

# School of Management Studies

Bastar Viwshwavidyalaya, Dharampaura, Dist Bastar (C.G)

## Two year MBA (Full Time) Programme

### Course Plan and Syllabus

#### First Semester

Subject Code	Subject Name	Marks		
		External	Internal	Total
111	Management Concepts and Process	70	30	100
112	Organizational Behaviour	70	30	100
113	Quantitative Methods	70	30	100
114	Managerial Economics	70	30	100
115	Accounting for Managers	70	30	100
116	Information Technology	70	30	100
117	Environment and Management	70	30	100
118	Business Legislations	70	30	100
119	Computer Lab with Viva	70	30	100
Total				<b>900</b>

#### Second Semester

Subject Code	Subject Name	Marks		
		External	Internal	Total
121	Management Communication	70	30	100
122	Management Science	70	30	100
123	Human Resource Management	70	30	100
124	Financial Management	70	30	100
125	Marketing Management	70	30	100
126	Production Management	70	30	100
127	(A) Research Methodology	35	15	50
127	(B) Research Project and Viva	35	15	50
128	Business Ethics and Indian Ethos	70	30	100
129	Comprehensive Viva	70	30	100
Total				<b>900</b>

### Third Semester

Subject Code	Subject Name	Marks		
		External	Internal	Total
231	Organizational Effectiveness and Change	70	30	100
232	International Business	70	30	100
233	Management Information System	70	30	100
Total				<b>300</b>

#### Specialization- Group A : Marketing (Compulsory)

Subject Code	Subject Name	Marks		
		External	Internal	Total
234	Marketing Research and Consumer Behaviour	70	30	100
235	Sales and Advertising Management	70	30	100
236	Industrial and Service Marketing	70	30	100
Total				<b>300</b>

#### Specialization- Group B : (Any one of the group is to be opted)

##### Finance

Subject Code	Subject Name	Marks		
		External	Internal	Total
237F	Security Analysis and Portfolio Management	70	30	100
238F	Management of Financial Services	70	30	100
Total				<b>200</b>

##### Human Resource Management

Subject Code	Subject Name	Marks		
		External	Internal	Total
237H	Human Resource Development	70	30	100
238H	Legal Framework of HRM	70	30	100
Total				<b>200</b>

##### System

Subject Code	Subject Name	Marks		
		External	Internal	Total
237S	System Analysis and Design	70	30	100
238S	RDBMS and SQL Concepts	70	30	100
Total				<b>200</b>

**239 Training Report and Viva 70 30 100**

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**900**

## Fourth Semester

Subject Code	Subject Name	Marks		
		External	Internal	Total
241	Strategic Management	70	30	100
242	Retailing Management	70	30	100
Total				<b>200</b>

### Specialization- Group A : Marketing (Compulsory)

Subject Code	Subject Name	Marks		
		External	Internal	Total
243	International Marketing	70	30	100
Total				<b>100</b>

### Specialization- Group B : (Any one of the group is to be opted)

#### Finance

Subject Code	Subject Name	Marks		
		External	Internal	Total
244F	International Financial Management	70	30	100
245F	Project Planning, Analysis and Management	70	30	100
Total				<b>200</b>

#### Human Resource Management

Subject Code	Subject Name	Marks		
		External	Internal	Total
244H	Compensation Management	70	30	100
245H	Management of Industrial Relations	70	30	100
Total				<b>200</b>

#### System

Subject Code	Subject Name	Marks		
		External	Internal	Total
244S	Business Process Re-Engineering and ERP	70	30	100
245S	Fundamental of Computer Architecture	70	30	100
Total				<b>200</b>

**246 Decision Making Skills 70 30 100**

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**600**

## **First Semester Syllabus**

### **Subject: Management Concepts and Process (FT-111)**

- Concepts, Nature, Scope, Significance, Functions and Principles of Management, Historical Evaluations of Management Thoughts, Management Process, System Approaches to Management.
  - Planning Concepts, Components and Steps Involved in Planning Process, MBO Individual and Group Decision Making.
  - Organizing: Principles, Centralization, Decentralization, Delegation, Employees Empowerment, Line and Staff Authority Types of Organization Structure Staffing.
  - Directing and Coordinating, Assumptions in Directing, Principles of Directing.
  - Controlling: Nature, Scope, Functions, Steps and Control Techniques.
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### **Subject: Organizational Behaviour (FT-112)**

- Understanding Human Behavior, Individual Differences, Personality, Attitudes, Values, Emotional Intelligence.
  - Intra-personal Processes: Sensation, Perception, Learning, Motivation. Inter-personal Process, Stress management
  - Leadership, Socialization, Counseling, Mentoring.
  - Group Behavior-Intra-group and Inter-group processes and behavior, Team Development and Team Functioning.
  - Conflict Management – Intra and Inter personal conflict.
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### **Subject: Quantitative Methods (FT-113)**

- Mathematical basis of Managerial Decision: Functions A.P. & G.P. and their Managerial Applications, Matrices.
  - Frequency Distributions and their Analysis – Measures of Central Tendency and Dispersion.
  - Probability Theory and Probability Distributions – Binomial, Poisson, Normal.
  - Correlation and Regression Analysis (Linear).
  - Index Numbers, Time Series Analysis.
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### **Subject: Managerial Economics (FT-114)**

- Nature and scope of Managerial Economics, Fundamental concepts in Managerial Economics, Role and Responsibilities of Managerial Economist.
  - Law & Nature of Demand, Demand Determinants, Demand Forecasting, Demand Function, Elasticity of Demand, Consumer Surplus, Law of Returns and Production Functions.
  - Price-Output decisions under different markets conditions-Perfect and Imperfect Competition, Monopoly, Monopolistic competition, Oligopoly, Non-Price Competition, Price Discrimination.
  - Balance of Payment, concept and measurement of National Income, Gross Domestic Savings, Gross Domestic Capital Formation.
  - Nature and Concept of Profit, Theories of Profit, Business Fluctuations and Trade Cycles, Impact of Trade Cycle on Society.
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**Subject: Accounting for Managers  
(FT-115)**

- Financial Accounting- Concept, Importance and Scope, Generally Accepted Accounting Principles, Preparation of Financial Statements with special reference to analysis of Balance Sheet and Measurement of Business Income.
  - Financial Statement Analysis- Ratio analysis, Fund Flow Analysis, The statement of Cash Flow
  - Management Accounting-concept, Need, Importance and scope; Basic concepts in Cost Accounting-Material, Labour, Overhead Job and Process Costing.
  - Budget and Budgetary Control, Types of Budget-Flexible Budget, Cash Budget.
  - Costing for Decision-making, Standard Costing, Cost Volume Profit Analysis, Responsibility Accounting.
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**Subject: Information Technology  
(FT-116)**

- Introduction to Computers, Hardware, Software, System Software, Application Software and Packages. Introduction to Embedded Software.
  - Fundamentals of Operating System, Windows, Introduction to DBMS Concepts, Emerging Communication Technologies.
  - Commonly Used Software Packages Like MS Word, Excel, Power Point Presentation, Tally Etc.
  - Types of Network LAN, WAN and MAN, Introduction to Electronic Commerce and Electronics Business.
  - Introduction to WWW Internet Operations Internet Browsers and Business Websites Use of Search Engines and Google Applications.
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**Subject: Environment and Management  
(FT-117)**

- Business Environment: Nature, Scope, and its relevance in Management Decision Making.
  - State Participation in Business, Interaction between Government and Business, Socio-Cultural and Political Environment and its effect on Business.
  - Government Control over price and distribution; Consumer Protection Act (CPA), New Industrial Policy of Government, Monetary & Fiscal Policy.
  - Industrial Ecology, Environmental Management System: EMS Standards, ISO 14000. Environmental Accounting & Auditing, Clearance/Permissions for stabilizing industry.
  - GATT/WTO Provisions, Patents, IPRS, Industrial Pollution-Air, Water, Land Pollution & its effect on Business, Environmental Ethics.
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**Subject: Business Legislations  
(FT-118)**

- The Indian Contract Act 1872, Essentials of a valid contract, void agreements, performance of contract and its remedies, Quasi- contracts. Agency, Bailment, Guarantee & Indemnity.
  - An overview of the Negotiable Instruments Act 1881. Holder-in-due course, Arbitration.
  - The Companies Act 1956: Nature and Types of Companies, Formation, Memorandum & Articles of Association, Prospectus Allotment of Shares, Winding Up.
  - Consumer Protection Act and IT Laws.
  - An overview of Labour Legislations in India like Industrial Dispute Act, Trade Union Act, Workmen's Compensation Act.
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**Subject: Computer Lab with Viva  
(FT-119)**

- It is a Laboratory oriented course. The students are required to acquire the knowledge to deal in following areas:  
MS Office, Oracle and Tally  
There will be practical examination followed by viva-voce. It will be conducted by two examiners preferably one external and one internal.
  - Students have to submit their Lab Report two weekbefore the commencement of second semester examination. The evaluation is based on seventy marks on report viva and internal of 30 marks.
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## **Second Semester Syllabus**

### **Subject: Managerial Communication**

**(FT-121)**

- Importance and Nature of Business Communication, Channels and Media of Communication, Communication Networks, Effectiveness of Communication; Process of Communication.
  - Barriers to Communication; Writing Business Reports.
  - Oral Communication, Resume preparations, public speaking and negotiations skills; Legal aspects of Business Communication.
  - Listening Skills, Presentation Skills, Non Verbal Communication.
  - Feedback Skills, Interview Skills, Counseling Skills, Communication on Disciplinary Matters, Group Discussion and Meetings.
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### **Subject: Management Science**

**(FT-122)**

- Management Science – Basic Concepts and its Role in Decision Making, Linear Programming: Formulation, Graphical Method, Simplex Method, Concepts of Duality, Post Optimality Analysis.
  - Transportation and Assignment Models, Routing Problems.
  - Queuing Theory; Inventory Management Techniques.
  - PERT and CPM, Decision Theory.
  - Game Theory; Simulation.
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### **Subject: Human Resource Management**

**(FT-123)**

- Concept and Perspectives on Human Resource Management; Evolution and Philosophy of Human Resource Management, HR Challenges in changing environment.
  - Human Resource Policy and Planning; Job Analysis, Methods of Job Analysis, Description, Job Specification.
  - Recruiting and Selecting Human Resources, Placement, and Induction.
  - Manpower Training and Development, Performance Appraisal and Potential Evaluation, Job Evaluation, Wage Determination and Compensation Management.
  - Employees' Welfare; Industrial Relations & Trade Unionism; Grievance Management.
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### **Subject: Financial Management**

**(FT-124)**

- Financial Management: An Overview, Acquisition of Funds, Allocation of funds and allocation of income, Nature and Scope, Profit Maximization v/s Wealth Maximization, Financial Leverage, Operating Leverage.
  - Capital Budgeting: Concept and Significance, Derivatives of Cash flow in a Capital Budgeting Situation, Techniques and methods of capital budgeting conflicts between NPV and IPR, Cost of Capital
  - Working Capital Management: Overview, Management of cash Accounts receivables and inventories, Financing current assets, Cash Management Models.
  - Retained earnings and Dividend Policy, Types of Dividend, Dividend Theories, Dividend Practices in India, Bonus Shares.
  - Sources of Long Term and Short term Finance.
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**Subject: Marketing Management  
(FT-125)**

- Marketing: Concept, Nature and Scope, Marketing Environment Ps of Marketing.
  - Marketing Information & Research, Market Segmentation and Targeting, Buying Behaviour. Understanding Consumer & Industrial Markets.
  - Product Decisions- Types of Product, Product Life Cycle, New Product Development Stages; Branding and Pricing Methods, Factors Influencing Pricing Decisions.
  - Channel Management, Sales Management, Promotion Management.
  - Marketing Control. Specific Marketing Issues: Rural Marketing, Retail Marketing, Marketing of E-Business, Consumerism, Globalization, Green Marketing.
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**Subject: Production Management  
(FT-126)**

- Meaning, Nature, Significance and Scope/Role/Functions of Production Management, Relationship with other Management Functions, Different Production Systems: Continuous and Mass Production Intermittent Production, Batch / Job Shop Production.
  - Product Design, Plant Location, Plant Layout.
  - Capacity Planning, Planning, Scheduling and Sequencing in the Context of Continuous and Intermittent System TQM and SQC.
  - Material Management - Value Analysis Waste and Scrap Disposal Classification and Codification Standardization, Variety Reduction, Material Handling, JIT.
  - Work Study, Methods Study, Work Measurement, Industrial Safety and Safety Management Maintenance Management.
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**Subject: Research Methodology  
(FT-127 A)**

- Concepts of Research, Scientific Approach to Research, types of Social Science Researches. Research Process and Planning for Research, Formulation of Research Problem.
  - Research Designs- Exploratory, Descriptive and Experimental Research Designs, Sampling Design, Sources and Methods of Data Collection, Observation Design, Interviewing for Research, Formulation of Questionnaire.
  - Scaling Techniques, Techniques of Data Analysis (including Statistical Techniques) like ANOVA, Awareness of Software Packages relevant to Management Researches.
  - Interpretation of Data and Drawing Inferences, Research Report Writing, Research Publications.
  - Applications in Marketing Research with special reference to Product Research, Service Research, Advertising Research and Sales Research.
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**Subject: Research Project and Viva  
(FT-127 B)**

- Research report has to be an empirical work. It is to be started from the beginning of the second semester under the guidance of faculties of the institute. The topics of the research report is to be finalized with the consultation of faculty guide, which has to be approved by the director of the institute. The research report needs to be submitted two weeks before the commencement of semester examination.
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**Subject: Business Ethics and Indian Ethos  
(FT-128)**

- Ethics: Nature, Scope, Purpose, Importance of Ethics and Moral Standards. Religion and Ethics, Source of Ethics, Values.
- Business Ethics: Need, Importance, Factor Influencing Business Ethics, Ethical Theories, Morality and Ethics
- Management Ethics: Business Ethics and Society, Society Expectation from Business, Values for Managers, Cultural Contradictions, Spirituality and Leadership.
- Ethics in Business Function: Marketing, Finance, Human Resource and Production

- Business Ethics: Interaction between Ethos, Morality and Law, Characteristics, Principles and Issues of Business Ethics.
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**Paper-9**  
**Subject: Comprehensive Viva**  
**(FT-129)**

- Note: Comprehensive Viva will be based on the subjects studied by the students in MBA 1<sup>st</sup> semester and 2<sup>nd</sup> semester and their performance will be evaluated by the external and internal examiner.
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**Third Semester  
Syllabus**

**Subject: Organizational Effectiveness and Change  
(FT-231)**

- An overview of organizational structure, behavioral implication of organizational structure, factors influence in designing organizational structure and job design. Organizational effectiveness approaches need and significance.
  - Organizational Development Nature, Goal, Process, Diagnosis Methods and Intervention Mechanisms
  - Organizational Change – Need, Factors, Change Agents Resistance and Approaches to Manage Change
  - Organisational Conflicts – Causes, Nature Measures to Resolve Organizational Conflicts.
  - Organisational Culture and Climate, Organizational Learning, Power and Politics in the Organization, Integration and Control.
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**Subject; International Business  
(FT-232)**

- Basics of International trade, Balance of Payment Instruments of trade policy; tariffs, quotas.
  - Institutional set-up for export promotion in India, salient features of the current EXIM policy, Export procedure documentation. Multinationals (MNCs) in India; Role of Multinationals in the development of developing countries.
  - Problems and Prospects of Indian Businesses in abroad, anti- Dumping Duties, regulatory framework of International Trade.  
Foreign Investment in India: Foreign Direct Investment (FDI) and Foreign Institutional Investment (FII)
  - WTO; Origin of WTO, Main selections of WTO agreement; Implications of enforcement of WTO on Indian Business.
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**Subject: Management Information Systems (MIS)  
(FT-233)**

- Management Information System. The System Approach and System View of Business, Introduction to the Process of MIS. Development.
  - Management Information System Design- Defining the Problem, Set System Objectives, Determining Information Needs, Sources, Development and Selection of Alternatives Design, Gross Design, Report.
  - Implementation of MIS: Stage Of Implementation: Evaluating the System Maintenance of the System.
  - Information System for Decision Making, Basic Information System Related to Finance Production Marketing Human Resources.
  - MIS and Decision Making- Phases of Decision Making Process- Intelligence Design and Choice Programmed V/S Non Programmed Decisions Expert System and Decision Support System.
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## **Specialization**

### **COMULSORY GROUP A- MARKETING**

#### **Subject: Marketing Research and Consumer Behaviour (FT- 234)**

- Marketing Research – Concept, nature, scope, significance, advantage and limitations steps involved in Marketing research.
  - Research, design and its types pricing, promotion and advertising research, ,marketing research, marketing research in India, data collection, sources of data, data analysis and interpretation , major techniques of marketing research and report writing.
  - Consumer behavior- nature, concept, scope, significance of consumer behavior Consumer vs customer and consumer decision making
  - Internal factors influencing consumer behavior- life style, motivation, attitude, learning, perception and personality.
  - External factors influencing buying behavior- family, groups, social class and culture, cognitive dissonance, diffusion of innovation.
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#### **Subject: Sales and Advertising Management (FT- 235)**

- Sales Management – Meaning, significance, functions of sales Manager, Recruitment, Selection, Training and Motivation of Sales Personnel.
  - Sales Organization- Theory of selling, Allocation of Sales Territory, Sales Forecasting, Sales budgeting,
  - Role of Advertising in Marketing Process, legal, Ethical and Social Aspect of advertising, advertising Agency and its role.
  - Purchase Proposition, Unique Selling Proposition, Measuring Advertising Effectiveness, Advertising Agency and Its role.
  - Determination of target audience, building of advertising programme - Message, Headlines, Copy Logo, Illustration Appeal, Layout Campaign Planning, Media Planning, Budgeting, Evaluation.
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#### **Subject: Industrial and Service Marketing (236)**

- Nature and Scope of Industrial Marketing; Differences between I, Industrial Marketing and Consumer Marketing; Nature of Demand in Industrial Markets; Industrial Buyer Behaviour, Industrial Purchasing; Market Information Systems; Segmentation and Positioning of Industrial Markets.
  - Technology and the industrial Market; Industrial Product Decision and Strategies, Industrial Service Classification
  - Concepts, Nature, Emergence, Growth and Importance of Services, Marketing Challenges, Service Classification
  - Marketing Framework for Service Business, Understandings Service Market, Services and Consumer Behaviour, Segmentation of marketing of services.
  - Marketing Mix in Service Marketing, Advertising, Branding of Services, Relationship Marketing, Retail Marketing.
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## **Specialization**

### **COMULSORY GROUP B- MARKETING**

**(Any one Group is to be opted)**

#### **Finance Area**

#### **Subject: Security Analysis and Portfolio Management**

**(FT-237 F)**

- Investment Return and Risk, Cost of Investing in Securities; Mechanics of Investing; Markets and Brokers; Investment Companies; Objectives of Security Analysis; Investment Alternatives; Valuation Theories of Fixed and Variable Income Securities.
  - The Return to Risk and the Investment Decision; Derivative markets, Fundamental and Technical Analysis, Efficient Market Theory.
  - Portfolio Management – An Optimum Portfolio Selection Problem, Markowitz Portfolio Theory, The Mean Variance Criterion(MVC) – The Nature of Investment Risk, MVC and Portfolio Selection, the Investment in Liquid Assets, Portfolios of two Risky securities, A Three Security Portfolio, The relationship between the Unleveraged and Leveraged Portfolio.
  - Sharpe Single Index Model; Application of Marketing Model in Portfolio Construction; Capital Asset Pricing Model, Factor Models and Arbitrage Pricing Theory.
  - Optimum Portfolios - Constructing the optimum portfolio, Portfolio Investment Process; Bond portfolio Management Strategies; Investment Timing and portfolio Performance Evaluation.
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#### **Subject: Management of Financial Services**

**(FT-238 F)**

- Financial System and Market; Concept, Nature and Scope of financial Services; Regulatory Framework Services; Management of Risk in Financial Services, stock exchange operation.
  - Mutual Funds: Merchant Banking Services; Managing of Issue Shares and Bonds, Hire purchase; debt securitization; housing financing; credit rating.
  - Venture Capital, factoring, Forfeiting and Bill credit Discounting, Insurance. Evaluation of Actuation, Takeover and Merger, Leasing and Financial Evaluation of a Lease. Call Money Market, Foreign Investment: FDI, FII investment Strategies, New Market Instruments.
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### **HUMAN RESOURCE MANAGEMENT AREA**

#### **Subject :Human Resource Development**

**(FT-237 H)**

- HRM vs HRD, HRD Philosophy and Goals of HRD, HRD Sub – systems/Process Mechanisms, HRD Intervention Mechanism.
  - Effectiveness of Training; Identifying Training needs, organizing training Programmes, Evaluation and Follow-up of Training, Recent development in training system
  - Performance Appraisal & Management, Potential Appraisal & Development, Feedback and Performance Counseling.
  - HRD climate and practices in organizations, HRD culture, HRD audit, HRD culture and climate in Indian Organization.
  - Career & succession planning & development, Introduction to concept and processes of Quality Management and continuous improvement processes,
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**Subject: Legal Framework of Human Resource Management  
(FT-238 H)**

- Emergence and objective of Labour Laws and their impact on Socio- Economic Environment.
  - Social Security Laws Women's Compensation Act, Employees, State Insurance Act.
  - Provident Fund Act, Payment of Gratuity Act, Employees, State Insurance Act.
  - Wage Legislations and Bonus Act – The Law of Minimum Wages, Payment of Wages Act, Payment of Bonus Act.
  - Laws Relating to Working Conditions in Factories Act, Contract Labour (R & A) Act.
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**SYSTEM AREA**

**Subject: Systems Analysis and Design  
(FT-237 S)**

- Overview of the systems analysis and design software applications today- the changing scenarios introduction to different methodologies and structured system analysis problem identification requirement analysis tools and techniques feasibilities analysis operational technical and economic feasibility details of SDLC approach business system concepts.
  - System development life cycle: project selection feasibility study. Tool for analysis and design of business systems: methodologies available need for structured techniques structured techniques available system requirement specialization and analysis data flow diagrams data dictionaries process organizations and intersection decision analysis decision trees and tables.
  - Expansion explosion and normalization, detailed design module specialization file design data base design.
  - System control and quality assurance documentation tools testing techniques available system controls and audit trails system administration and training conversion and operations plan.
  - Hardware and software selection hardware acquisition benchmarking vendor selection operating system selection language processors, performance and acceptance testing criteria managing data processing in an organization data processing setup project management techniques for managing software projects.
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**Subject: RDBMS and SQL Concepts  
(FT-238 S)**

- Database- Definition Concepts and Developments- Traditional file Oriented Approach Need for Database Uses of Database, Design of Database and Distributed Data Processing System.
  - RDMS: Introduction Database and DBMS Software, Three Layered Architecture, Advantages and Disadvantages of a Database, History: Data Modeling -Object Oriented and Record Based Models, E.R Model and E-R Diagram Examples And Exercises Hierarchical, Network, Relational Model, Normalization Techniques- 1<sup>st</sup> 2<sup>nd</sup> 3<sup>rd</sup> Normal Form Examples and Exercises E.F Codd's 12 Rules for a Rational Database.
  - Database Concepts -Transaction Management, Properties of A Transaction Commit and Rollback, Concurrency, Locking, Access Control, Data Integrity, Integrity Constraints, Auditing, Backup And Recovery; Data Dictionary - System Catalogue Distributed Database and Distributed Data Access.
  - Introduction to Client Server and ODBC Connectivity SQL: SQL Language DML Commands Selecting Insert Update Delete Retrieving Data Summarizing Data Adding Data To The Database Updating Data To The Database And Deleting Data.
  - Simple Queries Use Of Where Arithmetic Comparison And Logical Operators Order By Group By And Group Functions Multi Table Queries Sub Queries Views DDL Commands Table And View Create Alter Drop Integrity Constraints Transaction Processing Commit Rollback Save Point.
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**Subject: Training Report and Viva  
(Ft-239)**

*The training report submitted by the students will be evaluated by the external examiner and viva will be based on the training report.*

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## **Fourth Semester Syllabus**

### **Strategic Management (FT-241)**

- Nature, purpose, importance and historical evolution of business policy, concept applications of corporate strategy, strategic management definition, model and process for strategy, formulation;
  - Strategic intent- vision, mission, purpose and objectives,
  - Environmental analysis; External environment and organisational appraisal, Environmental threat and opportunity profile, competitive advantage of a firm, core competency, strategic advantage profile; SWOT analysis
  - Strategic alternatives merger, acquisition, diversification, modernization, integration, joint venture, turn around, strategic choice – objective and subjective considerations in strategic choice.
  - Strategic implementation, activating strategies, structural implementation, functional implementation, leadership implementation, behavioural implementation, strategy. Evaluation, strategic control, operational control technique of strategic evaluation and control.
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### **Subject: Retailing Management (FT-242)**

- Retailing Nature Scope and Opportunities, Types of Retailers: Merchandise Retailers, Non-Store Retail Formats, Service Retailing; Types of Ownership, Functions of Retailers FDI and Retailing in India.
  - Customer Buying Behaviour: Types of Buying Decisions, Buying Process, Social Factors Influencing Buying Decisions in Retailing.
  - Retail Market Strategy: Definitions, Retail Planning Process, Financial Strategy, Location Strategy, Human Strategy, Retail MIS.
  - Retail Mix Strategies: Buying Merchandise, Pricing, Retail Communication Mix, Multi-Channel Retailing.
  - Managing the Store, Store Layout and Design, Space Planning, Merchandise Presentation Techniques, Store Ambience, Customer Service.
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## **Specialization**

### **COMULSORY GROUP A- MARKETING**

#### **Subject: International Marketing (FT- 243)**

- Nature, scope and significance of international marketing, foreign trade concepts and theories.
  - Analysis of international marketing environment, trends in India's foreign trade, governmental agencies in international marketing, export houses.
  - International marketing intelligence and marketing international marketing communication and its sales force.
  - Planning for overseas market- product strategy, international product life cycle, pricing decisions, distribution channel decisions and promoting products for export including fairs and exhibitions.
  - Export including fairs and exhibitions.
  - Export finance, methods of payment . letter of credit, ECGC, Brief study of International Economic Institutions – World Bank, GATT, UNCTAD, IMF etc.
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## **FINANCE AREA**

### **Subject: International Financial Management**

**(FT- 244 F)**

- International finance management ; Nature, Scope and objectives, Domestic v/s International financial management, Theories of international Financial Management International Financial System instructions.
  - Types of foreign exchange markets and transitions, Quoting foreign exchange rates ,spread, cross rates, forward rates, ;organization of the foreign exchange market; foreign exchange market; foreign exchange risk.
  - Accounting and Transaction exposures, theory and practice of forecasting exchange rates ,forward contracts, future contracts; other derivative securities; types of traders ; futures markets and the use of futures in hedging.
  - Forward and future prices; Interest rate futures, SWAPS; options markets; properties of stock Indices, currencies and futures contracts, General approach to pricing derivatives securities; Interest Rate Derivative Securities; Derivatives market in India.
  - International Receivables and Inventory Management, International Investment Strategy, International Cash management
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### **Subject: Project Planning, Analysis and Management**

**(FT-245 F)**

- Generation and screening of project idea; capital expenditure; importance and difficulties; marketing demand and situational analysis, technical analysis; Financial analysis; analysis of project risk; firm risk and market risk, social cost benefit analysis.
  - Multiple Project and constraints; network techniques for project management, problem of time and cost overrun in public sector Enterprise in India, Assessment of Tax Burden; Environmental appraisal of projects.
  - Project finance; Project Financing in India, infrastructure finance v/s project Finance, Business and Major players (Global and India).
  - Role of FI and banks and shift in Portfolio of FI and banks , skill required for career In Infrastructure Finance.
  - Infrastructure Projects Appraisal in a Financial ; Appraisal Process.
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## **Human Resource Management Area**

### **Compensation Management**

**(FT-244 H)**

- Wage Determination: Wage concepts; minimum fair and living wages. Process and Theories of wage Determination, Job Evaluation and Job Pricing. Machinery for wage fixation, Managerial Remuneration in India.
- Rewards, Incentives and Wage Differentials: Types of rewards and incentives; different incentive plans, Dearness Allowance and other Allowances, Fringe Benefits. Wage Differentials, Profits – Sharing, Co Partnership & Payment of Bonus with special reference to India.
- Wage and Productivity: Concept of Productivity, Productivity of Labour and payment of Wages, the level of living of Indian Workers Wages and earnings of Indian worker. Problem of low productivity in the Indian workforce.

- Wage regulations in Indian: Salient provision of: Minimum Wages Act 1948, Payment of wages Act, 1936, Payment of Bonus Act, 1965, Equal Remuneration Act, 1976, And case laws with references to above Legislations.
  - Wage policies in India: Concept of wage policy and its constraints in Indian Organizations.
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**Subject: Management of Industrial Relations**

**(FT-245 H)**

- Industrial Relations – concept, nature, scope, objectives. Industrial Relations system, Strategic choice theory of IR. Significance of IR in liberalization and globalization of Indian economy.
  - Trade Unionism, Problems of Indian Trade Unions. Future of Indian Trade Unionism and Related Issues, Unfair Labour Practices, Grievance – Handling Procedures.
  - Industrial Disputes – Causes & Remedies. Industrial Relations Legislations – Industrial Disputes Act, Trade Unions Act, Standing Orders Act.
  - Collective Bargaining stages, and Negotiation, Process, Collective, Bargaining in Indian organisations. Disciplinary Inquiries and Actions.
  - Workers Participation in Management. Emerging trends in Industrial Relations Management, Managing Union Free organisations.
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**SYSTEM AREA**

**Subject: Business Process Re- Engineering and ERP**

**(Ft-244 S)**

- Conceptual foundation of business process Re- engineering; Role of information technology in BPR; process Improvement and process Redesign; BPR Experiences in Identification in Indian Industry.
  - Process Identification and Mapping ; Role / activity Diagrams; Process Visioning and Benchmarking business process improvement. Business process Redesign; Man management for Bpr implementation; Re- organizing people and managing change.
  - Enterprise resources planning; Evolution of ERP-MRP and MRP 2 problem of system islands need for system integration and interface early ERP packages
  - ERP products and markets- opportunities and problems in ERP selection and implementation ;ERP implementation; identifying ERP benefits team formatio-consultatnt intervention selection ERP- process of ERP.
  - E- Business ; Introduction to 1- Net technologies – Evolution of E- commerce, EDI and E-Business, Security and Privacy issues- technologies for E-Business, Futures and Growth of E-Business
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**Subject: Fundamental of Computer Architecture**

**(FT-245 S)**

- Fundamentals of Data Processing and input/output
  - Fundamental of OS, Type of OS- Batch, Time Sharing, Parallel, Real time , Networks, Client server
  - File systems, Directory, Structure, Process Management , Switching Scheduling
  - Memory Management, Swapping, Segmentation, Paging, Virtual Memory
  - Multi – programming and multitasking system
  - Parallel Processing , Virtual storage, open Systems.
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**Decision Making Skills**

**(FT-246)**

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