rajaraman- PHI Learning
  4. Computer Concepts and Programming in C - J. B. Dixit
-

**Sem. IV Group C – Agriculture & Co-operative Management**

**Paper III - Agricultural Production Management**

- 1. Agriculture and Productivity Trends:** Occupational Structure, Agricultural Production and productivity trends, Causes for low productivity.
- 2. Fundamentals of Farm Management:** Scope of modern agriculture, special features of agricultural and industrial production, difference between farm and non-farm business management
- 3. Farm Production Systems and Management Functions:** Peasants, proprietorship, co-operative farming. Capital farming, corporate farming. Land tenure systems and agricultural production management
- 4. Farm Economics:** Demand for agricultural products, Production and supply of farm product- Production function and its type, Law of Diminishing Returns Input combinations; Production management decision-Factor factor decisions, factor-products decision, product-product decision, relationship between outputs.
- 5. Farm Technology:** Effects of new technology, management and technology change, gains from technological improvement to producers and consumers, mechanism and automation. Green houses
- 6. Cost of Production:** Farm records, Farm Accountancy, Farm Inventory, Depreciation, Farm Efficiency and measures. Problems on cost estimation
- 7. Issues in Farm Management:** Size-Productivity debate, Measurement of farm efficiently, Irrigation Management, Production Planning -Specialization and diversification

**Reference Books:**

1. An Introduction to Agricultural Production Economics and Farm Management - Robertson C.A.- Tata McGraw Hill.
  2. Farm Management Economics - Heady, Earl O and Jensen Herald R- Prentice Hall
  3. Farm Planning and Control - Barnard C.S. and Nix J.S.
  4. Fundamentals of Modern Agriculture - Blake C.D.
  5. Fundamentals of Agriculture- Sandhu and Singh
  6. Indian Agriculture - Agrawal A.N.
  7. Elements of Farm Management.- Sharma A.N. and Sharma V.K.
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**Sem. IV Group C – Agriculture & Co-operative Management**

**Paper IV - Agro- Processing Industries & Rural Industrialization**

- 1. Rural Industrialization:** Meaning of Rural Industrialization, Role of Agriculture in Rural Industrialization, Dependence on Agriculture, Policies for Agro development, Socio- Eco benefits of Rural Industries, Promotional measures, Need, Opportunities & Constraints
- 2. Rural Industries:** Cottage & Small Scale Industries, genesis of Development of their Industries, Classification: Village & cottage of SSI, SSI: Role of SSI, Problems of SSI, Performance: Production, Employment, Export.
- 3. Khadi and Village Industry Corporation:** Introduction of KVIC, Organization & Administration of KVIC, Promotional measures of KVIC, Subsidies, Incentives, Financial Inputs.
- 4. Introduction of Agro Processing Cooperatives:** Importance & Functions, Pattern of Organization & Management, Growth & Development, Recent positions, Difficulties & problems, role of Agriculture cooperative.
- 5. Agriculture Produce Pricing:** Market forces: - Demand, Supply. Simple market model and Price Determination:-Tabular Approach, Graphical Approach. Fluctuations in Agriculture Prices, causes & Impact, Price Stabilization, trends in Agricultural Prices.
- 6. WTO & Its impact on Agro-based Industries:** External trade in Agriculture Products, Share in export, Challenges, AOA, Role of Reserve Bank of India In the Agriculture Credit National Bank for agriculture and Rural Development (NABARD)
- 7. Agro Processing Cooperatives in Maharashtra:** Cooperative Sugar Industries, Cooperative Spinning Mills, Dairy Cooperatives, Fishery Cooperatives, Industrial Cooperative Management, Problems & Prospects for agro processing cooperatives.
- 8. Rural Credit:** Need, Objectives, Sources of Agricultural Finance, Rural indebtedness, Factor analysis and implications, systems of rural and agricultural credits in India. Non Agricultural Credit Sector Urban Co-operative Banks: - objects, working of the society Urban Credit societies:- objects, working ,Employees credit societies: -objects, working

**Reference Books:**

1. Agricultural Marketing in India - Acharya S. S & Agarwal N. L
  2. Diffusion of Agricultural Innovation in village India - Dasgupta S
  3. Rural Development - Desai Vasant
  4. Planning for rural Development Issues & Case Studies - Dholkia R. H & Iyengar
  5. Technological Change & Distribution of Gains in Indian Agriculture. - Hanumantha Rao C. H.-
  6. Agriculture Problems in India, - Mamoria.
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**Sem. IV Group C – Agriculture & Co-operative Management**

**Paper V - International Trade and Agriculture**

1. **Scope and gains from International trade** ; Theory of comparative advantages ; trade and welfare; factor mobility ; International capital flows; transfer of technology; Terms of credit, comparative cost.
2. **Trade Policies:** Tariffs & Quota, Effects of Tariff Monopoly and price discrimination, state Trading; Bilateral Trade; Multilateral Trade.
3. **Organization and Objectives of International Organization** like IMF, IBRD, IDA, IFC, & their Affiliates; The SDR Mechanism and its working; international liquidity problem; international monetary system & trade, GATT, UNCTAD. WTO - Organization & their functions.
4. **World Trade Agreements**, trade liberalization, Regional Integration & Economic Growth; Import -Export Procedure; Strategies of Exports for agro based industries.
5. **India's position in the Global market:** Loading Agriculture Produces/products for Export Earnings; importing countries of these products; Competing Countries; Strategies to Boost Exports.
6. Processing; AGMARK Grading & Quality Control Packaging, Brand Names; Labeling; Sales Promotion with the country & outside the country.
7. SWOT Analysis for each of the commodities mentioned below from the point of the view of exports:
  - a. Cereals--Important crops like Wheat, Rice, etc.
  - b. Pulses--Important crops like Grams, Moong, Urad, etc.
  - c. Oil seeds -- Important crops like Soybean, Mustard, Ground Nuts, Linseed etc...
  - d. Commercial Crops --Important crops Cotton, Jute, Sugarcane, Textiles, Chillies, Onion, Potato, etc.
  - e. Horticulture crops--Important fruits like Apple, Banana, Mango, Grapes, Pomegranates, etc.
  - f. Vegetables--Important crops like Tomato, Brinjal, Cauliflower, Cabbage, etc.

**Reference Books:**

1. Agricultural Research Through International Co-operatives---Ravi Shrivastav & G.C. Shrivastav
  2. International Economics-- Dominik Salvatore
  3. Export Management --Prof. Laxmi Narayan
  4. Changing Prospective in Indian Agriculture-Bhanushali S.G. & Pujari A.G.
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