

DR. K N MODI UNIVERSITY, NEWAI

STUDENT EVALUATION SYSTEM

Continuous Assessment

All courses undertaken by students are evaluated during the semester using internal system of continuous assessment. The students are evaluated on class /tutorial participation, assignment work, lab work, class tests, mid-term tests, quizzes and end semester examinations, which contribute to the final grade awarded for the subject. Students will be notified at the commencement of each courses about the evaluation methods being used for the courses and weightages given to the different assignments and evaluated activities.

In order to make the evaluation system as similar and transparent with any of the globally reputed educational institutions like N.I.Ts, I.I.Ts etc. the Dr. K. N. Modi University Academic Council has adopted the grading practices. Here marks obtained in the continuous assessment and end semester examination are added together and a 10-point grading system will be used to award the student with on overall letter grade for the course (subject).

Distribution of Marks

(i) Courses without Practical Components

Continuous Assessment	- 25
Mid –Term Examination	- 15
End –Term Examination	- 60

Total : 100

(ii) Courses with Practical Components only

Continuous Assessment	- 30
Mid –Term Examination (Practical)	- 20
End –Term Examination (Practical)	- 50

Total : 100

Letter Grading system

Final evaluation of course is carried out on a TEN POINT grading system. Performance Grade and Grade Points are as shown below:

Table 1

Marks	Grade Value	Grade	Description
91 to 100	10	A+	Out Standing
81 to 90	9	A	Excellent
71 to 80	8	B	Very Good
61 to 70	7	C	Good
51 to 60	6	E	Average
41 to 50	5	E	Fair
Less than 41	0	F	Fail
Absent in the University Final Examination	0	I	Incomplete

**However, within the above grading system the student has to earn a minimum of 24marks each in Continuous Assessment and End Term Examination, that is a total of (24) + (24) =48 marks have to be secured forgetting declared pass in the “Fair” category.*

Note: In order to convert the GPA and CGPA into percentile, multiply the same with the Conversion factor of 9.10.

A student who earns a minimum of 5 grade Point (E grade) in a course (subject) is declared to have successfully completed the course, and is deemed to have earned the credits assigned to that course. A course successfully completed cannot be repeated.

A student should have appeared for the end semester examination of the prescribed course of study (mere appearance in the continuous assessment test is not sufficient) to be eligible for the award of the degree in the course.

If a student is eligible for but-fails to appeared in the end semester examination, he/she will be awarded an ‘I grade (in complete) on the grade sheet. For all practical purposes an ‘I’ Grade is treated as an ‘F’.

If a student is not eligible to appear in the end semester examination owing to his/her not fulfilling the minimum attendance requirements, he may be permitted to re-register for those courses in which he/she had attendance shortage, at the next available opportunity.

Grade Point Average (GPA) & Cumulative Grade Point Average (CGPA)

Each course grade will be converted into a specific number of points associated with the grade as mentioned in above Table 1. Here points are weighted with the number of credits assigned to a course. The Grade Point Average (GPA) is the weighted average of grade points awarded to a student. The Grade Point Average for each semester will be calculated only for those students who have passed all the courses of that semester. The weighted average of GPA’s of all semester that the student has completed at any point of time is the Cumulative Grade Point Average (CGPA) at that point of time.

CGPA upto any semester will be calculated only for those students who have passed all the courses upto that semester.

Calculation of GPA and CGPA :

Example:

Table 2

Courses	Credits	Letter Grade	Grade Value	Credit Value	Grade Points
Mathematics	3	C	7	3x7	21
Chemistry	3	B	8	3x8	24
Physics	3	A	9	3x9	27
Language Lab	2	B	8	2x8	16
TOTAL	11			TOTAL	88

$$\text{In this case GPA} = \frac{\text{Total Grade Points}}{\text{Credits}} = \frac{88}{11} = \mathbf{8.0}$$

Suppose the GPAS in two successive semesters are 7.0 and 8.0 with 26 and 24 respective course credits, then the

$$\text{CGPA} = \frac{7 \times 26 + 8 \times 24}{26 + 24} = \frac{374}{50} = 7.48$$

After the results are declared, grade cards will be issued to each student which will contain the list of courses for that semester and the grades obtained by the student, as well as GPA of that semester. However, a conversion factor of “9.1”, will be included, enabling students and future employers for transforming CGPA into percentage of marks at par with the existing practices of I.I.Ts, N.I.Ts and A.I.C.T.E.

Minimum Eligibility Requirements in Dr. K. N. Modi University for proceeding to the next academic year of study.

A First year Student of Dr. K. N. Modi University satisfying the below mentioned requirements is eligible to study in the 3rd Semester of next academic year.

“Pass with Minimum E Grade in Four Theory Papers & Pass in Four Laboratory Papers in the I & II Semester (Combined)”

A Second year Student of Dr. K. N. Modi University satisfying the below mentioned requirements is eligible to study in the Vth Semester of the next academic year.

“Pass with Minimum E Grade in Four Theory Papers & Pass in Four Laboratory Papers in the IIIrd & IV Semester (Combined)”

A Third year Student of Dr. K. N. Modi University satisfying the below mentioned requirements is eligible to study in the VIIth Semester of the next academic year.

“Pass with Minimum E Grade in Four Theory Papers & Pass in Four Laboratory Papers in the Vth & VI Semester (Combined)”

SYLLABUS

DR. K. N. MODI UNIVERSITY
Study and Evaluation Scheme
BBA 1ST SEMESTER

S. NO.	Sub Code	Subject Name	Period			Evaluation Scheme			
			L	T	P	Continues assessment	Final exam	Total	Credit
1	01BB101	Principles of Management	3	1	0	40	60	100	04
2	01BB102	General Economics	3	1	0	40	60	100	04
3	01BB103	Professional Communication	3	1	0	40	60	100	04
4	01BB104	Financial Accounting	3	1	0	40	60	100	04
5	01BB105	Business Law	3	1	0	40	60	100	04
	Lab								
	01BB106	Computer Practice Lab	0	0	2	50	50	100	02
	01BB1011	Co-Curricular Activities	0	0	2			100	01
		Total	15	5	2			700	23

BBA II SEMESTER

S. NO.	Sub Code	Subject Name	Period			Evaluation Scheme			
			L	T	P	Continuous assessment	Final exam	Total	Credit
1	01BB201	Organization Behaviour	3	1	0	40	60	100	04
2	01BB202	Principles of Marketing	3	1	0	40	60	100	04
3	01BB203	Statistics	3	1	0	40	60	100	04
4	01BB204	Computer Fundamentals for Management	3	1	0	40	60	100	04
5	01BB205	Environmental Studies	3	1	0	40	60	100	04
	Lab								
1	01BB206	Communication Lab	0	0	2	50	50	100	02
	01BB2011	Co-Curricular Activities			2			100	01
		Total	15	5	2			700	23

DR. K. N. MODI UNIVERSITY
Study and Evaluation Scheme
BBA III SEMESTER-2011-12

S. NO.	Sub Code	Subject Name	Period			Evaluation Scheme			
			L	T	P	Continuous assessment	Final exam	Total	Credit
1	01BB301	MANAGEMENT ACCOUNTING	5	1	0	40	60	100	04
2	01BB302	HUMAN RESOURCE MANAGEMENT	5	1	0	40	60	100	04
3	01BB303	BUSINESS ECONOMICS	5	1	0	40	60	100	04
4	01BB304	CONSUMER BEHAVIOUR	5	1	0	40	60	100	04
5	01BB305	PRINCIPLE & PRACTICE OF BANKING	5	1	0	40	60	100	04
	02BB3011	Co-Curricular Activities			2			100	1
		Total	25	5	1			600	21

DR. K. N. MODI UNIVERSITY
Study and Evaluation Scheme
BBA IV SEMESTER-2011-12

S. NO.	Sub Code	Subject Name	Period			Evaluation Scheme			
			L	T	P	Continuous assessment	Final exam	Total	Credit
1	02BB401	Industrial Relationship and Labour law	3	1	0	40	60	100	04
2	02BB402	Sales & Distribution Management	3	1	0	40	60	100	04
3	02BB403	Indian Economy	3	1	0	40	60	100	04
4	02BB404	Financial Management	3	1	0	40	60	100	04
5	02BB405	Retail Management	3	1	0	40	60	100	04
	02BB4011	Co-Curricular Activities			2			100	1
		Total	15	5	1			600	21

DR. K. N. MODI UNIVERSITY
Study and Evaluation Scheme
BBA V SEMESTER-2011-12

S. NO.	Sub Code	Subject Name	Period			Evaluation Scheme			
			L	T	P	Continues assessment	Final exam	Total	Credit
1	03BB501	International business	3	1	0	40	60	100	04
2	03BB502	Production & Material Management	3	1	0	40	60	100	04
3	03BB503	Management Information system	3	1	0	40	60	100	04
4	03BB504	Taxation	3	1	0	40	60	100	04
5	03BB505	Company Law	3	1	0	40	60	100	04
	03BB5011	Co-Curricular Activities			2			100	1
		Total	15	5	1			600	21

DR. K. N. MODI UNIVERSITY
Study and Evaluation Scheme
BBA VI SEMESTER-2011-12

S. NO.	Sub Code	Subject Name	Period			Evaluation Scheme			
			L	T	P	Continues assessment	Final exam	Total	Credit
1	03BB601	Quantitative Technique	3	1	0	40	60	100	04
2	03BB602	Strategic Management	3	1	0	40	60	100	04
3	03BB603	Marketing Research	3	1	0	40	60	100	04
4	03BB604	Entrepreneurship and Small Scale Industries	3	1	0	40	60	100	04
5	03BB 605	Project Report & Viva	3	1	0	40	60	100	04
	03BB6011	Co-Curricular Activities			2			100	1
		Total	15	5	1			600	21

PRINCIPLES OF MANAGEMENT

CODE - 01BB101

Credit : 04

UNIT 1:

Management: meaning, nature, function, process, importance, Evolution of management thought: Classical school: Scientific management theory, Max weber's Bureaucratic model and Behavioural school: Hawthorne Studies.

UNIT 2:

Planning: concept, objectives, nature, process, Management by objectives, Decision making: meaning & importance, forms of decision making, techniques of decision making, Decision making process.

UNIT 3:

Organizing: concept, nature, process & significance. Various types of organization, Authority & Responsibility, Centralization & decentralization, Departmentation, Span of management.

UNIT 4:

Direction: meaning & principles, techniques of direction. System & Process of Controlling.

UNIT 5:

Individual & group motivation: Hierarchy of needs theory, Theory X & Theory Y, Motivation hygiene theory, ERG theory, McClelland's theory, Equity theory, Leadership.

Reference Books:

1. Koontz-*Principles of management*, Tata McGraw hill
2. Robin & Coutler-*Management*.
3. Robbins S.P & decenzo david A: *Fundamentals of Management*.

GENERAL ECONOMICS

CODE - 01BB102

Credit : 04

UNIT 1:

Introduction of Economics, Scope of Economics, Micro Economics, Macro Economics, Meaning and phases of business cycles. Theory of Economic Growth

UNIT 2:

Meaning & definition of demand, Elasticity of Demand ,Demand distinction and determinants, Price elasticity, Techniques of demand forecasting.

Supply Analysis: Law of Supply, Supply elasticity; Analysis and its uses for managerial decision

UNIT 3:

Production- concepts, Factors, Laws, Optimal input combination- Isoquants, Isocosts.

UNIT 4:

Market perfect competition, Monopoly, Monopolistic Competition, Oligopoly, Price determination in these Markets.

UNIT 5:

Theory of Factor Pricing, Marginal Productivity, Theory of Distribution, Wages, Theory of Rent, National Income.

Reference Books:

1. Gupta G.S., Paul S, Mote V.L.,-*Managerial Economics Concepts & Cases.*
2. H.L. Ahuja-*Business Economics*
3. D.N. Dwivedi-*Managerial Economics*
4. Dr Raj Kumar, Prof. Kuldip Gupta-*Managerial Economics*

PROFESSIONAL COMMUNICATION

CODE - 01BB103

Credit : 04

UNIT 1:

Introducing Business Communication, Basic forms of Communication, Objectives, Communication models and process, Effective communication, Barriers in communication

UNIT 2:

Self development and communication: Development of positive personal attitudes, SWOT analysis, communicating cross culturally, Visual Communication.

UNIT 3:

Non verbal communication: Importance, types, Formal and Informal communication networks, tips for effective use of non-verbal communication.

UNIT 4:

Practical aspects of business communication: Report writing, Public speaking, Seminar Presentation, Interviews, Group discussion, Effective listening, Job application.

UNIT 5:

Modern Forms of communication: Telex, Fax, Telegram, Teleconferencing, E-mail, Internet.

Reference Book :

1. Bovee and Thill-*Business communication today*, Tata MC Grawhill
2. Kaul; *Business Communication*: Prentice hall
3. Kaul; *Effective Business Communication*, Prentice hall
4. Patri V.R.; *Essentials of Communication*; Greenspan publication.

FINANCIAL ACCOUNTING

CODE - 01BB104

Credit : 04

UNIT 1:

Meaning and Scope of Accounting, Book- keeping and accounting, Persons interested in accounting, Objectives of accounting, Accounting principles & conventions.

UNIT 2:

Accounting equation, Rules of Debit and Credit, Journal and ledger, Relationship between journal and ledger, Capital and Revenue, Trial balance, Preparation Of Final Accounts.

UNIT 3:

Introduction to Cost Accounting, Understanding and classifying cost, Elements of cost, Component of total cost, Classification of costs, Responsibility accounting-Introduction, Types of responsibility centers.

UNIT 4:

Feature of Equity share capital, Preference share capital, Share Vs Debentures, Issue of Share capital, Cost of Capital, Capital Budgeting.

UNIT 5:

Marginal Costing and CVP analysis -Meaning and differences between absorption costing and marginal costing, Limitations of marginal costing, Segregation of semi variable cost, B.E.P.

Reference Book :

1. Maheshwari S.N.; *An Introduction to Accountancy*;Vikas Publication.
2. Shukla and Grewal;*Accounting*.
3. S.K.Bhattacharyya and others; *Accounting for Management*
4. Khan M.Y.& Mittal S.N.,*Cost Accounting-Theory & Problems*.

BUSINESS LAW

CODE - 01BB105

Credit : 04

1. INDIAN CONTRACT ACT, 1872
2. INDIAN SALE OF GOODS ACT, 1930
3. INDIAN PARTNERSHIP ACT, 1932
4. INDIAN NEGOTIABLE INSTRUMENTS ACT, 1881

Reference Books:

1. Kuchhal M.C.-*Business Law*
2. Avtar Singh-*Principles of mercantile Law*
3. Gulshan J.J.-*Business law including company Law*

BBA 2ND SEMESTER

Subject Code	Name of Subject
01BB201	Organization Behaviour
01BB202	Principles of Marketing
01BB203	Statistics
01BB204	Computer Fundamentals for Management
01BB205	Environmental Studies
Practical Code	Subject Name
11BB206	Communication Lab

ORGANIZATION BEHAVIOUR

Code: 01BB201

Course Objectives To help the students for acquainting a clear concept on the perspectives and issues of human behavior in organizational context, in enabling themselves in dealing with issues of individual/interpersonal/group behavior in organizations.

Unit 1: Concept, Nature, Characteristics, Importance of organization, span of Management, System and process of controlling, Departmentation.

Organizational Behavior: Cognitive Framework, Behaviouristic Framework and Social Cognitive Framework

Unit 2: Perception: Concept, Process, Importance.

Personality: Concept, Process, Types, Theories, Importance.

Attitude: Concept, types, Importance, Job satisfaction.

Unit 3:

Learning process, Models of learning Role of Rewards and Punishment, Problems solve and decision making.

Conflict: Concept, Sources, Types, Classification of Conflict Intra individual, Interpersonal, Intergroup and Organizational.

Unit 4:

Individual & Group Motivation: Hierarchy of needs theory, Theory X and theory Y, Motivation hygiene theory, ERG theory, McClelland's theory, Equity theory.

Organizational Power and Authority: Concepts, Sources of Power, Distinction between Power and Authority

Unit 5:

Group Dynamics: Stages of Group Development, Group Cohesiveness, Formal and Informal Groups, Group processes and Decision Making, Reasons for Group Formation.

Suggested Readings

1. Prasad, L.M.; *Organizational Behaviour*, Sultan Chand & Sons, 2003.
2. Stephen P., Robbins; *Organizational Behaviour*; “Prentice Hall of India Pvt. Ltd.”, New Delhi, 2003.
3. Luthans, Fred; *Organizational Behaviour*, Tata McGraw Hill, New Delhi, 2003.
4. Moshal, B.S.; *Organization & Management*, Galgotia Publishing Co., 2003.

PRINCIPLES OF MARKETING

Code: 01BB202

Course Objective:

The objective of this course is to enable the student to appreciate the various issues and activities involved in marketing of products, services, ideas and institutions through the effective management of all the functions of marketing.

UNIT I

Understanding Marketing Management-Importance and scope. Marketing strategies and customer value. **Marketing Environment:** Demographic, Economic, natural, technological, political, legal and, socio-cultural environment, The Indian Marketing Environment.

UNIT II

Product Life Cycle Strategy, New Product Development Strategy, product planning, product mix, deciding product policy, and product line decisions, product differentiation,

UNIT III

Marketing communication: Meaning and Importance, communication objectives, effective communication, and communication process.

Marketing Research and control: Marketing Research-Need Techniques and process: Need and tools of control (elementary knowledge only).

UNIT IV

Management of Marketing Efforts: building brands-dealing with competition, competitive brand strategy. Channels of distribution.

Managing the Marketing programs - advertisement, sales promotion, direct marketing and personal selling, interactive marketing (E-Marketing). Promotion: Promotion-mix, Personal Selling, Publicity and Public Relations.

UNIT V

Marketing Challenges: Marketing in 21st century, Impact of globalization, technological advances and deregulation advances and regulation on marketing, challenge or rural marketing in India, Need and fronts of marketing in the service sector in India.

Suggested Readings:

1. Kotler Philip - Marketing Management, Analysis, Planning, Implementations and Control (Pearson Education 12TH Edition).
2. Ramaswamy V.S. and Namakumari S - Marketing Management: Planning, Implementation and Control (Macmillian, 3rd Edition).
3. Kotler ,Armstrong, Principles of marketing (Pearson Education)

STATISTICS
Code: 01BB203

Course Objectives:

This course aims at equipping student with a knowledge of statistics and familiarizing them with the various statistical tools and techniques with emphasis on business applications.

Unit 1

Introduction: Definition, Scope, need and Importance of statistics, Concept of Statistical Population. Attributes and variables. Sample and census survey, their advantages and disadvantages.

Unit II

Types of data: Definition, Collection of primary and secondary data.

Treatment of Data: Classification and Tabulation of data. Construction of frequency table. Frequency distribution. Graphical and diagrammatic Representation of Data: line diagram, bar diagram, histogram and pie chart.

Unit III

Measures of Central Tendency: Introduction, objective, requisites of averaging, Types of Average: Calculation of mean in individual observation, discrete series, in continues series. Calculation of median in individual observation, discrete series, in continues series, calculation of mode and their interrelationship.

Unit IV

Measures of Dispersion: Absolute and relative measure of dispersion, range, Quartile deviation, mean deviation, standard deviation, variance, Coefficient of variation, Measures of Skewness.

Unit V

Correlation Analysis: Correlation theory, measures of correlation coefficients of correlation (pearsons correlation, rank correlation, spearman's rank correlation coefficients), multiple and partial correlation.

Suggested Readings:

1. Gupta S.P, Statistical methods , Sultan Chand & Sons, New Delhi.
2. Fundamental of Mathematical Statistics, Gupta & Kapur, Sultan Chand & Sons, New Delhi.
3. B.L. Agarwal, Basic statistics, New age international.
4. R P hooda , Statistics for business and economics, Macmillan india.
5. Chandan , Statistics for business and economics, vikas publication.
6. Goon, Gupta and Dasgupta – Fundamentals of Statistics - The world press private ltd. , Kolkata

COMPUTER FUNDAMENTALS FOR MANAGEMENT**Code: 01BB204****Course Objectives**

This is a basic paper for Business Administration students to familiarize with computer fundamentals and methods and also it's applications in the relevant fields and exposes them in business era.

UNIT I

Fundamental of Computers: Data and Information, Characteristics of Computers, Evolution of Computers(History, Generation); Classification of computers i) On the basis of Input (Digital, Analog and Hybrid) ii) On the basis of processing speed and storage capacity (Micro, Mini, mainframe and Super), Various fields of application of computers, Advantages and Limitations of computer.

UNIT 2

Block diagram of computer, Basic Components of a Computer, Function of different units of computer. Input and Output Devices: Keyboard, Mouse, Joystick, Digitizer, Scanner, MICR, OCR, OMR, Light Pen, Touch Screen, Bar Code Reader, Voice Input Device, Monitor and it's type (VGA, SVGA and XGA), Printer and it's type (Impact and Non-Impact with example), Plotter.

UNIT 3

Computer Memory: Primary Memory (ROM and it's type – PROM, EPROM,EEPROM, RAM) Secondary memory- SASD, DASD Concept, Magnetic Disks – Floppy disks, Hard disks, Magnetic Tape, Optical disks – CD ROM and it's type (CD ROM, CD ROM-R, CD ROM-EO, DVD ROM).

UNIT 4

Introduction to MS-Word: Introduction to Word Processing, its Features, Formatting Documents, Paragraph Formatting, Page Formatting, Header and Footer, Bullets and Numbering, Tables, Finding and Replacing Text, Mail Merging. Introduction to MS-Excel: Introduction to Electronic Spreadsheets, Feature of MS-Excel, Entering Data, Editing Data, Formulae, Functions, Auto sum, Formatting Data, Creating Charts.

UNIT 5

Introduction to power point: introductions to PowerPoint slides, features of power point presentation, templates.

INTERNET: Introduction, uses of internet, WWW, e-mail, search engine, searching, web browsing, downloading from internet. Networking Concepts, Types of networking (LAN, MAN AND WAN), and Importance of internet for management.

Suggested Readings:

1. Sinha, Kr. Pradeep and Preeti Sinha; *Foundations of Computing*, BPB Publication.
2. Rajaraman; *Fundamental of Computer*, PHI
3. Leon, León; *introduction to computers*, vikas publication.
4. Norton; *introduction to computers* Tata MC Graw
5. Govindraj, S.; *Introduction to Computer Science*, Wiley Eastern Ltd., 2001.
6. Jain, V.K.; *Computers and Beginners*.

ENVIRONMENTAL STUDIES

Code: 01BB205

Course Objectives

To acquaint the student with the critical elements of business environment; with special references to various issues of environment and give an overview of their impact on society and individual.

UNIT I

Definitions: Scope and importance, need for public awareness, environment definition, ecosystem, balance eco-system, Human activities- food shelter, economic and social security. Food web and food chains, housing industry, Mining and transportation activities, Basic of environmental impact assessment. Sustainable development.

UNIT II

Natural resources: Water resources- availability and quality aspects. Water borne diseases, water induce diseases, mineral resources, forest wealth, forest resources, uses forest resources. Material cycle-carbon, nitrogen and sulphur cycle.

UNIT III

Energy: different types of energy, electromagnetic radiation, conventional, non conventional sources-hydro electric, and fossil fuel based nuclear, solar, biomass and bio-gas, hydrogen as after native future sources of energy.

UNIT IV

Pollution: Environmental pollution and their effects, water pollution. Land pollution, noise pollution, public health aspects, air pollution, and social waste management.

Current environment issues of importance: population growth, climate change and global warming effects.

UNIT V

Environmental protection: role of government, legal aspects, initiatives by non-governmental organization(NGO), environmental education, women education, automobile pollution, acid rain, green house effect, ozone layer depletion, animal husbandry, hazardous waste management.

Suggested Readings

1. Venugopal raw, P.Principles of environmental sciences and engineering-prentice hall of India.
2. Meenakshi, Environmental science and Engineering-prentice hall of India.
3. Joseph environmental studies, Tata MC Graw
4. Khopkar ; environmental pollution, New age
5. Reddy, M. anji. Environmental science and technology-B.S. publication.

BBA 3RD SEMESTER

Subject Code	Name of Subject
02BB301	MANAGEMENT ACCOUNTING
02BB302	HUMAN RESOURCE MANAGEMENT
02BB303	BUSINESS ECONOMICS
02BB304	CONSUMER BEHAVIOUR
02BB305	PRINCIPLE & PRACTICE OF BANKING

MANAGEMENT ACCOUNTING

CODE:02BB301

Objective: The objective of the course is to familiarize the students with the basic Management accounting concepts and their applications in managerial decision making.

Unit I:

Management Accounting: Meaning, Nature and Scope, Advantages and Limitations of Management Accounting, Role of Management Accountant, Difference between Management Accounting and Financial Accounting, Cost Accounting.

Unit II:

Financial Analysis: Financial Statements and their Limitations, Concepts of Financial Analysis, Comparative Financial Statements, Common Size Financial Statements.

Ratio Analysis: Nature and Interpretation, Classification of Ratios, Profitability Ratios, Turnover Ratios, Financial Ratios.

Unit III

Funds & Cash Flow Analysis: Concept of Funds Flow Statement, Sources and Uses of Funds, Managerial Uses of Funds Flow Analysis, Construction of Funds Flow Statement.

Unit IV:

Budgets and Budgetary Control: Concept of Budgets and Budgetary Control, Advantages and Limitations of Budgetary Control, Establishing a System of Budgetary Control, Preparation of Different Budgets, Fixed and Flexible Budgeting.

Unit V:

Standard Costing and Variance Analysis: Meaning of Standard Cost, Relevance of Standard Cost for Variance Analysis, Significance of Variance Analysis, Computation of Material, Labour Variances.

REFERENCE BOOKS:

1. Management Accounting, M.R. Agrawal, Garima Publications
2. Bhattacharya, (2010), Management Accounting, 1st edition, Pearson Education.
3. Maheshwari, S.N., (2009), Principles of Management Accounting, Sultan Chand & Sons.
4. Khan, M.Y, and Jain, P.K., (2009), Management Accounting, 5th Edition, McGraw Hill Education.
5. Gurusamy, Murthy,S., (2009), Management Accounting, 2nd Edition, McGraw Hill.
6. Education.
7. Pandey, I.M., (2008), Management Accounting, 3rd Edition, Vikas Publishing House, Delhi.

HUMAN RESOURCE MANAGEMENT

CODE: 02BB302

Objectives: The objective of the course is to familiarize students with the different aspects of managing Human Resources in the organization through the phases of acquisition, development and retention.

Unit I:

Introduction: Concept, Nature, Scope, Objectives and Importance of HRM; Evolution of HRM; Challenges of HRM; Personnel Management vs. HRM.

Unit II:

Acquisition of Human Resources: HR Planning: Meaning, Objectives, Significance & process ; Job Analysis – Job Description and Job Specification; Difference between Recruitment and Selection

Unit III:

Training and Development: Concept and Importance of Training; Types of Training; Design of Training Programs; Evaluation of Training Effectiveness. Job Changes – Transfers, Promotions/Demotions, separations & Lay Off.

Unit IV:

Job Evaluation – Concept, Process and Significance; Components of Employee Remuneration – Base and Supplementary; Performance and Potential Appraisal – Concept and Objectives; Traditional and Modern Methods, Limitations of Performance Appraisal Methods, 360 Degree Appraisal Technique; Overview of Employee Welfare, Health and Safety, Social Security.

Unit V:

HRM Strategies for the New Millennium: Role of HRM in strategic management; human capital; emotional quotient; mentoring. Socialization & Paternalistic approach.

REFERENCE BOOKS:

1. Aswathappa, K., (2010), Human Resource Management, McGraw Hill Education.
2. DeCenzo, D. A. and Robbins, S.P. (2007), Fundamentals of Human Resource Management, 9th edition, John Wiley.
3. Durai, Praveen, (2010), Human Resource Management, Pearson Education.
4. Monappa, A. and Saiyadain, M: Personnel Management, McGraw-Hill Education.
5. Dessler, Gary : Human Resource Management, Pearson Education.
6. Jyothi, P. and Venkatesh, D.N, (2006), Human Resource Management, Oxford Higher Education.

BUSINESS ECONOMICS

CODE: 02BB303

Objectives:

The objective of this subject is to give understanding of the basic concepts and issues in business economics and their application in business decisions.

Unit I:

Introduction to Business Economics and Fundamental concepts: Nature, Scope, Definitions of Business Economics, Difference between Business Economics and Economics, Contribution and Application of Business Economics to Business. Micro vs. Macro Economics. Opportunity Costs, Risk, Return and Profits.

Unit II:

Consumer Behavior and Demand Analysis: Diminishing Marginal Utility, Law of Equi-Marginal Utility. Marginal Rate of Substitution, Budget Line and Consumer Equilibrium. Revenue Concepts - Total Revenue, Marginal Revenue, Average Revenue and their relationship.

Unit III:

Wages: Wage Determination under Imperfect Competition - Role of Trade Union and Collective Bargaining in Wage Determination, Interest: Liquidity, Preference Theory of Interest, Profits : Dynamic, Innovation, Risk - Bearing and Uncertainty Bearing Theories of Profits

Unit IV:

Cost Analysis & Price Output Decisions: Concept of Cost, Cost Function, Short Run Cost, Long Run Cost, Economies and Diseconomies of Scale, Explicit Cost and Implicit Cost, Private and Social Cost.

Unit V:

Monetary policy, fiscal policy, foreign trade policy in INDIA.

REFERENCE BOOKS:

1. Samuelson, P & Nordhaus, W. (2009) Economics, 18th Edition, McGraw Hill Education.
2. Dwivedi, D.N. (2008) Managerial Economics, 7th edition, Vikas Publishing House.
3. Salvatore, D. ((2006)) Managerial Economics in a Global Economy, 6th edition, Oxford University Press.
4. Kreps, D. (2009). MicroEconomics for Managers, 1st edition, Viva Books Pvt. Ltd.
5. Peterson, L. and Jain (2006)) Managerial Economics, 4th edition, Pearson Education.
6. Colander, D, C (2008) Economics, McGraw Hill Educa

CONSUMER BEHAVIOUR **CODE: 02BB304**

Objective:

Unit-I:

Consumer's need and motives, Consumer as a perceiver and learner, Influence of personality and attitude on buying behaviour, Cultural, Social and economic factors affecting consumer behaviour, Consumer attitude deformation and change.

Unit-II:

Factors affecting purchase decision, fundamental process of sensation, perception, emotion, motivation, cognition, consumer decision making.

Unit-III

Group influences: Role, status, norms, family influences life cycle effects, family decision making.

Unit-IV

Nicosia and Howard sheth model of consumer behaviour, VALS typology of market segmentation

Unit-V

Adoption and diffusion of innovation, cognitive dissonance, socio-economic and cultural aspects of Indian consumer market.

REFERENCE BOOKS:

1. Consumer Behaviour Schiffman. LG and Kanuk, LL
2. Consumer Behaviour Louden
3. Marketing and consumer behaviour Vyas, Sham, Babu
4. Consumer behaviour in India perspective Nair, R. Suj

PRINCIPLE AND PRACTICE OF BANKING

CODE: 02BB305

Objective: The objective of the course is to familiarize the students with the basic banking system, concepts and their and their various applications which used in day to day managerial decision making.

Unit-I:

Banking: definition, Scope, meaning of Bank, structure of banks in INDIA, role of banking in economic development.

Unit-II:

Various instruments used in Banking: Cheque, Demand draft, ATM, debit card and credit card, NEFT, RTGS. Various value added services provided by banks in INDIA.

Unit-III

RBI-Role and functions, banking E-Banking in India-objectives, trends and practical uses-Recent technological developments in Indian Banking

Unit-IV

The economy environment philosophy and strategy of planning India Public sector Private sector Industrial policy Small scale industries financial institution Monetary and fiscal policy

Unit-V

Government of India's Commercial Banking, Approach to Foreign direct Investment.
Government policy regarding small sector enterprises.

REFERENCE BOOKS:

1. R L Naulakha- Banking in Management, RBD.
2. Francis Cherunilam – Business Environment, Text and Cases (Himalaya Publishing House, 8th Edition).
3. Mishra S K & Puri V K - Economic Environment of Business (Himalaya Publishing House, 3rd Edition).
4. Suresh Bedi - Business Environment (Excel Books, 1st Edition).

BBA 4TH SEMESTER

Subject Code	Name of Subject
02BB401	Industrial relationship and Labour law
02BB402	Sales & Distribution Management
02BB403	Indian Economy
02BB404	Financial Management
02BB405	Retail Management

INDUSTRIAL RELATIONS AND LABOUR LAW

CODE: 02BB401

Course Objective: The objective of the course is to acquaint students with the origin and importance of Labour laws governing general functioning of employees in an organisation .And also to educate student with the important provisions under these laws .This will enable them to develop the right perspective of this delicate responsibility to deal with union constructively and to maintain industrial democracy.

Unit I:Industrial Relations- concept, scope, objectives of IR , importance and approaches of IR, causes for poor IR, developing sound IR, Industrial Peace, international labour organization (ILO) and IR in India, Labour Legislation.

Unit II :The factories Act, 1948 - Definition - Approval licencing and registration of factories - Notice by occupier, Health, and welfare measures - weekly holidays. Leave with wages, Employment of women and young person - Penalties and returns. The Industrial Disputes Act, 1947 - Definition - Persuasive, conciliation and voluntary process for the settlement of industrial disputes - power of the Govt. under ID Act - Instrument of economic coercion - Strike & lock out, Lay off Retrenchment, Transfer and closures - Discharge and Dismissal - Managements prerogative during pendency of proceeding

Unit III:The Payment of Wages Act, 1936 - Definition - Rules for payment of wages and deductions from wage. The Employees State Insurance Act 1948 - Definition - Applicability of the Act - Insurable workmen - Contribution Benefit - Penalties.

Unit IV:The Trade Union Act 1926. Statutory Definition - Registration of TU Immoduley granted to Registered Trade Union - Recognition of TU.

Unit V:The workmen's compensation Act 1923 - Definition - Rules regarding workmen's compensation - Defense available to employer and employees, E.S.I.C. Act, 1948, The Maternity Benefit Act 1961.

REFERENCE BOOKS:

- P L Malik, Handbook of Labour and Industrial Law Eastern Book Publication **9th Edition 2005**
- R. C. Chawla and K.C. Garg, “Industrial Law”, Ludhiana, Kalyani Publishers, 1993.
- P.L. Malik, “Industrial Law”, Lucknow, Eastern Book Co., 1995.19th edition reprinted 2006
- J.K. Bareja, “Industrial Law”, New Delhi, Galgotia Publishing Co., 2001.
- M.Y. Pylee and George Simon, “Industrial Relations and Personnel Management”, New Delhi, Vikas Publishing House, 1996.
- P. Subba Rao, “Essentials of Human Resource Management and Industrial Relations: Text, Cases and Games”, Mumbai, Himalaya, 2000.

SALES AND DISTRIBUTION MANAGEMENT

CODE: 02BB402

Course Objective:The major objective of this course is to acquaint the students with the theory and practice of Management of Sales Operations.

UNIT I

Sales management- Concept, Objectives and functions. Evolution of sales management. Nature and role of Sales Manager’s job. Sales management as a career. Emerging trends in sales management.

UNIT II

Purpose of sales organization. Setting sales organization. Types of sales organization. Coordination of selling functions with other marketing activities. Sales forecasting.

UNIT III

Sales Budget: Purpose and budgetary procedure. Quotas: Concept, Objectives and Types. Sales Territory: Concept and procedure of devising sales territories, Routing and Scheduling of Sales force. Sales Audit.

UNIT IV

Concept of sales force management. Recruitment and Selection of sales personnel (domestic and international perspective). Cross Cultural challenges. Sales training. Compensating and motivating sales personnel. Controlling and evaluating sales personnel.

UNIT V

Distribution channels: Concept and need. Distribution Channel Strategy. Managing distribution channel. Features of effective channel design. Channel Conflict: Concept and stages. Conflict management. Objectives of logistics. Concept of logistics planning: inventory management decisions, transportation decisions, Location decisions.

REFERENCE BOOKS:

- Still Cundiff, Sales Management Decision Strategies, Fifth Edition, Printice Hall.
- Panda Tapan K., Sahadev Sunil, Sales and Distribution Management, 2005, Oxford University Press.
- Kapoor Ramneek, Fundamentals of Sales Management, 2005, McMillan.
- Sudha GS, Sales & Advertising Management, 2005, Indus Valley Publications.
- Walker, Churchill Ford, Management of Sales Force

INDIAN ECONOMY

CODE: 02BB403

Objective:

Objective of this course is to acquaint students of the Indian Economy, present and future of Indian Economics, and how the Indian Economy is influencing the business environment in India context.

UNIT I

Concept of Economic Growth and Economic Development, Growth and Development. Basic Characteristics of Indian Economy Changes in structure of Indian Economy (Primary Sector, Secondary Sector & Tertiary Sector). Trends in National Income Occupational Distribution, Work Force Participation and Changes in Occupational Structure in India.

UNIT II

Objective of Economic Planning in India, Tenth Five Year Plan. Industrial Policy-1991

UNIT III

Disinvestments of Public Enterprises. Economic Problems: Poverty, Inequality, Parallel Economy, Unemployment, Concentration of Economic Power, Balanced Regional Development, Low Capital Formation and Industrial Sickness.

UNIT IV

Concept, Significance, Foreign Exchange Reserve, Balance of Payment, Balance of Trade, Export Import Policy (2002-2007), Foreign Exchange Management Act (FEMA), Export Promotion and Qualitative Restrictions.

UNIT V

WTO & Indian Economy (Emerging Areas), GATT, TRIMS, TRIPS, Foreign Direct Investment, Portfolio Investment & Foreign Institutional Investors.

REFERENCE BOOKS:

- Dhingra, I.C.; *Indian Economy*, Sultan Chand, 2003
- Aggarwal, A.N., *Indian Economy*, Vishwa Prakashan, 2003.
- Mishra, S.K. & V.K. Puri; *Problems of Indian Economy*, Himalaya Publishing House, 2003.
- Datt, Ruddar; *Sundhram, Indian Economy*, Sultan Chand, 2003.

FINANCIAL MANAGEMENT **CODE: 02BB404**

Course Objective:

The objective of this course is to develop an understanding of short term and long-term financial decisions of a firm and various financial tools used in taking these decisions. It is also aimed to develop the understanding of the financial environment in which a company operates and how it copes with it.

Unit – I :

Introduction: Nature, Scope, Functions and Significance of Financial Management, Goals of Financial Management, Relation of Finance to Other Business Functions, Finance Function.

Unit – II :

Investment Decision: Method of Capital Budgeting Cost of Capital,

Portfolio Management.

Unit – III :

Financing Decision: Capital Structure Theories, Planning and Policy, Leverage Analysis, Lease Financing.

Unit – IV :

Dividend Decision: Dividend Theories, Dividend Policy, Profit Surplus and Reserves, Analysis of Retained Earnings.

Unit – V :

Working Capital Management: Concept, Need and Determinants of Working Capital, Cash Management, Receivable Management, Inventory Management.

REFERENCE BOOKS:

- Financial Management : I. M. Pandey
- Financial Management : R. P. Rustagi
- Chandra, P. Fundamentals of Financial Management, Sixth Edition, Tata McGraw Hill.
- Brearly R.A. and Myers, S.C. Eighth Edition Principles of Corporate Finance, Tata McGraw Hill
- Van Horne, J.C Financial Management & Policy Twelfth Edition, Prentice Hall

RETAIL MANAGEMENT

CODE: 02BB405

Course Objective: Keeping in view the growth of retail industry, the course has been designed to familiarize students with the basics of retail industry and give them an overview about rural marketing practices.

UNIT I:

Nature, scope and importance of retailing, retail competition theories, Retail management process, Influence of changing environment on retailing viz demographic changes, lifestyle changes, technology changes (e-business), Retail Environment.

UNIT II:

Consumer Behavior in retailing, Buying decision process in retailing, Types of buying decision, market segmentation for retailing, generational cohorts.

UNIT III:

Types of retailers, multichannel retailing, Retail strategy concept & its elements, Strategic retail planning process, Retail Pricing, Retail Promotion tool, Customer Loyalty Programme, global retailing growth strategies & international market entry strategies, Advantages through customer service, Customer evaluation of service quality, GAP model for improving service.

UNIT IV:

Retail Information system & supply chain management, Concept of merchandise management. Planning Merchandise – organizing buying process, developing an assortment plan, allocating merchandise to stores meeting vendors and establishing strategic relations with them, branding strategies for retail (e.g., private labels).

UNIT V:

Store layout & space planning, atmospherics, Choosing store location, visual merchandising, Recruitment, selection, Training, motivation, Compensation and Control of store employees.

REFERENCE BOOKS:

- Levy & Weitz , Retailing Management, Fifth edition , Tata McGraw Hill,
- Kashyap Pradeep, Raut Siddhartha, The Rural Marketing Book, 2006, Biztantra.
- Retailing management, Swapna Pradhan,, 3rd edition Tata McGrawhill.
- Retail Marketing Management, David Gilbert.
- Barry Berman & Joel R. Evans, Retail Management, A Strategic Approach, Ninth Edition, Pearson Education.

BBA 5TH SEMESTER

Subject Code	Name of Subject
03BB501	International business
03BB502	Production & Material Management
03BB503	Management Information system
03BB504	Taxation
03BB505	Company Law

INTERNATIONAL BUSINESS

CODE: 03BB501

Course Objective:

To introduce students to the contemporary issues in International Business that illustrate the unique challenges faced by managers in the international business environment.

UNIT 1:

Introduction-Meaning of I.B., Domestic V/S I.B., Scope of I.B., and Role of I.B. Driving forces of I.B. Forces restricting I.B. why to study I.B. Types of I.B organization, new trends of global organization.

UNIT 2:

Cultural Environment: Definition of culture components (Language, religion, values attitudes, customs, Education. family, Material culture Aesthetics.).

The Global Economic Environment: The Global Economy, Bases of Economic Wealth- Population, Natural Environment, Technological Resources. Economic System-Indicators of Economic Wealth- National Product, Balance of payment, Exchange rate, Foreign Investment.

UNIT 3:

Political Environment -Importance of political Environment for I.B. The Political Systems: Democracy-Basic Principles, Authoritarianism-Theocracy, Monarchy, Dictatorship. Major Political objective-Political Sovereignty .National Prestige and Property. National Security, Protection of Cultural Identity.

UNIT 4:

Legal Environments: Legal Systems-Code v/s Common law. Islamic Law, Socialist Law. Agreements and Conventions. Bilateral, Multilateral Laws related to I.B. Market, Global Warranties & Product Liabilities, Pricing & distribution, Channels of distribution, Promotion, Sales of Good and Services.

UNIT 5:

International Trade Environment: World Trading Patterns, Reasons Countries trade-Trade Theories, Mercantilism, Absolute Advantage, Comparative Advantage, Barrier

International Financial Environment Foreign Direct Investment-Reasons, Volume and directions, Foreign Exchange Transactions and Terminology s to World Trade-Fiscal and Financial.

REFERENCE BOOKS:

- Thakur and Mishra: International Business.
- J.M. Diwan and K.N. Sudarshan: International Business Management.

- R.D. Robinson: International Business Management a guide to decision making

PRODUCTION & MATERIAL MANAGEMENT
CODE: 03BB502

Course Objective:

The course is oriented to familiarize the students with fundamentals of Production and Operations Management, and tools and techniques used in taking decisions in operating and controlling the Production and Service Industries. Further this course will familiarize the students with Quality Management and Current Quality Tools used in Production and Service Industries.

UNIT 1 : Meaning, Nature and Scope of Production Management, Production Planning and Control, Selection of sites for locating plants, Layout Planning.

UNIT 2 : Routing, Scheduling, Dispatch and Follow up Operations for Jobbing, batch and mass production, New product design and product planning.

UNIT 3: Quality Assurance: Application of statistical quality control, Total quality Management. Role, scope and importance of material management. Make or buy Decisions.

UNIT 4: Concept and scope of purchasing management, Principles and objectives of purchasing, Purchasing Procedure: requisitioning, selecting source of supply, Ordering, Delivery, Scientific Purchasing.

UNIT 5 : Inventory Management : Meaning and functions, Inventory Planning and Control, E.O.Q., Minimum and Maximum Level, Re-order level, ABC analysis.

Suggested Readings:

- Buffa, A.E.S.: Modern Production Management
- Chase, R.B., Aquilano N. Jr: Production and Operation Management

- Laufer A.C.: Operations Management
- O.P. Khanna: Industrial Engineering Management
- S.K. Hajra & Choudhary & Nihar Roy: Production Management

MANAGEMENT INFORMATION SYSTEM

CODE: 03BB503

Course Objective: This course focuses on the relationships among management, information, and systems as well as the relationship between a manager's need for information and his/her position in the organization.

UNIT 1: Introduction to MIS: Concept of MIS, role of MIS, objectives of MIS, emergence of MIS, MIS and computers Impact of MIS, systems approach to MIS Advantages, and disadvantages of computer based MIS.]

UNIT 2: Information: Classification of information, levels of information, Levels of information, Methods of data and Information collection value of Information.

System Analysis and Design Introduction, System Analysis for existing system, system analysis for new requirements, IS and system or systems analysis, cost benefit analysis.

UNIT3: Development of MIS: Determining the Information requirements Development of MIS Implementation of MIS, Factors responsible for development of MIS, Evaluation of MIS.

Information system for decision making Decision-making and MIS, decision making concepts organizational decision-making, MIS and decision making concepts. MIS as technique for programme decisions, Decision support system.MIS and role of DSS.

UNIT4: Data base Management systems: Data base Management systems: Data base concepts, data base models data base design, RDEMS MIS and RDEMS, Introduction of oracle, Data Access.

Network: Introduction, topology, LAN and WAN, Data communication

UNIT5: MIS in operations MIS for Finance, MIS for Marketing m MIS for production, MIS for Human resource Management, MIS for marketing.

Suggested Readings:

1. Javedkar, W.S.-Management Information Systems (Tata McGraw-Hill Publishing Company Ltd., New Delhi)
2. Mardic R.G., Ross J.E.& clagget J.R. - Information System for Modern Management (Prentice Hall of India)
3. James A.O. Brien Management Information Systems, (Galgota Publications)
4. Locus, Analysis, Design and Implementation of Information System (McGraw-Hill Book Co.)
5. Anderson, Lavid L. Post, Gerald V., Management Information System (Tata-McGraw Hill Publishing Co.)

TAXATION

CODE: 03BB504

Course Objectives: The course aims to help students to comprehend the basic principles of the laws governing Direct and Indirect taxes.

UNIT I: Introduction to Income Tax Act 1961

Salient Features and Basic Concepts—Previous year, assessment year, person, gross total income and agricultural income. Residential status and incidence of tax, fully exempted incomes.

UNIT II: Heads of Income –Salary, Deductions under Chapter VI (related to individuals and Firms) Assessment of individuals and firms (simple problems).

UNIT III: Rebates and Relief's, Set off and carry forward of losses, deduction of tax at sources. Payment of advance tax, law relating to maintenance of books, accounts and vouchers.

UNIT IV: Income from House Property, Capital gains, Income from other sources, clubbing of income.

UNIT V: Assessment of Business or Profession and Firms (simple problems).

Suggested Readings:

1. Singhanian Dr., V. K. and Singhanian Monica; Students Guide to Income Tax, Taxman Publications.
2. Ahuja, Girish and Gupta Dr. Ravi; Systematic Approach to Income Tax, Bharat Law House.

1. Datey V.S., "Indirect Taxes-Law and Practice", Taxmann Publications.
2. Government of India, Bare Acts (Income Tax, Service Tax, Excise and Customs)
3. ICAI; *Service Tax*, Guidelines

COMPANY LAW
CODE: 03BB505

Course Objective: This course is intended to provide a broad overview of main aspects of company law. It introduces the fundamental ideas of company law and gives the working knowledge and skill, needed to analyse practical problems involving companies

UNIT-I: Corporate Personality ; kinds of Company, Promotion and Incorporation of Companies.

UNIT-II : Memorandum of Association, Articles of Association, Prospectus.

UNIT-III : Shares : Share capital : Members, Share capital - Transfer and Transmission, Directors - Managing Director, Whole Time Director.

UNIT-IV : Capital management - Borrowing powers, mortgages and charges, debentures, Company Meetings-kinds Quorum, voting, resolutions, minutes.

UNIT-V : Majority Powers and Minority Rights, Prevention of oppression and mismanagement, Winding up-Kinds and Conduct.

Suggested Readings:

1. Company Law : Singh, Avtar
2. Business and Corporate Laws : Kapoor, G. K.
3. Company Law : Chawala and Garg.
4. Company Law : Taxmann

BBA 6TH SEMESTER

S. No.	Subject Code	Subject Name
1.	03BB601	Quantitative Technique
2.	03BB602	Strategic Management
3.	03BB603	Marketing Research
4.	03BB604	Entrepreneurship and Small Scale Industries
5.	03BB 605	Project Report & Viva

QUANTITATIVE TECHNIQUE

CODE: 03BB601

Course objective: The objective of this paper is to develop student's familiarity with the basic concept and tools in Quantitative technique. These techniques assist specially in resolving complex problems serve as a valuable guide to the decision makers.

UNIT I; Role of quantitative techniques in Management. Determinant & Matrices: Addition, subtraction & multiplication of matrices, Determinant of a matrix, Inverse of a matrix (upto third order)

UNIT II; Linear Programming: Mathematical formulation of L.P. Problem: graphical and simplex methods of solution. Transportation: NWCM (north-west corner method), VAM (Vogel's approximation method), LCM (least cost method), Modi (modified distribution method).

UNIT III: Assignment Problems: Minimization problem HAM (Hungarian Assignment Method) Maximization problem.

Decision Theory: Pay-off table, decision under uncertainty, decision under risk; decision trees.

UNIT IV: Queuing Theory: Arrival, service and queue structure, probabilistic queuing models; Poisson-exponential single server model; finite population; infinite population.

Simulation : Introduction, steps in simulation process. Monte-Carlo simulation, Generation of Random Numbers for Monte-Carlo simulation.

UNIT V: Game Theory: Two person zero sum games (upto 3×3) saddle point, value of the game, dominance rule, solution of $2 \times n$ and $m \times 2$ games.

Network Scheduling: CPM (Critical Path Method) , PERT (Project evaluation and review technique).

Reference Books:

1. Vohra N.D.: Quantitative Techniques in Management, Tata McGraw Hill.
2. Srivastav, Shenoy & Sharma : Quantitative Techniques for Managerial decision making, New Age international (Pvt) ltd.
3. Kanti Swarup, Gupta P.K. M anmohan : Operations Research, Sultan chand & co.
4. Levin R.I. & Rubin D.S. : statistics for Management Prentice Hall India.

STRATEGIC MANAGEMENT

CODE: 03BB602

Course objective: This course seeks to introduce the student to the area of organization's strategic management- a field of inquiry that focuses on the organization as a whole and its interaction with its environment. All the techniques and activities involved in strategic management are taught, keeping in view the Indian context and its relatedness with the global environment.

Unit 1: An overview of strategic Management: Defining Strategy, levels at which strategy operates: Approaches to strategic decision making: strategic intent, vision, Mission, Business definition, objectives and goals, Environmental analysis and Diagnosis : concept of environment and its components; Environment scanning and appraisal, Organization appraisal, Strategic advantage analysis and diagnosis.

Unit 2: Corporate-level strategies: Grand, Stability, Expansion, Retrenchment, combination strategies, Corporate Restructuring. Business-level/strategies: Generic and tactics for business strategies.

Unit 3: Strategic Analysis and choice: Process of strategic choice, corporate and business level strategic analysis, Subjective factors in strategic choice, contingency strategies and strategic plan.

Unit 4: Activating Strategies: Interrelationship between formulation and implementation. Aspects of strategy Implementation, Project and Procedural Implementation. Resource allocation, Structural and Behavioural Implementation.

Unit 5: Functional and Operational Implementation: Financial, Marketing, operations/production, Personnel plans and policies, information, Integration of functional plans and policies, Strategic evaluation and control: Techniques of strategic evaluation and control.

Reference Books:

- AzharKaxmi: Business Policy and Strategic Management, Tata McGraw Hill New Delhi, 2005
- Jain, P.C. L: Strategic Management (Hindi), 2005
- Bhattacharry, S.K. And N. Venkataramin: Managing Business Enterprises: Strategies, Structure and Systems, Vikas Publishing House, New Delhi, 2004

MARKETING RESEARCH

CODE: 03BB303

Course objective: The objective of this paper is to understand the various aspects of marketing research, identify the various tools available to a marketing researcher. Marketing research can help the marketing manager in decision making.

Unit I

Introduction of Marketing Research: Define marketing, research, aims and objectives of marketing research. Applications of marketing research, marketing information system, evaluation and control of marketing research, value of information in decision making, steps in marketing research.

Unit II

Research Design: Formulating the research problem, choice of research design, types of research design, and sources of experimental errors. Research Program and its process and problems in Research

Unit III

Sample and Sampling Design: Some basic terms, advantages and limitation of sampling, sampling process, types of sampling, types of sample designs, testing of hypothesis, determining the sample size, sampling distribution of the mean.

Unit IV

Data Collection: Methods of data collection: secondary data, sources of secondary data, primary data, collection of primary data observation, questionnaire, designing of questionnaire, interviewing.

Data Processing and Tabulation: Editing coding, problems in editing, tabulation.

Unit V

Data Analysis: Measurement of central tendency, dispersion, univariate analysis, bivariate analysis, multidimensional analysis I, Multivariate analysis II, (Factor analysis, cluster analysis, multidimensional analysis, conjoint analysis). Interpretation and Report Writing: Interpretation, types of research reports, guidelines for writing a report, writing a report format, evaluation of research report.

Reference Books:

1. Beri, G.C.; Marketing Research, Tata McGraw Hill, 2003.
2. Gupta, S.L., Marketing Research, Excel Books, 2004.

3. Aaker; Marketing Research, John Willey & Sons, 2001.

ENTREPRENEURSHIP AND SMALL SCALE INDUSTRIES
CODE: 03BB604

Course objective: It provides exposure to the students to the entrepreneurial cultural and industrial growth so as to prepare them to set up and manage their own small units.

Unit 1 : Entrepreneurship – Concept, Nature, Historical evolution, Role of Socio-Economic environment, Entrepreneurship and Innovation.

Unit 2 : Entrepreneur- Qualities of a successful entrepreneur, Entrepreneur and Leadership, Entrepreneur and Risk Taking capacity, Social responsibilities of entrepreneur.

Unit 3 : Promotion of Venture : Opportunities analysis, External environmental analysis, Preparation of project and feasibility report, Legal requirements for establishment of a new unit and raising fund, Sources of Venture, Capital and Capital Structure decision.

Unit 4: Entrepreneurial Development Programs (EDP): their role, relevance, Critical evaluation, Role of Government in organizing, EDP's. Role of entrepreneur in economic growth. Export Promotion.

Unit 5: The concept of self-employment, Problems of small scale industries and difference with cottage industry. Government efforts to improve present position of small scale and cottage industry in India. , Institutional Assistance, Financial Incentives.

Reference Books:

- Vinayshreel, Gautam : Enterprise and Society Concept Publishing House, New Delhi
- Tandon, B.C. : Environment and Entrepreneur Chug Publications, Allahabad
- VasantDesai : Organization and Management of Small Scale Industry, Himalaya Publishing House, Bombay.
- Peter F Drucker : Innovation and Entrepreneurship Heinemann London
- Rabindra N. Kanungo : Entrepreneurship and Innovation, Response Books Sage, Delhi
- Mathew J. Manimala : Entrepreneurial Policies and Strategies, Response Books Sage, Delhi
- Shukla, M.B. : Entrepreneurship and Small Business Management, KitabMahal, Allahabad.

PROJECT REPORT & VIVA

CODE: 03BB605

The summer training project report Evaluation and presentation will be done by internal and external examiners. There will be no internal assessment.

The student will submit written report and make an oral presentation before a panel of internal examiner and external examiner

The assessment of the report and its presentation will be jointly done by the internal and external examiner.

DR. K. N. MODI UNIVERSITY

Study and Evaluation Scheme MBA Effective from session 2011-12 Semester-I

S. NO	Sub Code	Subject Name	Period			Evaluation Scheme			
			L	T	P	Continuos assessment	Final exam	Total	Credit
1	01MB101	PRINCIPLES & PRACTICE IN MANGEMENT	3	1	0	40	60	100	04
2	01MB102	MANAGERIAL ECONOMICS	4	1	0	40	60	100	04
3	01MB103	MANAGERIAL COMMUNICATION	3	1	0	40	60	100	04
4	01MB104	ORGANIZATION BEHAVIOUR	4	1	0	40	60	100	04
5	01MB105	BUSINESS LAW	4	1	0	40	60	100	04
6	01MB106	FINANCIAL ACCOUNTING	4	1	0	40	60	100	04
7	01MB107	QUANTITATIVE TECHNIQUE	4	1	0	40	60	100	04
8	01MB108	COMPUTER APPLICATION IN MANAGEMENT	4	1	0	40	60	100	04
8	11CC1011	CO-CURRICULAR ACTIVITIES	0	0	0	50		50	01
		Total	30	8					33

DR. K. N. MODI UNIVERSITY

Study and Evaluation Scheme MBA Effective from session 2011-12 Semester-II

S. NO	Sub Code	Subject Name	Period			Evaluation Scheme			
			L	T	P	Continuo us assessme nt	Final exam	Tota l	Credit
1	01MB201	Economic Environment in Business	4	1	0	40	60	100	04
2	01MB202	Marketing Management	4	1	0	40	60	100	04
3	01MB203	Management Accounting	4	1	0	40	60	100	04
4	01MB204	Human resource management	4	1	0	40	60	100	04
5	01MB205	Production & Operation Management	4	1	0	40	60	100	04
6	01MB206	E Business	4	1	0	40	60	100	04
7	01MB207	Human values & professional Ethics	4	1	0	40	60	100	04
8	01MB208	Research Methodology	4	1	0	40	60	100	04
9	11CC2011	Co-Curricular Activities	0	0	0	50		50	01
		Total	32	8					33

DR. K. N. MODI UNIVERSITY
Study and Evaluation Scheme
MBA Effective from session 2011-12
Semester-III

S. NO	Sub Code	Subject Name	Period			Evaluation Scheme			
			L	T	P	Continuou s assessment	Final exam	Tota l	Credit
1	02MB301	Supply chain Management	4	1	0	40	60	100	04
2	02MB302	Management Information system	4	1	0	40	60	100	04
3	02MB303	Strategic Management	4	1	0	40	60	100	04
4	**Elective 1 st of 1 st SPECIALIZATION		4	1	0	40	60	100	04
5	**Elective 2 nd of 1 st SPECIALIZATION		3	1	0	40	60	100	04
6	**Elective 3 rd of 2 nd SPECIALIZATION		4	1	0	40	60	100	04
7	**Elective 4 th of 2 nd SPECIALIZATION		3	1	0	40	60	100	04
8	02MB304-P	Summer Training Project	0	1	0	40	60	100	04
9	11CC3011	Co-Curricular Activities	0	0	0	50		50	01
		Total	26	8					33

**** AREA OF SPECIALISATION :** Students are required to **choose any two areas of specialization** .They should choose two subjects from the chosen areas of specialization from the list given below.

SPECIALIZATION AREAS:

MARKETING

Subject Code	Subject/Paper	Credits
02MBM301	Product Policy Management	4
02MBM302	Consumer Behaviour and Rural Marketing	4
02MBM303	Advertising and Brand Management	4
02MBM304	Marketing Research	4

FINANCE

Subject Code	Subject/Paper	Credits
02MBF301	Management of Financial Services	4
02MBF302	Security Analysis and Portfolio Management	4
02MBF303	Bank & Insurance Management	4
02MBF304	International Finance	4

HUMAN RESOURCE MANAGEMENT

Subject Code	Subject/Paper	Credits
02MBH301	Training and Development	4
02MBH302	Leadership	4
02MBH303	Industrial Relations and labour laws	4
02MBH304	Organisation Development	4

INTERNATIONAL BUSINESS

Subject Code	Subject/Paper	Credits
02MBIB301	Import-Export Management	4
02MBIB302	Multinational Marketing	4
02MBIB303	International trade, operations and logistics Management	4
02MBIB304	Global Supply Chain Management	4

RETAIL MANAGEMENT

Subject Code	Subject/Paper	Credits
02MBR301	Retail Environment Including Mall Management	4
02MBR302	Retail Store Operation	4

02MBR303	Retail Supply Chain management	4
02MBR304	Retail Buying & Merchandising	4

INFORMATION TECHNOLOGY

Subject Code	Subject/Paper	Credits
02MBIT301	Object oriented programme using C++	4
02MBIT302	Database Management system	4
02MBIT303	Network & communications	4
02MBIT304	Information security	4

DR. K. N. MODI UNIVERSITY

Study and Evaluation Scheme MBA Effective from session 2011-12 Semester-IV

S. NO.	Sub Code	Subject Name	Period			Evaluation Scheme			
			L	T	P	Continuou s assessment	Final exam	Total	Credit
1	02MB401	Entrepreneurial motivation and development	4	1	0	40	60	100	04
2	02MB402	Project Management	4	1	0	40	60	100	04
3	*Elective 1 st of SPECIALIZATION		4	1	0	40	60	100	04
4	*Elective 2 nd of SPECIALIZATION		4	1	0	40	60	100	04
5	*Elective 3 rd of SPECIALIZATION		4	1	0	40	60	100	04
6	*Elective 4 th of SPECIALIZATION		4	1	0	40	60	100	04
7	02MB403P	Major Research Projects							
8	11CC4011	CO-Curricular activities	0	0	0	50		50	01
		Total	24	6					25

*** FUNCTIONAL AREA OF SPECIALISATION :** Students are required to choose any two areas of specialization .They should choose two subjects from the chosen areas of specialization From the list given below.

SPECIALIZATION AREAS:

MARKETING

Subject Code	Subject/Paper	Credits
02MBM401	Sales and Distribution Management	
02MBM402	Service Marketing	
02MBM403	International Marketing	
02MBM404	B2B Marketing	

FINANCE

Subject Code	Subject/Paper	Credits
02MBF401	Strategic Financial Management	
02MBF402	Tax planning & Financial Reporting	
02MBF403	Risk Management	
02MBF404	Mergers and Requisitions	

HUMAN RESOURCE MANAGEMENT

Subject Code	Subject/Paper	Credits
02MBH401	Compensation Management	
2MBH402	Human Resource Development	
02MBH403	Contemporary Issues in HR	
02MBH404	International HRM	

INTERNATIONAL BUSINESS

Subject Code	Subject/Paper	Credits
02MBIB401	WTO issues & policies; regional trade blocks	
02MBIB402	International Marketing Research	
02MBIB403	Forex-risk Management	
02MBIB404	Indian Foreign Trade	

RETAIL MANAGEMENT

Subject Code	Subject/Paper	Credits
02MBR401	IT in retail	
02MBR402	Rural retailing	
02MBR403	Retail Marketing	
02MBR404	Customer Service Management	

INFORMATION TECHNOLOGY

Subject Code	Subject/Paper	Credits
02MBIT401	Relational database Management system	
02MBIT402	Network Management	
02MBIT403	Software Project Management	
02MBIT404	Strategic Information system	

PRINCIPLES AND PRACTICE IN MANAGEMENT

PAPER CODE: 01MB101

OBJECTIVE: This course provides the student with an understanding of how the philosophy of Management underlies the MBA course taught on the program. The objective of the paper is to familiarize the student with basic concepts & behavioral processes in organization. The course will be an introduction to the way in which a firm can develop its managerial thinking, mission & strategy. It will enable a student to evaluate & analyze a firm's management.

UNIT I:

Management: Concept, Nature, Importance; Management: Art and Science, Management Skills, Levels of Management, Characteristics of Quality Managers; Evolution of Management: Early contributions, Taylor & Scientific Management, Fayol's Administrative Management, Bureaucracy, Hawthorne Experiments & Human Relations, Social system approach, Decision theory approach.

UNIT II:

Planning: Nature, scope, objectives and significance of planning; Barriers to Effective Planning, Planning Premises and Forecasting, Key to Planning, Decision making; Organizing: concept, organization theories, forms of organizational structure, Combining jobs: departmentation, span of control, delegation of authority & responsibility, organizational design.

UNIT III:

Staffing: concept, system approach, Manpower planning, job design, Recruitment & selection, Training & development, Performance Appraisal; Directing: concept, direction and supervision; Motivation: concept, motivation & performance, Theories of motivation, approaches for improving motivation.

UNIT IV:

Leadership: The core of leadership: influence, functions of leaders, leadership style, leadership development; Controlling: Concept, types of control, Methods: Pre-control, concurrent control, post control, the quality concept factors affecting Quality.

UNIT V:

Quality control, Total Quality Management, Quality of Work Life; Business Ethics and Social Responsibility: concept, shifts to ethics, Tools of ethics.

Suggested Readings :

1. Koontz – Principles of Management (Tata McGraw Hill)
2. Robbins & Coutler – Management (Prentice Hall of India)

3. Robbins S.P and Decenzo David A. –Fundamentals of Management :
4. Essential Concepts and Applications (Pearson education) Hillier Fredeick S. and Hiller Mark S.- introduction to management science: A Modelling and Case Studiess

MANAGERIAL ECONOMICS :

PAPER CODE: 01MB102

OBJECTIVE: This course provides the student with an understanding of how the philosophy of economics works. The objective of the paper is to familiarize the student with basic concepts of economics & provide insight into these aspects. The course will be an introduction to the way in which a student must be exposed to the time tested tools & techniques of managerial economics to enable them to appreciate their relevance in decision-making.

UNIT 1:

Managerial Economics: Nature, Scope and Importance, Significance in Decision Making and Fundamental Concepts. Objectives of Business Firms.

UNIT 2:

Demand Analysis: Law of Demand, Exceptions to the law of Demand, Determinants of Demand. Elasticity of Demand: Price, Income, Cross and advertising Elasticity; Uses of Elasticity of Demand for managerial decision making

Supply Analysis: Law of Supply, Supply elasticity; Analysis and its uses for managerial decision

Demand Forecasting: Meaning, Significance and Techniques.

UNIT 3:

Market Structure: Perfect Competition features, Determination of price under perfect competition.

Monopoly: Feature, Pricing under monopoly, Price Discrimination.

Monopolistic: Features, Pricing under monopolistic competition, Product differentiation.

Oligopoly: Features, Price determination under Oligopoly. Pricing Strategies.

UNIT 4:

Production Function and Laws of production. Managerial applications of production function. Optimal input combination. Cost concepts cost- output relationship

UNIT 5:

Capital Budgeting and Investments under Certainty, Concepts of National Income, Business Cycles. Brief idea about Inflation, Monetary, Fiscal and exchange rate policies.

Suggested Readings:

- 1.Gupta G.S., Paul S, Mote V.L.-Managerial Economics Concepts & Cases.
- 2.DebroyBibek-Managerial Economics

MANAGERIAL COMMUNICATION

PAPER CODE: 01MB103

OBJECTIVE: This course provides the student with an understanding of how to communicate in a better way in his future endeavor.

UNIT I;

Introduction: Role of Communication, defining and classifying communication, purpose of communication, process of communication, importance of communication in management, communication structure in organization, barriers & gateway in communication, 7 C's of communication.

UNIT II;

Oral Communication: What is oral communication, principles of successful oral communication, two sides of effective oral communication, effective listening, non-verbal communication, Body language and Paralanguage.

UNIT III:

Written Communication; purpose of writing, clarity in writing, principles of effective writing, electronic writing process; Introduction to business letter, Layout of business letter, writing memos, what is report purpose, kinds & objectives of reports, writing reports.

UNIT IV:

Understanding the case method of learning, different types of cases, overcoming the difficulties of the case method, case analysis; What is a Presentation: elements of presentation, designing a

presentation, advanced visual support for business presentation, types of visual aid, practicing delivery of presentation.

UNIT V: Group Communication: meetings, notice, planning meetings, objectives, participants, timing, venue of meetings, leading meetings, minutes of meeting, Media Management, conference, interviews, seminars, workshop, business etiquettes.

Suggested Readings :

1. Kaul : Effective Business Communication
2. Rajendra pal – Business Communication (Sultanchand & sons publication).
3. P.D. Chaturvedi – Business Communication (Pearson education,)
4. Sharma R.C.,Mohan Krishna – Business : Correspondance and Report Writing (Tata McGraw Hill)

Organization Behaviour

PAPER CODE: 01MB104

OBJECTIVE: This course provides the student with an understanding of how the organization faces multiple threats today from turbulent environment, increased competition & changing customer demands.

Unit 1:

Concept, Nature, Characteristics, Importance and Models of Organization. Span of Management, System and process of controlling, A paradigm Shift, Departmentation.

Organizational Behavior: Cognitive Framework, Behavioristic Framework and Social Cognitive Framework

Unit 2:

Perception: Concept,Process,Nature,Importance,Management and Behavioural Applications.

Personality: Concept, Process, Types, Nature, Theories, Importance, Personality Attitude and Job Satisfaction.

Attitude: Concept, Process, Importance, Attitude Measurement.

Unit 3:

Learning process, Models of learning.Role of Rewards and Punishment, Problems solve and decision making, Organization Learning, Learning Organization

Conflict: Concept, Sources, Types, Classification of Conflict Intra individual, Interpersonal, Intergroup and Organizational.

Unit 4:

Individual & Group Motivation: Hierarchy of needs theory, Theory X and theory Y, Motivation hygiene theory, ERG theory, McClelland's theory, Equity theory.

Organizational Power and Authority: Concepts, Sources of Power, Distinction Between Power and Authority

Unit 5:

Group Dynamics: Stages of Group Development, Group Cohesiveness, Formal and Informal Groups, Group processes and Decision Making, Reasons for Group Formation, Dysfunctional Groups.

Leadership: Concepts, Function and Theories of leadership-Trait, Behavioural and situational Theories. Grievance and Process of Grievance Handling.

Suggested Readings :

1. Udai Pareek: Organizational Behavior processes
2. Udai Pareek: Making Organizational roles effective
3. Fred Luthans: Organizational Behavior

BUSINESS LAWS **PAPER CODE: 01MB105**

OBJECTIVE: To understand how the laws can affect any business.

1. The Contract Act, 1872
2. The Partnership Act, 1932
3. The Sale of Goods Act, 1930
4. The Negotiable Instrument Act, 1881
5. The Consumer Protection Act, 1986

Suggested Readings:

1. Gulshan J.J.-Business Law Including Company Law.
2. Kuchhal M.C.-Business Law
3. Avtar Singh-Principles of Mercantile Law.

FINANCIAL ACCOUNTING :
PAPER CODE: 01MB106

OBJECTIVE: The objective is to make a student understand & familiarize with preparation & calculation of management accounting.

UNIT -1

Overview: Accounting concepts, conventions and principles; Accounting Equation, International Accounting principles and standards; Matching of Indian Accounting Standards with International Accounting Standards

UNIT -2

Mechanics of Accounting: Double entry system of accounting, journalizing of transactions; preparation of final accounts, Profit & Loss Account, Profit & Loss Appropriation account and Balance Sheet, Policies related with depreciation, inventory and intangible assets like copyright, trademark, patents and goodwill

UNIT-3

Analysis of financial statement: Ratio Analysis- solvency ratios, profitability ratios, activity ratios, liquidity ratios, market capitalization ratios ; Common Size Statement ; Comparative Balance Sheet and Trend Analysis of manufacturing, service & banking organizations

UNIT -4

Funds Flow Statement: Meaning, , Preparation of Funds Flow Statement and its analysis ; Cash Flow Statement: Various cash and non-cash transactions, flow of cash, preparation of Cash Flow Statement and its analysis.

UNIT-5

WORKING CAPITAL : Concept ,nature ,scope of Gross and Net Working Capital,

temporary working capital and permanent working capital Preparation of Schedule of Changes in Working Capital

QUANTITATIVE TECHNIQUES
PAPER CODE: 01MB107

OBJECTIVE: Objective of the course is to equip the student with basic quantitative techniques required to perform the role as a manager. This will enable him to do analytical evaluation and arrive at logical conclusions & inferences to the decisions.

UNIT I

Role of quantitative techniques in Management. Determinant & Matrices: Addition, subtraction & multiplication of matrices, Determinant of a matrix, Inverse of a matrix (upto third order) and its uses in solution of linear equations.

UNIT II

Linear Programming: Mathematical formulation of L.P. Problem: graphical and simplex methods of solution, two phase method and concept of duality. Transportation: NWCM (north-west corner method), VAM (Vogel's approximation method), LCM (least cost method), Modi (modified distribution method), Removal of degeneracy. Assignment Problems: Minimization problem HAM (Hungarian Assignment Method) Maximization problem.

UNIT III:

Decision Theory: Pay-off table, decision under uncertainty, decision under risk; Bayesian decision rule; decision trees. Queuing Theory: Arrival, service and queue structure, probabilistic queuing models; Poisson-exponential single server model; finite population; infinite population.

UNIT IV:

Simulation : Introduction, steps in simulation process. Monte-Carlo simulation
, Generation of Random Numbers for Monte-Carlo simulation, Application of simulation in PERT & CPM.

UNIT V:

Game Theory: Two person zero sum games (upto 3×3) saddle point, value of the game, dominance rule, solution of $2 \times n$ and $m \times 2$ games.

Network Scheduling: CPM (Critical Path Method) , PERT (Project evaluation and review technique), Determination of the float; Resource analysis & allocation.

Suggested Readings:

1. Vohra N.D.: Quantitative Techniques in Management, Tata Mc Graw Hill.
2. Srivastav, Shenoy & Sharma : Quantitative Techniques for Managerial decision making, New Age international (Pvt) ltd.

3. Kanti Swarup, Gupta P.K.M anmohan : Operations Research, Sultan chand & co.

COMPUTER APPLICATIONS IN MANAGEMENT

PAPER CODE: 01MB108

OBJECTIVE: Objective of the course is to equip the student with basic& fundamental concepts of computer. The student will be able to solve business mathematical problems with the aid of computers.

UNIT I;

Basic concepts of computers :Introduction and definition of computer, functional components of a computer system; characteristics, advantages and limitations of a computer, classifications of computers.; essential components of computer.

UNIT II;

Use of MS-Office :basics of MS-Word,MS-Excel and MS-PowerPoint

Database Management System :Overview of DBMS:Components of DBMS, Recent trends in database.

UNIT III:

Computer networks :overview, types (LAN, WAN and MAN)

Internet :overview, basic services over internet like WWW, FTP, Telnet etc.,e-mail, web browsing.

UNIT IV:

E- commerce :introduction, comparison between Traditional commerce and E-commerce; Advantages and disadvantages of e-commerce, Buying & Selling on internet, Issues in Implementing Electronic Commerce.

UNIT V:

Applications of Informational Technology : Information Technology (IT) applied to various functional areas of management, such as Production / Operations, Marketing, Human Resource, Finance and Material Management.

Suggested Readings:

1. Cyganski – Information Technology: inside and outside (Pearson).
2. Basandra SK- Computers Today (Galgotia).
3. Leon A and Leon M- Intoduction to computers.
4. Kakkar DN, Goyal R- Computer Applications in management.

MBA II SEMESTER

Economic Environment in Business

Paper Code: 01MB201

Course Objective: The primary objective of this course is to acquaint the students to the emerging trends in business environment. This will also help them to develop the ability to analyze the competitive business environment to appraise the environmental pressures on business, and to understand the government policies and current issues in Indian perspective.

UNIT I

Business Environment – Nature, Concept and Significance. Internal environment
Environment Scanning: meaning, nature and scope, the process of environmental scanning,
Interaction between internal and external environments. Economic system: Capitalist economy
Socialist economy Mixed economy

UNIT II

External Environment-nature and significance - Economic, Socio- Cultural, Political and
Technological factors influencing Business Environment - Changing role of Government -
Structure of Indian Economy. Social Responsibilities of Business

UNIT III

Economic environment-types of economic systems, impact of liberalization and privatization on
Indian economy. The political legal environment Relation between business and government in
India FEMA 1999 Securities and exchange board of India (SEBI). Industries development and
regulation act)

UNIT IV

RBI-Role and functions, banking E-Banking in India-objectives, trends and practical uses-
Recent technological developments in Indian Banking (ATM, Debit and Credit Cards, EMI,
EFT) The economy environment philosophy and strategy of planning India Public sector Private
sector Industrial policy Small scale industries Financial institution Monetary and fiscal policy

UNIT V

Government of India's Commercial Banking, Exim and Technology policy, Approach to Foreign
direct Investment.Government policy regarding small sector enterprises.

Suggested Readings:

1. Francis Cherunilam – Business Environment, Text and Cases (Himalaya Publishing House, 8th Edition).
2. Mishra S K &Puri V K - Economic Environment of Business (Himalaya Publishing House, 3rd Edition).
3. Suresh Bedi - Business Environment (Excel Books, 1st Edition).
4. Shaikh&Saleem - Business Environment (Pearson, 1st Edition)
5. Raj Kumar- Business Environment (UDH Publications (P) Ltd

Marketing Management

Code: 01MB202

Course Objective:

Marketing is no longer a company department charged with a limited number of tasks- it is a companywide undertaking. It drives the company's vision, mission and strategic planning. Marketing succeeds only when all departments work together to achieve goals. The student will be able to understand these concepts.

UNIT I

Understanding Marketing Management-Importance and scope. Marketing strategies and plans- marketing and customer value. Marketing insights-information and scanning the environment, analyzing the macro environment.

UNIT II

Rural Marketing: The profile of rural market of India. The main problem area in rural marketing, channel Management in rural markets, marketing communication in Rural Markets, Market Segmentation in rural market.

UNIT III

Consumer Behavior and market segmentation- Targeting and positioning as per the changing pattern of Indian consumers-levels of market segmentation, segmenting consumer markets, market targeting

UNIT IV

Product Life Cycle Strategy, New Product Development Strategy.

Management of Marketing Efforts: building brands-dealing with competition, competitive brand strategy. Product Policy and Pricing decision, Channels of distribution.

UNIT V

Managing the Marketing programs - advertisement, sales promotion, direct marketing and personal selling, interactive marketing (E-Marketing) Marketing Research and Information System. Promotion: Promotion-mix, Personal Selling, Publicity and Public Relations.

Suggested Readings:

1. Kotler Philip - Marketing Management, Analysis, Planning, Implementations and Control (Pearson Education 12TH Edition).
2. Ramaswamy V.S. and Namakumari S - Marketing Management: Planning, Implementation and Control (Macmillan, 3rd Edition).
3. Kurtz and Boone – Principles of Marketing (Thomson India edition, 2007)

Management Accounting

Code: 01MB203

Course Objective:

The objective of the course is to enable the student to familiarize with the preparation and calculation knowledge of management accounting. The student will be able to understand the system of utilizing financial, costing, and other information to assist the management in the performance and evaluation of their functions.

UNIT I

Introduction to Management Accounting – Origin, scope, functions and principles. Understanding Indian Corporate Sector. Management Accounting- Understanding basic financial accounting

UNIT II

Marginal Costing: Cost, Volume, Profit Analysis/V ratio, analysis and implications, Concepts and uses of contribution, Break Even Point and its analysis for the various types of decision making like Single product pricing, Multi Product Pricing Replacement Sales etc.

Differential Costing and incremental costing: Concept, uses and applications. Method of calculation of these cost and its role in management decision making like Sales, Replacement Buying etc.

UNIT III

Budgeting : Concepts of budget, Budgeting and budgetary control, types of Budget, Static And flexible Budgeting, Preparation of cash budget, Sales Budget, Production Budget, Material Budget, Capital Expenditure Budget and master Budget, Advantages and limitations of Budgetary Control.

Standard Costing: Concepts and implications

UNIT IV

Responsibility accounting: concepts and various approached to responsibility accounting Concept of investment center, Cost Center, Profit Center, and Responsibility Center, and its managerial implications, Transfer Pricing – Multinational Transfer Pricing, Market based Transfer pricing, Cost based transfer pricing, Cost of Quality and time

UNIT V

Neo concepts for Decision making: Concept, Distinctive features of Activity Based Costing, Cost Drivers, Cost Activities, Cost Objects such as product, service , customer
Cost management: Concepts, Value Chain Analysis, Target Costing, Life Cycle Costing

Suggested Readings:

Pandey I M - Financial Management (Vikas, 2004, 9th Ed.)

Van Horne - Financial Management and Policy (Pearson Education, 2003).

Knott G - Financial Management (Palgrave, 2004)

Khan and Jain - Financial Management (Tata McGraw Hill, 3rd Ed.)

Prasanna Chandra - Fundamentals of Financial Management (TMH, 2004)

R P Rustagi - Financial Management (Galgotia, 2000, 2nd revised ed.)
Lawrence J. Gitman - Principles of Managerial Finance (Pearson Education)
Ravi M. Kishor - Financial Management (Taxmann, 1st Ed.).

Human Resource Management

Code: 01MB204

Course Objective:

To become a successful manager of people, students need to understand behaviour of human resources in various organizational situations. In a complex world of industry and business, organizational efficiency is largely dependent on the contribution made by the human resources of the organization. The objective of this course is to sensitize students to various facts of managing people and to create an understanding of the various policies and practices of human resource management.

UNIT I

Human Resources Management (HRM) : Meaning, Nature and Scope, Difference between HRM and Personnel Management, HRM functions and objectives, Evolution of HRM environment – external and internal. Human Resources Development in India: evolution and principles of HRD, HRD Vs. Personnel functions, Role of HR managers. Strategic Human Resource Management : Nature of Strategies and Strategic Management, Strategic Management Process – Environmental Scanning, Strategy Formulation, implementation and evaluation.

UNIT II

Human Resources planning: Definition, purposes, processes and limiting factors, Job Analysis – Job Description, Job Specification. The systematic approach to recruitment: recruitment policy, recruitment procedures, recruitment methods.

The systematic approach to selection: the selection procedure, selection methods.

UNIT III

Training and Development: Purpose, Methods and issues of training and management development programmes. Performance Appraisal: Definition, Purpose of appraisal, Procedures and Techniques including 360 degree feedback, Job Evaluation. Compensation Administration: Nature and Objectives of compensation, components of pay structure in India

UNIT IV

Wage Policy in India – Minimum Wage, Fair Wage and Living Wage.

Incentive Payments: Meaning and Definition, Prerequisites for an effective incentive system, Types and Scope of incentive scheme, Incentive Schemes in Indian Industries, Fringe Benefits.

UNIT V

Discipline: Definition, Grievance Handling Procedure. Industrial Relations: Nature, importance and approaches of Industrial Relations. Promotion, Transfer and Separation lay-off, resignation, dismissal, retrenchment, Voluntary Retirement Scheme.

Suggested Readings:

1. Aswathappa K - Human Resource and Personnel Management (Tata McGraw Hill, 5th Ed.).

2. Rao VSP – Human Resource Management, Text and Cases (Excel Books, 2nd Ed.),
3. Ivansevich – Human Resource Management (Tata McGraw Hill, 10th Ed.)
4. Dessler – Human Resource Management (Prentice Hall, 10th Ed.)
5. Bernardi – Human Resource Management (Tata McGraw Hill, 4th Ed.)

Production & Operation Management

01MB205

Course Objective:

The Course is designed to acquaint the students with decision making in planning, scheduling and control of Production and Operation functions in both manufacturing and services; Productivity improvement in operations research, plant/factory layout and quality improvement. Effective and efficient flow, replenishment and control of materials with reference to the manufacturing process.

UNIT I

Operations Management – An overview, Definition of production and operations management, Nature and Scope of Production & Operation Management
Production Cycle, Transformation process, New Product Development, Automation Types, Advantages and Disadvantages Product Design, Plant Location, Layout Planning.

UNIT II

Project Management Plant Location, Factors Responsible for Plant location choice, Plant Layout: Process, product, fixed position, combined layout. Production Process- Job Production, Batch Production

UNIT III

Forecasting as a planning tool, Forecasting types and methods, Exponential smoothing, Box-Jenkins Method. Productivity and Work study, Method study, Maintenance Management

UNIT IV

Production Planning techniques, Routing Decisions, Line of Balance, Scheduling types & principles, master production schedule, Inventory Management – Objectives, Factors, Process, Inventory control techniques- ABC, VED, EOQ, SED, FSN analysis.

UNIT V

Quality Management- TQC, TQM, Statistical process control, Japanese Management, Just in Time Production System, Kanban value added manufacturing, Kaizen. SQC- Control Charts ‘Six Sigma’ and ISO

Suggested Readings:

1. Adam JrEveretl E. R J – Production and Operations Management (Prentice-Hall, 2000, 5th Edition)
2. Chary - Production and Operations Management (Tata McGraw-Hill, 1997, 9th Edition)
3. Hill T- Operations Management (Palgrave, 2000)
4. Johnston R et al – Cases in Operations Management (Pitman, 1993)
5. McGregor D – Operations Management (McGraw-Hill, 1960)

6. Morton - Production and Operations Management (Vikas)
7. Haleem A- Production and Operations Management (Galgotia books, 2004)
8. BediKanishka - Production & Operations Management (Oxford University Press, 2nd Edition)

E. Business
01MB206

Course Objective:

This course will provide the students with an analytical and technical framework to understand the emerging world of e-Business. E-Business poses both a challenge and an opportunity for managers. As a matter of competitive necessity, savvy managers must gain an understanding of the rapidly changing technology and business models. They need to develop a basic understanding of how electronic business differs from "real" business settings. They also need to acquire hands on knowledge of the underlying technological infrastructure in order to have a clear idea of the business and organizational possibilities inherent in these developments.

UNIT I

E-Business meaning, scope of E-Business, Future of E-Business background and current status: digital economy, principles of e-business, e-business models.

E-commerce meaning, potential benefits of E-Commerce, Types of E-Commerce

Electronic Payments

UNIT II

E-business frameworks: B2B E-Commerce, meaning, importance for the business, Models of B2B E-Commerce,

Mobile Commerce, Framework of M-Commerce

UNIT III

E-Commerce and Banking, Home banking, implementation, online Banking, Management issues in online Banking.

E-Commerce and Retail Banking,

Business Activities in E-Market

UNIT IV

E-Commerce and online Publishing, Problems and issues in online publishing, meaning of eBook, online publishing strategies, intranet, Supply Chain Management System, Managing Retail Supply Chain, Electronic Data Interchange (EDI)

UNIT V

Indian perspective Requirement of E-Business, Main reasons for E-Commerce Failures.

Is E-Business same as the E-Commerce. Security- World Wide Web and security.

Transaction Security

Suggested Readings:

Laudon & Traver - Electronic Commerce Business, Technology, Society (Pearson Education, 3rd Ed.)

Human Values & Professional Ethics
01MB207

Course Objective:

This course aims at helping students to think about some of the important ethical implications of the day-to-day happenings and practices of Indian industry and business. It is designed to stimulate discussion and debate rather than to formulate principles, and to raise further questions rather than to dictate answers. The following objectives are underlined: To improve ethical reasoning by correlating moral concepts to business practices - clarification of the values that determine managerial behaviour. To understand Indian Ethos & Values is an important feature of this paper.

UNIT I

Business Ethics: Nature, scope and purpose of ethics; Relevance of values; Importance of Ethics & moral standards; Ethics & Moral Decision Making.
Values impact in Business: Indian Value System and Values, Teaching from scriptures and tradition (Geeta , Mahabharata)

UNIT II

Corporate Social Responsibility:- Nature, scope & Importance; Corporate Governance: Concept, Importance for Industry; Ethical Issues related with Advertisements, Finance, Investment, Technology; Spiritual Values in Management; Work ethics: concept of *Swadhrama*

UNIT III

Gandhian approach in Management & Trusteeship: Gandhiji's doctrine of Satya&Ahinsa, Concept, importance & relevance of Trusteeship principle in modern business.

UNIT IV

Need, purpose & relevance of Indian Ethos; Salient features; MBA model: Manas, Buddhi, Ahunmkar Holistic and Spiritual, Brainstorming Relevance of Bhagvad Gita: Doctrine of Karma i.e. *NishkamaKarmayoga*, *Guna*Theory (SRT i.e. *Sat, Raj & Tam* Model), Theory of *Sanskaras*, Bhagvad Gita & Self Management.

UNIT V

Corporate Strategy: Global industrial competition, Information Technology, Competitive Strategy, Benchmarking, Total Quality Management, Brand Building, Promotional Strategies, Corporate Restructuring,
Corporate Governance System Worldwide, Corporate Disclosure and Investor Protection in India

Suggested Readings:

Western windows eastern doors - Subhash Sharma

Corporate corridor- Subhash Sharma

Human values for managers-S.K. Chakarborty by Wheeler Publishing

Management Concepts in Ancient Indian Psycho-Philosophic thoughts and their significance from Present day organization- Wisdom, Banasthali Vidhyapith.

A history of Indian Economics Thoughts- Routledge, London

Research Methodology

01MB208

Course Objective: The objective of the course is to enable the students, in developing the most appropriate methodology for their research studies & to make familiar with the art of using various research methods and techniques and creating awareness regarding various business research using tools & techniques for exploratory, conclusive and causal research, to understand the concept of measurement in empirical systems, its validity and reliability. And also use statistical techniques for analysis of the research data.

UNIT I

Introduction: Concept of Research and Its Application in Various Functions of Management, Types of Research, Types of Business Problems Encountered by the Researcher, Problems and Precautions to the Researchers.

Process of Research: Steps Involved in Research Process. Research Design: Various Methods of Research Design. Research methods v/s Research Methodology.

UNIT II

Collection of Data: Concept of Sample, Sample Size and Sampling Procedure, Various Types of Sampling Techniques, Determination and Selection of Sample Member,

Types of Data: Secondary and Primary, Various Methods of Collection and Data

UNIT III

Preparation of Questionnaire and Schedule, Types of Questions, Sequencing of Questions, Check Questions, Length of Questionnaire, Precautions in Preparation of Questionnaire and Collection of Data. Analysis of Data: Tabulation of Data, Various Kinds of Charts and Diagrams Used in Data

Analysis: Bar and Pie Diagrams and their Significance.

UNIT IV

Measurement of Central Tendency, Measure of Dispersion and their Advantages.

Application and Analysis of Variance (ANOVA); One Way And Two Way (one observation per Cell) Classified Data,

UNIT V

Report Preparation: Types and Layout of Research Report, Precautions in Preparing the Research Report. Bibliography and Annexure in the Report: Their Significance, Drawing Conclusions, Suggestions and Recommendations to the Concerned Persons.

Suggested Readings:

Cooper and Schindler - Business Research Methods (Tata McGraw Hill, 9th Edition)
Saunders - Research Methods for Business students (Pearson Education, 2nd Edition, 2007)
PanneerSelvam - Research Methodology (Prentice Hall of India, Edition 2008)
Gravetter - Research Method for Behaviourial Sciences (Cengage Learning)
Beri G.C - Marketing Research (Tata McGraw Hill, 4th Edition)
Kothari C R – Research Methodology Methods & Techniques (New Age International Publishers)

MBA III SEMESTER

SUPPLY CHAIN MANAGEMENT **02MB301**

Objective:

This course is designed to acquaint the students with due basic management decisions encountered in the organization of function and the effective utilization of materials and its supply.

Unit I

Introduction: Basic Concept & Philosophy of Supply Chain Management; Essential features, Various flows (cash, value and information), Key Issues in SCM, benefits and case examples.

Unit II

Logistics Management: Logistics as part of SCM, Logistics costs, different models, logistics sub-system, inbound and outbound logistics, bullwhip effect in logistics, Distribution and warehousing management.

Unit III

Purchasing & Vendor management: Centralized and decentralized purchasing, functions of purchase department and purchase policies. Use of mathematical model for vendor rating / evaluation, single vendor concept, management of stores, accounting for materials.

Unit IV

Inventory Management: Concept, various costs associated with inventory, various EOQ models, buffer stock (tradeoff between stock out / working capital cost), lead time reduction, re-order point / re-order level fixation, exercises –numerical problem solving , ABC, SDE / VED Analysis, Just-In-Time & Kanban System of Inventory management.

Unit V

Recent Issues in SCM: Role of Computer / IT in Supply Chain Management, CRM Vs SCM, Benchmarking-concept, Features and Implementation, Outsourcing-basic concept, Value Addition in SCM-concept of demand chain management.

REFERENCE BOOKS:

1. Raghuram G. (I.I.M.A.) - Logistics and Supply Chain Management (Macmillan, 1st Ed.)
2. Krishnan Dr. Gopal - Material Management, (Pearson, New Delhi, 5th Ed.)
3. Agarwal D.K. - A Text Book of Logistics and Supply chain management (Macmillan, 1st Ed.).
4. Sahay B.S. - Supply Chain Management (Macmillan, 1st Ed.)
5. Chopra Sunil and Peter Meindl - Supply chain management (Pearson, 3rd Ed.)

MANAGEMENT INFORMATION SYSTEM

02MB302

Objective:

This course is designed to acquaint the students with due basic management decisions encountered in the organization of function and the effective utilization of IT.

Unit I

Introduction: Concept of Data and Information, Information Systems, Classification, Operations Support System (OSS), Management Support System(MSS), Transaction Processing System(TPS), Process Control System(PCS), Enterprise Collaboration System(ECS), Management Information System(MIS), Decision Support System(DSS), Artificial Intelligence(AI) , Applications Of Artificial Intelligence : Neural Networks, Fuzzy Logical Control System, Virtual Reality , Expert System(ES), Executive Information System(EIS), Cross Functional Information Systems

Unit II

Role of MIS: Strategic Advantage with MIS, Competitive Strategy Concept, The Value Chain and Strategic IS, Using IT for Strategic Advantage: Business Process Re-engineering, Creating a Virtual Company

Unit III

Improving Business Quality: Total Quality Management, Becoming an Agile Company, Building a Knowledge Creating Company

Unit IV

Developing MIS Systems: System Development Life Cycle. , Investigation Phase, Prototyping, Feasibility Analysis, System Analysis (DFD and ER Diagram), System Design, Implementing Business Systems, Testing, Documenting, Training, Conversion and Maintenance

Unit V

Applications: Enterprise Resource Planning (ERP), Customer Relationship Management (CRM), Security and Ethical Challenges Of IT, Ethical Responsibility - Business Ethics, Technology Ethics; Cyber Crime and Privacy Issues.

REFERENCE BOOKS :

1. Laudon K C and Laudon J P - Management Information Systems: Managing the Digital Firms (Prentice Hall, 1st Ed.)
2. O'Brien James - Management Information System (Tata Mc Graw Hill, 12th Ed.)
3. Jawedkar W S - Management Information System (Tata Mc Graw Hill, 3rd Ed.)

4. Arora Ashok, Bhatia Akshaya – Management Information System (Excel, 1st Ed.)
5. Davis & Olson – Management Information System (TMH, 2nd Ed.)
6. Murdick, Ross, Claggett – Information System For Modern Management (PHI, 3rd Ed.)
7. Stair & Reynolds – Fundamentals of Information Systems (Thompson, 2nd Ed.)

STRATEGIC MANAGEMENT

02MB303

Objective:

The objective of the course to equip the students with analytical tools for Cracking case studies by scanning the business environment and coming to a decision. The students will benefit by acquiring new ways and means of developing strategic decision making skills.

UNIT I

Introduction, Strategic Management, Business Policy, Corporate Strategy, Basic Concept of Strategic Management, Mission, Vision, Objectives, Impact of globalization, Basic Model of Strategic Management, Strategic Decision Making, Impact of Internet and E-Commerce, Role of Strategic Management in Marketing, Finance, HR and Global Competitiveness.

UNIT II

Environmental Scanning, Industry Analysis, Competitive Intelligence ETOP Study, OCP, SAP Scanning, Corporate Analysis, Resource based approach, Value-Chain Approach, Scanning Functional Resources, Strategic Budget and Audit.

UNIT III

SWOT Analysis, TOWS Matrix, Various Corporate Strategies: Growth/ Expansion, Diversification, Stability, Retrenchment & Combination Strategy. Process of Strategic Planning, Stages of corporate development,

UNIT IV

Corporate Restructuring, Mergers & Acquisitions, Strategic Alliances, Portfolio Analysis, Corporate Parenting, Functional Strategy, BCG Model, GE 9 Cell, Porters Model: 5 Force and Porters Diamond Model, Strategic Choice.

UNIT V

Strategy Implementation through structure, through Human Resource Management: through values and ethics. Mc Kinsey's 7S Model, Organization Life Cycle, Management and Control, Activity based Costing, Strategic Information System.

REFERENCE BOOKS:

1. Lawrence R.Jauch., Glueck William F. - Business Policy and Strategic Management (Frank Brothers)
2. Pearce II John A. and Robinson J.R. and Richard B. - Strategic Management (AITBS)

3. Wheelen Thomas L., Hunger J. David and Rangaragjan Krish - Concepts in Strategic Management and Business Policy (Pearson Education, 1st Ed.)
4. Budhiraja S.B. and Athreya M.B. - Cases in Strategic Management (Tata Mc Graw Hill, 1st Ed.)
5. Kazmi Azar - Business Policy and Strategic Management (Tata Mc Graw Hill, 2nd Ed.)

FINANCE

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MBA-3RD SEM

Optional

MANAGEMENT OF FINANCIAL SERVICES (02MBF301)

Objective:

To focus on research, strategy and application specific to decision making in the highly competitive and rapidly growing services sector.

Unit I

Introduction to financial services marketing: Concept of financial services, financial services and GDP, reforms in financial sector, recent issues and challenges in financial services in India.

Unit II

Indian financial system: an overview of Indian financial institutions, types of financial services – fund and fee based. An overview of the different activities performed by a bank. Risk in financial services and changing perception of intermediaries regarding financial services.

Unit III

Capital markets: government securities market, monetary money market.

Unit IV

Merchant banking: nature and scope, regulation, overview of current Indian merchant banking Scene-structure of merchant banking industry, primary market in India and abroad, SEBI guidelines, pricing and timing of public issues, pre-issue management-advertising and marketing, post issue management-rights issues

Unit V

Introductory, conceptual, evaluation, marketing and legal aspects of the following financial Services: Lease, Hire purchase, consumer finance, factoring, bill financing, credit cards, Securitization/mortgages.

REFERENCE BOOKS:

- 1) Fabozzi- Foundations of *Financial Markets and Institutions* (Pearson Education, 3rd edition)
- 2) Khan M Y- *Financial Services* (Tata McGraw-Hill) 1998.
- 3) Machiraju H R-*Indian Financial System* (Vikas, 2004)
- 4) Bhole L M- *Financial Institutions and Markets* (Tata McGraw-Hill, 3rd edition, 2003)

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MBA-3RD SEM

Optional

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT (02MBF302)

Objective:

The focus of Security Analysis is on how others analyze your company's securities on their own. Whereas, that of Portfolio Management is on how investors analyze your company's securities in comparison with other's on the security market. The course is designed with a view: To acquaint the students with the working of security market and principles of security analysis; and To develop the skills required for portfolio management so as to be able to judge the competitive position of firms in capital market and review the related business decisions.

UNIT-1

Nature of investment decisions and the investment decision process, the investment environment concept of investment risk and its various types. An overview of Indian stock markets and trends, Behavioral finance and its implications, ADR, GDR, Reverse fungibility, Global indices.

UNIT-2

Analysis of fixed Income securities: various fixed Income securities and their unique features: Valuation of Fixed income securities and systematic risk involved, major factors in Bond rating process, Introduction to Bond Management Strategies.

UNIT-3

Efficient market hypothesis- various forms and significance. Fundamental analysis: Economic analysis and economic approach, Econometric model building approach industry analysis- Features necessary for industry analysis, Techniques of industry analysis.

UNIT-4

Need for company level analysis, Quantitative analysis forecasting of EPS. Traditional and modern methods qualitative analysis, Fundamental analysis vs. Technical analysis, meaning of technical analysis, origin and development of technical analysis- Dow theory classical and modern technical analysis, Market indicators.

UNIT-5

Inputs to portfolio analysis- Risk and return characteristics of individual assets, Expected return and risk of portfolio, Diversification of risk, portfolio free selection problem, selection of risk, concept of risk free asset, risk free lending and risk borrowing.

REFERENCE BOOKS:

- 1) Chandra P - Investment Analysis and Portfolio Management (Tata Mc Graw Hill, 2008)
- 2) Fischer and Jordan - Security Analysis and Portfolio Management (Prentice-Hall, 1996, 6th edition)
- 3) Ranganatham - Investment Analysis and Portfolio Management (Pearson Education, 1st Ed.)

4) Pandian P - Security Analysis and Portfolio Management (Vikas, 1st Ed.)

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MBA-3RD SEM

Optional

Bank and Insurance Management (02MBF303)

Course Objective

The objective of this course are to explain to the student operations of upcoming insurance and banking sector , statutory requirements and understanding of financial environment and market in which they operate.

Course Contents

Unit-I

Risk and Insurance: Defining risk, Nature and types of Risk, Risk Management Process, Risk and its relation with Insurance, Concept and significance of Insurance, Insurance Application and Acceptance Procedure, Insurance Terminology.

Unit-II

Life Insurance: Principle, Product Term- Insurance Endowment, Insurance, Pensions, Annuities, Claim Management, Analysis of Balance Sheet of Insurance Company. General Insurance: Principle, Product Term-Fire, Motor Vehicles, Public Liability, Third Party Insurance, Miscellaneous- Medclaim and Health Policies, Group Insurance, Burglary Insurance, Analysis of Balance Sheet of General Insurance Company .

Unit-III

IRDA: Functions and Implications, Recent Development in Insurance. Premium Payment, Lapse and Revival, Premium Calculations, Concept of Mortality Tables, Assignment, Nomination, Loans, Surrenders, Foreclosures, Reinsurance, Underwriting.

Unit-IV

Overview of Banking Industry: Banking Structure in India-RBI, Commercial, Rural, cooperative Banks, their role and significance, Capital Adequacy Norms for Banks, SLR, CRR, CAR.

Analyzing Bank Performance: Commercial Bank Balance Sheet and Income Statement, Relationship between balance sheet and Income Statement, Return on equity Model, Important Ratios used in B/S Analysis, CAMELS rating and key ratio involved.

Unit-V

Banking Risks: Credit, Liquidity, Market, Operational, Interest Rate, Solvency, ALM by Banks: classification of assets, GAP Analysis Asset Reconstruction Company.

Recent Development: BIS-its role and Importance, Universal Banking, E-banking, Mobile-Banking.

References

IIB, Bank Financial Management, 2010 Macmillan Publishers

Hull-Risk Management and FIs, Pearson, 2010

Black-Life and Health Insurance, 13/e, Pearson, 2010

Timothy Koch and Mac Donald Bank Management New York, Dryden Press

Vasant Joshi and Vinay Joshi Managing Indian Banks, Response Books

Justin Paul-Management of Banking and Financial Service, 2/e, Pearson, 2010

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MBA-3RD SEM
Optional

INTERNATIONAL FINANCIAL MANAGEMENT (02MBF304)

Objective:

The new economic environment has changed the total concept of business in the country. Financial markets of the world are increasingly integrating. Financial opportunities have increased manifold across markets. Almost all products and services face global competition. To introduce the environment of international finance and its implications on international business. To analyze the nature and functioning of foreign exchange markets, determination of exchange rates and interest rates and their forecasting.

UNIT I

Financial Management in a Global Perspective: Increasing Independence in the Global Economy-Trends in International Trade and Cross Border Financial Flows – India in the Global Economy – Recent Developments In Global Financial Markets

UNIT II

Liberalization – Integration and Innovation – Challenges of International Financial Management – Gains from International Trade and Investment. International Monetary System and Financial Markets – An overview: Balance of Payments – International Monetary System – An Overview of International Financial Markets – Exchange Rate

UNIT III

Determination and Forecasting. International financial management: Genesis international flow of funds. Developments in international monetary system, exchange rate mechanism. Emergence of multinational financial management. Balance of payment. Risk: political and country risk. Raising capital: international.

UNIT IV

Intricacies of Foreign Exchange Markets-Structure and participants-types of transactions-Mechanics of currency dealing-exchange rate quotations-arbitrage-forward rates-evolution of Exchange control and foreign exchange market in India. Exchange rate computations. Parity conditions in International Finance- Purchasing Power Parity, Covered Interest Parity, Real Interest Parity, Parity Conditions and Managerial Implications.

UNIT V

Short term and long term borrowings in international markets: short term funding and Investment-centralized vs. decentralized cash management-pooling-exposure management. The costs and risks of foreign currency borrowing syndicated loans, country risk assessments.

Reference Books

1. Berk Financial Management
2. Kapil Financial Management
3. Abdullah, F.A. Financial Management for the Multinational Firm, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1987
4. Bhalla, V.K. International Financial Management, 3rd ed., New-Delhi, Anmol
5. Shapiro, Alan C. Multinational Financial Management, N. Delhi, Prentice Hall of India.
6. Buckley, Adrian. Multinational Finance, New York, Prentice Hall Inc.,

HRM

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MBA-3RD SEM

Optional

TRAINING AND DEVELOPMENT(02MBH301)

COURSE OBJECTIVE: This course is designed to provide in depth understanding and enable the students to manage training processes and system for developing human resource of the organization.

UNIT-I

Training – concept and rationale; training process of stakeholders in training programme; Organization and Management of training function; Training needs assessment-organization analysis, operational analysis, person analysis; competency mapping.

UNIT-II

Designing the training programme: process of learning in training programme- attributed and factors influencing; learning process; learning styles; training climate and pedagogy; developing training modules; Training aids.

UNIT-III

Training methods and techniques-role playing, business games, in basket exercises, laboratory training; incidents and cases; seminars, syndicates and group discussion; lecture, programmed instructions; inspirational techniques-brainstorming, mind mapping, creative problem solving.

UNIT-IV

Evaluation of training-need for evaluation, principles of evaluation, criteria and approaches; return on investment in training, process of calculating ROI in training;

Unit-V

Emerging trends in training and development; new perspectives on training –cross culture training, e-learning, knowledge management.

Suggested Reading:

- Agochia, Devendra, Every Trainer's Handbook, New Delhi; sage Publications.
- De Simone, R.L. and Harris, D.M., Human Resource Management, Thomson Learning, Bombay.
- Sahu, R.K., Training for Development, Excel Books, New Delhi.
- Blanchard, P Nick, and James W. Thacker, Effective Training-Systems, Strategic and Practices, Pearson Education, New Delhi.
- Goldstein, Training in Organization, Thomson learning, Bombay.

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MBA-3RD SEM
Optional
LEADERSHIP(02MBH302)

Course Objective

To enhance leadership skill in student to be a good manager.

Unit-I

Major attributes-Issues of credibility, complexity, paradigm change Followership-Expectations, characteristics of a leader, Myth of leadership.

Unit-II

Managers are not leaders, situational variance Values-Identification, role, building strategy.

Envisioning:Hardiness.

Unit-III

Experimentation and risk taking, self-awareness and growth

Unit-IV

Reward and recognition Trust building, Handling Chaos

Unit-V

Managing change, study of Jack Welch's Leadership style Leadership Practices

Readings:

- Kouzes and Posner, The Leadership Challenge
- Bennis and Nanus, Leaders
- Kotler, A Factor for Change

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MBA-3RD SEM

Optional

Industrial Relations and Labour Laws (02MBH303)

Course Objective:

The Course aims to familiarize students with the conceptual and practical aspects of industrial relations at the macro and micro levels with respects to changing economic, political and social scenario.

Unit – 1

IR and the emerging socio economic scenario. Discipline and Grievance management; Negotiation and collective settlements. Role and future of Trade Unions. Trade Union strategies towards liberalization and technological change. Employee response to industrial restructuring and organizational re-engineering.

Unit – 2

Employee empowerment and quality management Participative Management and Co-ownership; Decision Circles for participative decision making and problem solving. Productivity Bargaining and Gain Sharing. Internal and External Equity in Compensation systems. Fringe Benefits, Incentives and Retirement plans. Compensation practices of MNCs. Strategic compensation systems.

Unit – 3

Emergence and objectives of labour laws and their socio-economic environment. The Workmen's Compensation Act 1923, The Payment of Wages Act – 1936; The Employees Provident Funds and Miscellaneous Provision Act 1952. The payment of Gratuity Act 1972.

Unit – 4

The Factories Act 1948. The Industrial Disputes Act 1947. The Trade Union Act 1926. Need for reforms in the current legal frameworks and the existing laws. The ESI ACT.

Unit - 5

From Industrial Relations to Human Relationships Management. Human Capital Management .Human Values approach to IR eg- ‘Human Rights & Duties’ and ‘Honesty, Responsibility and Devotion.’From conflict approach to cooperation approach : Harmonization paradigm of IR. Changing role of state and industrial relations in the developed, newly developed and developing economics. Industrial Relations and globalization

Suggested Readings :

1. Monappa Arun: Industrial Relations. Tata McGraw Hill.
2. Niland J. R: The Future of Industrial Relations, Sage.
3. Locke R: Employment Relations in Changing World Economy Cambridge MIT Press.
4. Hendorson Richard I: Compensation Management – Rewarding Performance practice hall.
5. Kapoor N.D.: Hand book of Industrial Law – Sultan Chand.
6. Sinha: Industrial Relations, Trade Unions and Labour Legislation. Pearson education.

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MBA-3RD SEM
Optional
Organization Development (02MBH304)

Objective : The objective of the paper is to prepare students as organizational change facilitators using the knowledge and techniques of behavioral science.

Course content :

Unit – 1

Organizational Change: Reasons for change, Organizational evolution and life cycle, Process of organizational change, Guidelines for facilitating change, Role and skills of change agent, Internal and external change agents, Issues in client-consultant relationship. ‘Resistance to change’

Unit – 2

Changing corporate context and organization development, concept, need for O.D., History and various stems of O.D., Values, Assumptions and beliefs in O.D., The O.D. Process.

Unit – 3

O.D. interventions – classification, individual development, Personal effectiveness, Sensitivity training, Life and career planning interventions, Group and team interventions, Role analysis, Process consultation, Team building, Visioning, Appreciative inquiry, Responsibility charting.

Unit – 4

Inter-Group intervention – Organization mirroring, Partnering, Comprehensive interventions– Future search conference, Confrontation meeting, Survey feedback, Grid O.D., Structural Interventions, Quality and O.D.

Unit – 5

Counselling: Introduction, Counselor’s attitude and skills in counselling, Process of counselling, Problems in counselling- with counselor, with staff and with process, Issues in counseling. Change and OD : Integrating OD and organization strategy, Change, competitive advantage and role of OD, Managing change in era of mergers and acquisitions. Case studies may be used by the instructor for developing greater understanding of the course.

Suggested Readings :

1. French L Wendell and Bell Cecil H: Organization Development Interventions for organizational Improvement, Prentice Hall of India.
2. Ramnarayan S., Rao T.V, Singh Kuldeep: Organization Development: Interventions and strategies: Response Books.
3. Addison Welsey Longman O. D. Series.
4. Dharni P Sinha: T-Group, Team building & Organisation Development: ISABS, Delhi

IT

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MBA-3RD SEM
Optional
DATA BASE MANAGEMENT (02MBIT301)

Objective:

This course has been designed to introduce the participants with applications of systems designed to manage the data resources of organizations. It provides the participants an opportunity to study the hands-on implementation of a data base in corporate environment.

UNIT 1

File System and Databases: Introducing the database – files and file systems – database systems – introduction to database models – data base models and internet. The Relational Database Model: A Logical view of data – keys – integrity rules – relational database operators – relationships within the relational database – data redundancy indexes.

UNIT 2

Entity Relationship Modeling: Basic Modeling Concepts – degrees of data abstraction – entity relationship model – converting an E-R Model into a database structure. Normalization: Database tables and normalization – normalization and data base design
Higher level normal forms – Denormalization. Structured query language: SELECT Statement – distinct clause – handling of null values – ORDER BY clause, WHERE clause – relational operators – logical operators (AND, OR, NOT),

UNIT 3

SQL Operators – (BETWEEN, AND, IN, LIKE) – numeric functions – string functions – date functions – conversion functions – GROUP BY clause – group functions – HAVING clause – joining tables – SET Operators (UNION, INTERSECTION, MINUS) – Sub queries. Distributed database management system: Evolution – distributed processing and distributed databases – distributed database management systems – DDBMS Components – levels of data and process distribution.

UNIT 4

Client server systems: Client/server systems – need – evolution – managerial expectations – client/server architecture styles – client/server implementation issues – backend database connection – to front end application like Visual Basic.
Object oriented databases: Object oriented concepts – features of an object oriented DBMS – How object orientation affects database design – Advantages and disadvantages of OODBMS.

UNIT 5

Web based databases Database security and administration: Database security – access control – GRANT, REVOKE – GRANT, REVOKE on views and integrity constraint – data as a corporate asset – the evolution of database administration function – The DBA’s managerial role.

Suggeted Readings :

- 1.Coad,Peter and Edward,Yourdan.Object –Oriented Analysis.
- 2.Systems and Developers Manuals for an RDBMS such as oracle.
- 3.Pratt,Philip J.A Guide to SQL.Boston and Fraser

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MBA-3RD SEM
Optional

STRATEGIC MANAGEMENT OF INFORMATION TECHNOLOGY(02MBIT302)

Objective:

This course is aimed at developing an understanding of use of Information Technology as a Strategic Tool for Business Management. The course focuses on development of Information Technology Leadership.

UNIT 1

Key Issues in Information system & Management, the Role of CEO. Analytical Framework for Strategic IT Initiatives.

UNIT 2

Sustaining Competitive Advantage of use of IT & Management. I.T. & Intensive Strategic Growth.

UNIT 3

Creative Learning, Organizational Learning and Role of Information technology in Business Transformation.

UNIT 4

Information Partnerships. Managing in the Market space- National Information Infrastructure and IT Policy at the National Level.

UNIT 5

Planning for strategic IT Resource. Managing the IT Function. Outsourcing IT Function.

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MBA-3RD SEM
Optional
MANAGEMENT SUPPORT SYSTEM (02MBIT303)

Objective:

This course introduces students to the use of computer-based systems in support of managerial decision making in organizations. Topics include: evolution of management support systems; decision making and decision makers; modeling; development of DSS; data-, and model management in DSS; organizational DSS; EIS; GDSS; data warehousing and mining; integration and implementation issues.

UNIT 1

Overview of management support systems. Decision making and decision makers.

UNIT 2

Introduction to decision support systems. Decision modeling Overview of DSS software. Spreadsheet modeling. Modeling with Visual DSS. Development of DSS.

UNIT 3

Introduction to Data warehousing and development process: concept, why, frame work options-developing.

UNIT 4

The business driven approach-requirements management control development life cycle-development methodologies.

Data warehousing applications: CRM, SCM, Banking sector, insurance sector.

UNIT 5

Group decision support systems. Enterprise/Executive information systems
Implementation, integration & impacts of MSS

Suggested Readings:

1. Bratko, Ivan .Prolog: Programing for Artificial Intelligence
2. Davis, Micheal W.Decision Support. Englewood Cliffs, New Jersy 1988
3. Jayashankar, R, Decision Support Systems New Delhi, Tata McGraw Hill, 1989

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MBA-3RD SEM
Optional
E-BUSINESS(02MBIT304)

Objective:

This course will provide the students with an analytical and technical framework to understand the emerging world of e-Business. E-Business poses both a challenge and an opportunity for managers. As a matter of competitive necessity, savvy managers must gain an understanding of the rapidly changing technology and business models. They need to develop a basic understanding of how electronic business differs from "real" business settings. They also need to acquire hands on knowledge of the underlying technological infrastructure in order to have a clear idea of the business and organizational possibilities inherent in these developments.

UNIT 1

Introduction, background and current status: digital economy, principles of e-business, ebusiness models. e-business frameworks: e-selling process, e-buying planning, e-procurement, convergence strategies.

UNIT 2

e-business design and e-markets: overview, steps in e-business design, reversing the value chain, knowledge building. E-market models, direct B2B markets, coalitions.

UNIT 3

Integrating supply chain management process: definitions, components of e-supply chain, managing relations in e-supply chain.

UNIT 4

Integrating enterprise resource planning process: enterprise architecture planning, lead time reduction, improved supplier performance.

UNIT 5

Selling chain management process: definition, business and technology drivers, infrastructure, sales and distribution configuration. e-CRM processes and their integration, e-banking, e-governance. E-Business strategy into action, Challenges, e-Transition and Summary. e-Security.

Suggested Reading

1. Turban Lee, Electronic Commerce – A managerial Perspective, Pearson Education
2. Whitley, David, e- commerce – strategy, Technologies & applications, Tata Mcgraw Hill

IB

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MBA-3RD SEM

Optional

International Business(02MBIB301)

Course Objective-

To provide Knowledge of the dynamics of the systems and subsystems of the national and international business and trade environments, particularly understanding of the International Monetary System, the Foreign Exchange Market and the Capital Market.

Unit-I

Introduction: Introduction to I.B. Domestic Business Vs International Business-Meaning

Scope of International Business

Major Participants in International Business

Why to Study I.B.?

Importance of I.B.

Understanding the International Business Environment

Unit-II

Cultural Environment :A definition of Culture, Language, Religion, Education family, values & attitudes, work and leisure, Reference groups adapting to cultural differences. An analysis of Oriental Cultural environment and western cultural environment.

Unit-III

Economic & Political Environment :

Political System & Systems & Economic policies Globalization & economic reforms, Host country Political Forces, Host-Government Actions. Home Country Political Forces.

Macro Economic Environment

Micro Economic Environment

Regional economic environment

Regional economic cooperation like NAFTA, Eu SAARC etc.

Unit-IV

Legal EnvironmentLegal System, Laws Relative to Bribery & Corrupt Practices, Competition, Product liability, Bankruptcy, Intellectual Property rights, Regulatory Trends affecting I.B. World Trade organisation (a detail study).

Unit-V

Financial Environment

International Monetary System in perspective foreign Exchange Market-Working & Practical Problems. Transfer Pricing. International Business-Organization, Organizing: The key to strategy Implementation. Types of International organisations, New Trends in Global organisations. The Development Cycle and International organisations. Conflict between Headquarters & Subsidiaries.

Suggested Readings-

1. International business: theory and practice by Mohammad Reza Vaghefi, Steven K. Paulson, William H. Tomlinson.
2. International Business by Charles W. L. Hill
3. International Business 4E by Aswathappa

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MBA-3RD SEM

Optional

Export – Import Procedures and Documentation (02MBIB302)

Objective:

- 1) To impart knowledge about import and export procedures;
- 2) To make the students familiar with related documents.

Course Contents:

Unit I Introduction: Export documentation; Foreign exchange regulations, Quality control and pre-shipment inspection, Export trade control, Marine insurance, Commercial practices.

Unit II Export Procedures: Central Excise clearance; Custom clearance, Role of clearing and forwarding Agents, Shipment of Export Cargo, Export Credit , Export Credit Guarantees and Policies, Forward Exchange Cover, Finance for export on deferred payment terms, Duty draw-backs

Unit III Importing Procedure: Import licensing policy, Actual user licensing, Replenishment licensing/Import/Export passbook, Capital – Goods licensing / Export Houses/ Trading Houses.

Unit IV Special Issues: Export by post parcel and by Air, GSP Certificates of origin, Custom's clearance of Import Cargo, Documents – prescribed by Importing countries, Standardized Export Documentation, Packing.

Unit V: Import Management in a Developing Economy: Foreign Exchange budgeting, Import procurement, methods, Import financing, Purchase contract, Import Canalization, Import under counter-trade, Monitoring and follow up of import contracts.

List of Books recommended for study:

1. Deb. Kalipade: Export Strategy in India – (Delhi, S. Chand).
2. Jain O.P.: Small Industrial Export – (Delhi S. Chand)
3. Majaro: International Marketing: A strategic Approach to world Market (Delhi, S. Chand).
4. Francis, C: International trade & Export Management – (Bombay, Himalaya

Publishing House).

5. Balgopal, T. A. S. P: Export Management – (Bombay Himalaya Publishing House).

6. Chatterjee A. K. Principles of Foreign Exchange (Bombay Himalaya Publishing House).

7. Rathorx, R. S.: Export Marketing – (Bombay, Himalaya Publishing House).

8. Agrwal P. N.: India's Export Strategy. (Delhi, Vikas Publishing House).

9. Upadhyaya, K. K.: Import Financing in India – (Allahabad, Chugh Publication.

10. Gerhard M.S.: Export Import Financing – (new York, Ronal Press Co.)

11. Dagli V.: India's Foreign Trade – (Bombay, Vohra & Co.)

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MBA-3RD SEM
Optional
GLOBAL MARKETING(02MBIB303)

Course objective-

The objectives of this chapter are:

- To provide an understanding of the factors which have led to the growth of internationalism and globalisation
- To produce a description of the major concepts and themes on which the subject of global marketing is based
- To describe what is involved in planning for global marketing.

UNIT 1

Global Marketing: Nature, definition and scope of global marketing; Domestic Marketing Vs. International Marketing; International Marketing Environment, external and Internal.

UNIT 2

Identifying and Selecting Foreign Market: Foreign market entry mode decisions.
Product Planning for International Market: Product designing; Standardization vs. adaption;
Branding and packaging; Labeling and quality issues; after sales service.

UNIT 3

International Pricing: Factors influencing international price, Pricing process and methods;
International price quotation and payment items.

UNIT 4

Promotion of product/services abroad; Methods of international promotion; Direct Mail and sales literature; Advertising; Personal selling; Trade fairs and exhibitions.

UNIT 5

International Distribution: Distribution channels and logistics decisions; Selection and appointment of foreign sales agents.

Suggested Readings

1. **Global Marketing** and Advertising: Understanding Cultural Paradoxes by Marieke K. de Mooij.
2. **Global Marketing**, 4/E by Hollensen
3. **Global Marketing** by Warren J. Keegan, Mark Green

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MBA-3RD SEM

Optional

GLOBAL SUPPLY CHAIN MANAGEMENT(02MBIB304)

Course objective-At the completion of this course, the student should be able to examine the design and performance of supply networks and processes in different business contexts. Students develop capabilities in logistics, digital coordination for supply chain integration, inventory management, risk pooling, procurement, product and process design, and international supply chain management.

UNIT 1

What is SCM? Development chain, Global optimization, Managing uncertainty and risk, Evolution of SCM Complexity of SCM, Why SCM?, Key Issues in SC Definition, Scope, Need, Challenges in Supply chain management, , Supply chain Drivers and Obstacles, Supply chain Network, Different types of Supply Chain Networks.

UNIT 2

Forecasting- Importance, Different Kind of Forecasting Techniques in Estimating Demand, Methods Used to Determine Accuracy of forecast, Sourcing and vendor selection, Routing and Route sequencing.

UNIT 3

Inventory Management, EOQ, Minimum level and safety stock, Reordering level, Maximum level, Rational of Discounts of Bulk Purchase, Uncertainty and Inventory Management, Lead Time Uncertainty and Product availability.

UNIT 4

Innovations in Supply chain management, Cross Docking and Collaborative Planning, Bull Whip Effect- It's causes and Methods of Overcome.

UNIT 5

Introduction and forms of inventory ,Single stage inventory control Economic lot size model, Effect of demand uncertainty Single period models, Initial inventory Multiple order opportunities, Periodic review policy.

Suggested Reading-

International logistics: global supply chain management by Douglas C. Long.

Global Supply Chain Management and International Logistics by Alan Branch

Managing the global supply chain by Tage Skjott-Larsen,

MARKETING

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MBA 3rd SEMESTER

(Optional)

PRODUCT POLICY MANAGEMENT (02MBM301)

Improve the understanding of and competence in making product-market choices, managing brands, and managing new product introduction. Explore the emerging concepts, techniques, and analytical approaches relevant to the above areas.

Course Contents

Unit-I

Introduction to Product Policy Management: why product management, Relationship between competition, marketing and product management, types of product, product classification, product management process.

Unit-II

Product strategy proposed product planning model-setting objectives, Monitoring the environment, situation analysis, development of a product/Market program, product strategy.

Unit-III

Analysis of product line and product mix decision. Market structuring and product positioning strategies. Strategic management of brands and their equities.

Unit-IV

Idea generation, concept and product development and evaluation, and business analysis. Characteristics of successful product development, New product development process and organizations.

Unit-V

Testing products and other critical elements of marketing mix. Test marketing objectives, limitations of test marketing, design consideration in test marketing, alternatives to test marketing procedures, product launch tracking, relaunch.

Test market planning, evaluation, and introduction strategies.

Suggested Readings:

Lehman Russel- Product Management, 4 e TMH 2009

U C Mathur Product and Brand Management Excel Books, 2010

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MBA 3rd SEMESTER
(Optional)

CONSUMER BEHAVIOR & RURAL MARKETING (02MBM302)

Objectives:

At the end of the course it is expected that the students will be :□ proficient and knowledgeable about the various disciplines contribution in understanding buyer Behaviour in a holistic manner Familiar with the advances in consumer research in deciphering buyer motivation, and Behaviour (pre-purchase, purchase and post purchase), impact of social and cultural variables on consumption decisions□ equipped with frameworks to analyze consumers Behaviour and use them in designing marketing strategies and in enhancing the effectiveness of marketing programs

UNIT I

Consumer Behaviour – Identifying the customer and classifying customers. Key Determinants of Buyer Behaviour and a Framework of Buyer Behaviour-attitudes, motivation, and perception. Family Influences on Buyer Behaviour. Reference Groups, Opinion Leaders and Social Influences. Social Classes, Social Stratification and Buying Behaviour. Cultural Influences on Consumer Behaviour.

UNIT II

Individual Determinants of Buyer Behaviour and Internal Processes. Understanding Consumer Motivation- Consumer Personality and Self Concept, Learning, Memory and Behaviour Modification. Formation and Modification of Consumer Attitudes. Consumer Decision Process – Pre purchase Issues.

UNIT III

Introduction to Rural Marketing, Importance, Market Size and Physical Structure of Rural Society, Corporate Interest in Rural Market, Classification of Rural Product and Rural Market. Socio-Economic Reforms, Use of Durable and Non-Durables by Indian Rural folk, Marketing of Consumer Durables. Rural Communication-Challenges and Strategies, Types of Rural Communication

UNIT IV

Rural Consumer's in India –Geographical Spread and Differentiation, Behaviour of Rural consumers, Rural Market Segmentation- Occupational Segmentation, Sociological Segmentation, Thomson Rule of Market Index, Lin-Quest and MICA Rating, Targeting, Selection of Segments, Product, Pricing and Promotion Strategies.

UNIT V

Marketing of Agricultural Products – Agricultural Inputs and their Types, Government Efforts, Challenges, Agricultural Marketing, Marketing Rural Non-Farm Products, Marketing Network, Social Structure of Rural Society, Different Marketing Agencies and Institutions, Various Types of Distribution Channels in Rural Marketing,

Suggested Reading:

- Prag P A - Rural Diversification (EG Books)
- Gopaldaswamy T.P. - Rural Marketing Environment, Problems and Strategies (Vikas, 1st Ed.)
- 5. Consumer Behaviour Schiffman. LG and Kanuk, LL
- 6. Consumer Behaviour Louden
- 7. Marketing and consumer behaviour Vyas, Sham, Babu
- 8. Consumer behaviour in India perspective Nair, R. Suj

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MBA 3RD SEMESTER
(Optional)
Advertising and Brand Management(02MBM303)

Objective

The objective of this course is to develop the understanding about the marketing communication tools brand management. The course will illustrate why brand & advertising management are important, what they represent to consumers & how they should be managed.

UNIT I

Introduction of Marketing Communication and Advertising-Overview of marketing communication, Factors affecting the marketing communication mix, Integrated Marketing Communication, Ethical issues in marketing communication. Advertising as a Management Function. Role of Advertising in the Marketing Process. Consumer Orientation in Advertising. Types of Advertising, Methods of Classification.

UNIT II

Marketing Communication Planning-Models of marketing communication, developing & control of marketing communication, marketing communication planning procedure. Advertising objectives and planning - Meaning Definition and objectives of Advertising, the advertising agency: Function & types, Advertising Agency compensation. Creative strategy - Target market & creative objective, advertising Appeals, Creative format & creation stage, Copy testing and plagnosis.

UNIT III

Steps in Advertising Strategies. Creative Strategy. Media planning & promotion - Environment analysis media object, Media strategy & media planning modes, Indoor media, out door media, Measuring Advertisement Performances, Current developments in advertising. Media mix-print, broad cast (T.V. & Radio), Cinema, Outdoor, Direct Mail advertising, and Internet. Defining media planning-From marketing plan to media plan, challenges in media planning.

UNIT IV

Understanding what is a Brand, the Definition of a Brand , Distinction of Brands vs. Products , The strongest brands , The Brand Equity Concept , Customer Based Brand Equity, Sources of Brand Equity, Brand Valuation Method. Creation of a New Bran, Brand Identity Prism, Brand Positioning & Values, Identifying and Establishing Brand Positioning , Designing Brands , Brand Architecture , Creating A Brand Culture.

UNIT V

Integrated Marketing Communications to Build Brand Equity, Designing & Implementing Branding Strategies, Brand Portfolio Strategies, Introducing & Naming New Products & Brand Extensions. Managing Brands over Time, Brand Personality, Managing Brands over Geographic Boundaries & Segments, Branding In Developing Markets, Building Global Brands. Regional

Brands , The Power Of Cult Branding , E-Brand Management, Internal Branding , Services Branding, Contemporary topics in Branding-Sensory Branding

Suggested Readings:

1. Batra Myers & Aaker: Advertising Management- Prentice Hall.
2. Manendra Mohan: Advertising management – Tata McGraw Hil
3. Ramesh book Depot , Advertisement Management
4. Kevin Lane Keller: Strategic Brand Management
5. Harsh Verma: Brand Management
6. Pran K Choudhary: Successful Branding

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MBA 3rd SEMESTER

(Optional)

MARKETING RESEARCH (02MBM304)

Objectives:

The objective of the course is to enable the students, in developing the most appropriate market research methodology for their research studies and to make familiar with the art of using different research methods and techniques.

Unit I

Introduction: Definition of Marketing Research, Objective of Marketing Research, Application of Marketing Research, Limitation of Marketing Research, Marketing Research during different phases of the administrative process. Marketing Information System : Concept, Need for Marketing Information System, Process of Marketing Information System, Components of Marketing Information System. Scientific Method of Investigation : Scientific Method, Scientific Method in the Physical Sciences and Marketing, Distinction between Scientific and Non-Scientific Method, Difficulties in Applying the Scientific Method to Marketing.

Unit II

Research Design: Various Method of Research Design, Important Experimental Research Designs.

Primary and Secondary Data: Methods of Collecting Primary Data, Advantages & Disadvantages of Primary Data & Secondary Data, Essentials Characteristics for Selecting Secondary Data.

Basic Methods of Collecting Data: Questionnaire Method / Observation Method -Advantages & Disadvantages, Methods of Observation, Precautions in Preparation of Questionnaire & Collection of Data.

Unit III

Measurement and Scaling: Types of Scales, Difficulty of Measurement, Sources of Error, Criteria for a Good Scale, Development of Marketing Measures. Attitude Scales: The Concept of Attitude, Component of Attitude, General Procedure in Attitude Scaling, Selected Attitude Scales, Rating Methods, Limitations of Attitude Measurement. Sampling: What is Sampling, Objective of Sampling, Steps in Sample Design, Various Techniques of Sampling, Advantages & Disadvantages of Different Techniques of Sampling, Difference between Probability and Non-probability Sampling, Problem Associated with Sampling, Determining Sample Size.

Unit IV

Data Processing, Analysis and Estimation, Hypothesis Testing, Bi-variate Analysis: Chi square, Correlation, Rank Correlation, Regression Analysis, Analysis of Variance.

Unit V

Report Preparation: Types and Layout of Research Report; Precautions in Preparing the Research Report, Bibliography and Annexure in Report, Drawing Conclusions, Giving Suggestions and Recommendation to the Concerned Persons.

SUGGESTED READINGS:

- 1 Byod & Others - Marketing Research (All India Traveler Book Seller)
- 2 Naresh mahlotra - Marketing Research
3. Luck and Rubin - Marketing Research (Prentice Hall of India, 7th Ed.)
4. Tull & Hawkins - Marketing Research: Measurement & Method (Prentice Hall of India, 6th Ed.)

RETAIL

DR. K. N. MODI UNIVERSITY, NEWAI

MBA-3RD SEM

**Optional
RETAIL ENVIRONMENT & MALL MANAGEMENT**

Paper Code: 02MBR301

Course Objective

The programme objective are:

- To introduce the basic retailing management concepts.
- Empowering students with the most modern techniques and practices of retailing, as seen and experienced around the globe.
- Nurturing competent retail manager with interpersonal and communication skills relevant for retail industry.
- To provide exposure in marketing, technical and practical skills to be applied in actual work environment.
- Imparting theoretical and practical knowledge to ensure understanding of the dynamics of modern organized retail trade.

UNIT I

Retailing- Meaning, Nature, Classification, Growing Importance of Retailing, Factors Influencing Retailing, Functions of Retailing, Retail as a career.

UNIT 2

Developing and applying Retail Strategy, Strategic Retail Planning Process, Retail Organization, The changing Structure of retail, Classification of Retail Units, Retail Formats: Corporate chains, Retailer Corporate and Voluntary system, Departmental Stores, Discount Stores, Super Markets, Warehouse Clubs.

UNIT 3

Variety of Merchandising Mix, Retail Models and Theory of Retail Development, Business Models in Retail, Concept of Life cycle Retail.

UNIT 4

Emergence of Organized Retailing, Traditional and Modern retail Formats in India, Retailing in rural India,

Unit 5

Environment and Legislation For Retailing, FDI in Retailing.

References-

1. Swapana Pradhan- Retailing Management
2. Dravid Gilbert- Retail Marketing
3. George H, Lucas Jr., Robert P. Bush, Larry G Greshan- Retailing
4. A. J. Lamba- The Art of Retailing
5. Barry Berman, Joel R Evans- Retail Management; A Strategic Approach

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MBA-3RD SEM

Optional

RETAIL STORES AND OPERATION MANAGEMENT

Paper Code: 02MBR302

Course Objective - The course also equips the participants with the tools and terminologies that will be required to survive and grow in this ever growing sector. Increases profits by improving billing speed and accuracy.

UNIT-1

Setting up Retail organization, Size and space allocation, location strategy, factors affecting the location of Retail, Retail location Research and Techniques, Objectives of Good store Design.

UNIT-2

Store Layout and Space planning, Types of Layouts, role of Visual Merchandiser, Visual Merchandising Techniques, Controlling Costs and Reducing Inventories Loss, Exteriors, Interiors.

UNIT-3

Store Management, Responsibilities of Store Manager, Store Security, Parking Space Problem at Retail Centers,

Unit 4

Store Record and Accounting System, Coding System, Material Handling in Stores, Mall Management, Factor influencing Mall establishments.

UNIT-5

Logistic and Information system, Improved product availability, Improved assortments, Strategies, .

References-

1. Swapana Pradhan- Retailing Management
2. Dravid Gilbert- Retail Marketing
3. George H, Lucas Jr., Robert P. Bush, Larry G Greshan- Retailing

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MBA-3RD SEM
Optional
SUPPLY CHAIN MANAGEMENT

Code: 02MBR303

Course Objectives: · Developing an understanding of the significance of [logistics](#) and supply chain management to achieve effective supply and distribution management. · Develop a capacity for analysing supply chain problems on a functional, business and company-wise basis. · Become acquainted with the realities of operating different types of production/distribution firms.

UNIT-1

Definition, Scope, Need, Challenges in Supply chain management, Uncertainty and supply chain management, Supply chain Drivers and Obstacles, Supply chain Network, Different types of Supply Chain Networks.

UNIT-2

Forecasting- Importance, Different Kind of Forecasting Techniques in Estimating Demand, Methods Used to Determine Accuracy of forecast, Sourcing and vendor selection, Routing and Route sequencing.

UNIT-3

Inventory Management, EOQ, Minimum level and safety stock, Reordering level, Maximum level, Rational of Discounts of Bulk Purchase,

Unit 4

Uncertainty and Inventory Management, Lead Time Uncertainty and Product availability.

UNIT-5

Innovations in Supply chain management,

References-

1. Swapana Pradhan- Retailing Management
2. Dravid Gilbert- Retail Marketing
3. George H, Lucas Jr., Robert P. Bush, Larry G Greshan- Retailing

4. A. J. Lamba- The Art of Retailing
5. Barry Berman, Joel R Evans- Retail Management; A Strategic Approach

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RETAIL BUYING & MERCHANDISING

MBA-3RD SEM

Optional

Code: 02MBR304

Objectives: The object of this course is to equip employees in buying or related areas in the retail and wholesale sector with insight into and knowledge of the tasks of the retail buyer in a competitive, dynamic environment of retailing and to afford students the opportunity to apply their newly gained insight and knowledge in practice.

UNIT-1

Consumer Buyer Behaviour – Scope, Importance and Limitations, Consumer Research, Understanding Consumer and Market Segments, Consumer Behaviour and Marketing Strategy, Understanding the Psychological Foundation of Buying Behaviour: Motivation, Involvement and Motives, Consumer Perception

UNIT-2

Personality – Theories, Self-Concept and its Marketing Implications, Learning Theories and Consumer Attitudes, Communication and Persuasions

UNIT-3

Environmental Influence on Consumer, Culture and its Relevance to Marketing

Unit 4

Decisions, Nature and Process of Social Satisfaction, Preference Groups, Family Life Cycle, Family Purchasing Decision and its Marketing Implications.

UNIT-5

Personal Influence, Opinion Leadership, Adoption and Diffusal of Innovations Marketing, Implications of Personal Influences, Consumer Decision Procedure, Post Purchase Behaviour .

References-

1. Swapana Pradhan- Retailing Management
2. Dravid Gilbert- Retail Marketing
3. George H, Lucas Jr., Robert P. Bush, Larry G Greshan- Retailing

4. A. J. Lamba- The Art of Retailing
5. Barry Berman, Joel R Evans- Retail Management; A Strategic Approach

SUMMER TRAINING PROJECT

SEM 02MB304-P

The summer training project report Evaluation and presentation will be done by internal and external examiners. There will be no internal assessment.

The student will submit written report and make an oral presentation before a panel of internal examiner (Director/ Principal of the institute or his or her nominee) and external examiner

The assessment of the report and its presentation will be jointly done by the internal and external examiner.

MBA IV SEMESTER

ENTREPRENEURIAL MOTIVATION AND DEVELOPMENT(02MB401)

OBJECTIVE:

The course aims at developing the required motivation and aptitude for entrepreneurial career and gives various informational inputs regarding setting up of small scale enterprises.

Unit 1:

Concept of entrepreneurship in India. Role of entrepreneurship in economic development, Entrepreneurship suitable for different sizes of enterprise, competencies of potential entrepreneurship, cultural, sociological and psychological theories of development of entrepreneurship.

Unit 2:

Developing entrepreneurship through training, achievement motivation training: theory and concept, Kakinada experiment, developing achievement motivation: Experiential exercises, scoring and coding.

Unit 3:

Small scale industries, Definition, role in India's economic development. regulations covering small scale industries, sources of information and non financial support, Incentives and benefits available to SSI entrepreneurs, Schemes for entrepreneurs, Business opportunity sensing, selection and identification of business opportunity, Market research and survey.

Unit 4:

Prefeasibility analysis, preliminary and detailed project report for establishing a venture, project launching and resourcing, sources of finance, location, production planning and control.

Unit 5:

Business crisis and its management, problem solving for entrepreneurs, problems and prospects for small scale industries and women entrepreneurs, microenterprise management by women in India, ethical entrepreneurship.

Suggested Reading

1. P.C.Jain: Hand book for new entrepreneurs; Oxford university press.
2. Rabindra N.Kannungo; Entrepreneurship and innovation; models for development, Sage publication India pvt ltd.

3. Lalitha D. Rani: women entrepreneurs, A.P.H. Publishing Corporation.
4. David Holt: Entrepreneurship and new venture creation, Prentice Hall of India.
5. Drucker, Peter F: Innovation and entrepreneurship, New DELHI Heineman, UBSPD.

PROJECT MANAGEMENT (02MB402)

Objective: Since the introduction of planning in India, the country has been investing large amounts of money in projects. It is necessary to have scientific and systematic management in project planning, development & implementation. The course could provide a valuable insight to a student in the area to understand formulation of corporate investment strategies, prepare feasibility reports & projects.

Unit 1

Basic Concept

Concept of a project, categories of project, project development cycle. The concept of project management, tools & techniques of project management. Forms of project organizations.

Unit II

Project Formulation

Project identification, Project formulation and preparation : Market and demand estimation, market survey, demand forecasting technical factors

Unit III

Material inputs, technology, production, plant capacity, location and site, civil works, charts, layouts, work schedule, cost of project, means of financing, estimates of cost, financial projections.

Unit IV

Process of Project Appraisal

Technical, Economic, Financial, Legal and Social appraisal of the Industrial Projects, Problems arising due to rate of discount, wage-rate, exchange rates, treatment of taxes, social cost-benefits, treatment of risk and uncertainty, sensitivity analysis and probability approach single as well as multiple projects.

Unit V

Implementation, Monitoring and Control of Projects

Project scheduling, network techniques for resource and cost budgeting and scheduling, project management teams and coordination. Monitoring and post implementation, evaluation of the project, project financing.

SUGGESTED READINGS

1. Chandra Prasanna - Project : Preparation ,Appraisal, Budgeting and Implementation. (TMH, 5th Ed.)
2. Mohsin M. - Project Planning and Control (Vikas)
3. Goyal BB – Project Management : A Development Perspective (Deep & Deep)
4. Chaudhary, S – Project Management (Tata McGraw Hill)
5. Young TL – The Hand Book of Project Management (Kogan Page)

FINANCE

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MBA-4th SEM

Optional

STRATEGIC FINANCIAL MANAGEMENT (02MBF401)

Course Objective: The modern industrial or service firm must conduct its business in a rapidly changing and highly competitive environment. A premium is placed on the ability to react quickly and correctly to constantly changing market conditions. The objective of the course is to make student aware of the strategic decisions to be undertaken to familiarize with finance function.

UNIT – I: Financial Policy and Strategic Planning: Components of financial strategy; Objectives and goals; Strategic planning process. Portfolio Tools, Mean-Variance Analysis and Capital asset pricing model, Factor models and Arbitrage Pricing Theory

UNIT – II: Investments Decisions under Risk and Uncertainty: Techniques of investment decision- risk adjusted discount rate, certainty equivalent factor, statistical method, sensitivity analysis and simulation method; Corporate strategy and high technology investments.

UNIT – III: Concept of strategic decisions-changing global economic environment. Valuation of strategic options- merger and acquisition. Pricing & Planning, Strategy, Diversification & Merger-The Indian Cases. Strategic decisions regarding financial services- Valuation of exchange rate mechanism, strategic decisions regarding securitization factoring and forfeiting, value creation and value based financial strategy.

UNIT – IV: Leasing: Meaning, importance, types, tax considerations, and accounting considerations. Evaluation of lease from the point of view of lessor and lessee; Lease versus buy decision; Venture capital: Concept and developments in India; Process and methods of financing, fiscal incentives.

UNIT – V: Financing strategy: Hybrid securities namely convertible and non-convertible debentures, deep discount bonds, secured premium notes, convertible preference shares; Option financing, warrants, convertibles and exchangeable.

REFERENCES BOOKS :

1. Allen D: An Introduction to strategic Financial Management, CIMA/Kogan Page, London.
2. Chandra, Prasanna: Financial Management, Tata McGraw Hill, Delhi.
3. Copeland, T., T Koller and J Murrin: Valuation: Measuring and Managing the value of

Companies, John Wiley, International Edition, New York.

4. Copeland, T.E. and J.F Weston: Financial Theory and Corporate Policy, Addison-Wesley, New York..

5. Hampton, Jone: Financial Decision Making, PHI, New Delhi.

Dr. K. N. MODI UNIVERSITY, NEWAI
MBA-4th SEM
Optional
TAX PLANNING AND FINANCIAL REPORTING (02MBF402)

Course Objectives: The course aims to help students to comprehend the basic principles of the laws governing Direct and Indirect taxes.

Unit I

Nature and scope of tax planning: Nature, Objectives of Tax management. Assessment of tax. Financial year. Assessee -types Residential status Non-resident Indians.

Unit II

Tax on individual income: Salaries. Standard deduction & Education cess. Valuation of Perquisites Calculation of tax etc. Tax deductible at source.

Unit III

Income from House Property, Income from Profits & Gains of Business, Capital Gains & Income from Other Sources.

Unit IV

Corporate income tax: Tax concession and incentives for corporate decision. Tax planning for depreciation; Treatment of losses & unabsorbed items; Carry forward and set off losses. Tax appeals; Revision & Review
Filing of returns

Unit V

Central Excise Act 1994 and Excise plan; Customer Protection Act 1962 and Customers planning. (working knowledge is required for these)

SUGGESTED READINGS:

- 1) Bhatia H L- *Public Finance* (Vikas) 1999, 20th ed.
- 2) Lakhotia R N- *How to Save Wealth Tax* (Vision Book) 2001, 9th ed.
- 3) Palkhiwala- *Income Tax* (Tripathi Publication)
- 4) Prasad Bhagwati- *Income Tax Law & Practice* (VishwaPrakashan) 1997, 23rd ed.
- 5) Santaram R- *Tax Planning by Reports* (Taxman) 1978.
- 6) Singhanian V K- *Direct Taxes, Law & Practice* (Taxman) 2002.

HRM

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MBA-4th SEM

Optional

COMPENSATION MANAGEMENT (02MBH401)

COURSE OBJECTIVE:

This course is designed to promote understand in issues related to compensation in corporate sector and impart skills in designing, analysis and restructure compensation management system, policies and strategies.

UNIT-I

Role of compensation in organization: economic and behavioural theories related to compensation; strategic perspectives of compensation; compensation as motivational tool; compensation policy.

UNIT-II

Internal and external equities in compensation system; determining the worth of jobs; understanding inter and intra-industry compensation differentials, designing pay structure and administrating compensation package; understanding different components of compensation package like fringe benefits, incentives and retirement plans; pay for performance plans.

UNIT-III

compensation of special group: Corporate Directors, Chief Executives, Senior Managers; components of executive compensation package; compensation of professionals and knowledge workers, R&D staff, sales compensation plan, international compensation.

UNIT-IV

Statutory provisions governing different components of reward system; working of different institutions related to reward system like wage boards,

Unit V

role of trade unions in compensation management; tax planning. pay commissions

Suggested Reading:

Milkovich, George T and Newman J.M., Compensation, Tata McGraw Hill

Henderson, R.O., compensation Management, Pearson Education.

Martocchio, J.J., Strategic Compensation, Pearson Education.

Armstrong, M and Murlis H, Reward Management, Kogan Page, UK.

singh, B.D., Compensation Reward Management, Excel Books, New Delhi.

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MBA-4th SEM
Optional
Human Resource Development(02MBH402)

Objective :

The objective of this course is to make students aware of the changing trends in designing and managing human resource systems. It will stress upon various issues involved in implementation of HRD systems in the changing environment and the need to reposition human resource function to create value.

Unit-1

Changing role of HRD in Liberalized Economy, Trends in HR: present and future, Concept and philosophy of HRD, HRD climate, Human beings as a strategic resource, Integration of HRD with corporate strategy, Role of HRD in improving effectiveness of a firm, Human resource planning and procurement.

Unit-2

Work system: Work planning and role analysis, work review and feedback, potential appraisal, trends in performance management, 360 degree appraisal, team appraisal.

Unit-3

Career and development system: Career development and planning, assessment centers, career management, motivational aspects of HRD, practices in career management.

Unit-4

Training system : Identification of training and development needs, managing the training system, evaluating the effectiveness of training and development program, cross cultural training, action research in training.

Unit-5

Reward system : Practices in wage payment, paying for performance, monetary and non monetary aspects of reward systems, employee stock option plans, trends in reward system.

Suggested Readings :

- 1.Udai Pareek and T. V. Rao : Designing and Managing Human Resource Development Systems, Oxford and IBH Publishing Co. Pvt
- 2.Udai Pareek : Evaluating Human Resource Development, Jaipur HR Dresearch foundation.
- 3.T. V. Rao : Appraising and Developing managerial performance, T. V. Rao learning systems Pvt. Ltd., Excel Books.

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MBA-4th SEM

Optional

Contemporary Issues in Human Resources Management (02MBH402)

Course Objective

To provide the students the basic knowledge of the contemporary issues in HRM and develop insight into the managerial skills required to effectively manage people to the organization, in order to achieve corporate goals successfully.

Unit-I

An Introduction to Globalization: Meaning, globalization and its implications for HRD, globalization and work force diversity in different organizations(MNCs).

Unit-II

Work Organization in 21 Century: Changing world, changing attitudes and feelings about jobs, organizations and people.

Unit-III

Career Development and Stress: Management of stress, conflict and cooperation in organizations.

Unit-IV

Culture and Technology: Creativity in organization and organizational effectiveness.

Unit-V

Ethics in Organizations: Basic need and importance, influence of power and politics. An overview about Indian ethos in HRM and its relevance to present scenario.

Suggested Reading

Byers and Rue Human Resource Management

Decenzo/Robbins Human Resource Management

Ivansevich-Human Research Management

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MBA-4th SEM

Optional

INTERNATIONAL HUMAN RESOURCE MANAGEMENT(02MBH404)

Course Objective- To provide basic knowledge about international practices and policies of human resource management.

Unit-I

Introduction to IHRM Definition, reasons for going global, Approaches to IHRM, Difference between HRM and Domestic HRM, Reasons for emergence of IHRM, Models of IHRM-Matching model, Harvard Model, Contextual Model, 5P Model European Model, Models of SHRM in Multinational Companies, Internationalization of HRM: Socio-cultural context, Organizational dynamics and IHRM: Role of culture in International HRM, Culture and employee management issues, Organizational Processes in IHRM, Linking HR to International expansion strategies, The Challenges of International Human Resource Management

Unit-II

Strategies for International Growth: Exploiting global integration-The logic of global integration, differentiation, Mastering expatriation, beyond the traditional expatriate model, the limits of global integration Becoming locally responsive: The roots of responsiveness, understanding diversity, responding to diversity, the challenges of localization Managing alliances and joint ventures- meaning, need, different kinds of alliances, planning and negotiating alliances, implementing alliances, supporting alliance learning, the evolving role of alliances

Unit-III

Recruitment, Selection and staffing in International context: International Managers- parent country nationals, third country nationals, host country nationals, advantages and disadvantages of different selection methods, different approaches to multinational staffing decisions, recruitment methods using head-hunters, cross-national advertising, e-recruitment; Selection criteria and techniques, use of selection tests, interviews for international selection, international staffing issues.

Unit-IV

Performance Management: A conceptual background, Constraints in goal attainment, performance management cycle, models, performance and appraisal in IHRM appraisal of expatriate, third and host country employees, issues and challenges in international performance management, country specific performance management practices. Training and development in international context: Context Backdrop of international training, Current scenario in international training and development, training & development of international staff, types of expatriate training.

Unit-V

International Compensation: Forms of compensation and factors that influence compensation policy, key components of international compensation, Approaches to international compensation compensation

practices across the countries, social security systems across the countries,

REFERENCE BOOKS:

1. International Human Resource Management - Monir H Tayeb – Oxford University Press - 2005.
2. International Human Resource Management - Hugh Scullion, Margarel Linehan - Palgrave McMillan, 2005.
3. International HRM, Anne Wit Harzing & Joris Van, Ruysse Veldt, Sage Publication
4. International HRM, Hugh Scullion, Margaret Linehan, Pal grave, 2004

IB

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MBA-4TH SEM
Optional

INTERNATIONAL LOGISTIC MANAGEMENT(02MBIB401)

Course Objective-To provide knowledge about the international logistic management.

Unit I

Introduction to Logistic System:

Concepts of Logistics, Scope and Objectives of Logistics, System Elements, Importance of Logistics,
Relevance of Logistics to Expert Management, Logistics Excellence.

Unit II (12 Sessions)

Structure of Shipping Industry and World Seaborne Trade:

Different type of Ships, Shipping Routes, Operating Ships-Linear and Tramp, Organization of a Shipping Company.
Volume and value of World Trade, World Tonnage, Flags of Convenience, Conference System, Chartering.

Unit III (8 Sessions)

Freight Structure and Role of Intermediaries:

Principles of Freight Rates, Linear Freight Structure, Tramp Freight Structure, Shipping Agents, Freight Brokers,
Freight Forwarders Stevedores.

Unit IV (12 Sessions)

Indian Shipping and Containerization:

Ports in India, Developments in India Shipping, Ports Infrastructure Development, Shipping Association,
Shipment of Govt. Controlled Cargo.
Concept of Containerization, Classification of Constraints in Containerization, I.C.D's.

International Air transport:

Concept of Air Transport, Advantages of Air Transport, Constraints, Air Cargo, Tariff Structure, I.A.T.A.

Unit V: OUTSOURCING AND LOGISTICS SERVICE PROVIDERS [6]

Intermediaries and Alliances in Global Logistics, Meaning of 3 PL and 4 PL service providers, role in Global logistics, types of services, considerations for hiring 3PL and 4 PL service providers. Concept and need of outsourcing, determinants for outsourcing decisions, role of outsourcing in global supply chain management

SUGGESTED READING:

1. Johnson J, Wood D- Contemporary Logistics.
2. Khanna K K - Physical Distribution Management : Logistical Approach (Himalaya, 2007)
3. Krishnaveni Muthiah- Logistics Management and World Seaborne Trade (Himalaya, 2007)

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MBA-4TH SEM
Optional

International Market Research(02MBIB402)

Course Objective-

Objectives

After going through this unit you should be able to

explain the global marketing research scenario

explain the scope of international marketing research

describe the procedure for undertaking international marketing research

describe the techniques available for international marketing research

plan a field research

describe the techniques available for interview

• identify and explain the various steps in analysis of field data and preparation of research report

UNIT 1

INTERNATIONAL MARKETING RESEARCH: Nature, scope and complexities.

International Marketing Information System.

UNIT 2

MARKETING RESEARCH: Problem definition, determination of information needs, Research design – Types of research design, Primary and secondary data collection methods.

UNIT 3

QUESTIONNAIRE PREPARATION, ATTITUDE MEASUREMENT, AND SCALING TECHNIQUES. SAMPLE DESIGN: sampling method and sample size Fieldwork sampling and sampling errors

UNIT 4

DATA ANALYSIS AND INTERPRETATION: uni-variate, multi-variate and multicountry data analysis and techniques.

UNIT 5

International market opportunity analysis, product analysis, need and significance of analysis, advertising and sales research, ethical issues.

Books Recommended:

1. International Marketing - Rathor Jani Rathor
2. International Business - P. Suhbarau
3. Global marketing Strategy - Jeannet & Hennissey

4. Managing International Marketing - Dr. V. O. Varkey
5. Modern Marketing Research - M. N. Mithani
6. Marketing Research - G. C. Berry
7. Marketing Research: Applied Orientation. - Naresh Malhotra
8. Marketing Research - Boyd, Westfall & Stasch

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MBA-4TH SEM
Optional

FOREIGN EXCHANGE AND RISK MANAGEMENT(02MBIB 403)

COURSE OBJECTIVES

To provide an understanding of:

- a. Fundamentals of forex markets, key players and their roles
- b. Trading mechanism, forecasting and speculation
- c. Risks involved in forex markets and their evaluation
- d. Role of hedging in managing forex risk and applying trigger signals
- e. Real-time examples

PROGRAMME CONTENTS

UNIT 1:

Overview of Foreign Exchange Markets

- Cash & Spot Exchange
- Eurocurrency Markets
- Market Players, Inter bank ,Corporates
- Mechanism of making a foreign payment
- Forex and Interest Rate markets

UNIT 2: FEMA Regulations, Factors affecting Exchange Rates.

Tools of Risk Management

- Forward/Futures/Swaps/FRA
- Options
 - Types of Options like range notes, spreads, knock-ins/outs/digital/barrier, leveraged etc.
 - Risk Return and Hedging Profile
- Product Structuring
- Actual illustration

UNIT 3:

Trading in Foreign Exchange Markets

- Trading Procedure
- Management of International Trade Transaction
- Information Analysis for Trading
- Speculation
- International Transactions Financing
- Concept of Volatility in Forex Markets

UNIT 4

Forecasting Exchange Rates

- Various theories of forecasting
- Drawbacks associated with these theories
- Technical Analysis
- Real-time example

UNIT 5:

Foreign Exchange Risks

- Types of Risks & exposures for corporates, exports, imports, borrowing, competitions
- Measurement and quantifying of Risks

Value at Risk (VaR)

- Introduction to VaR
- Application of VaR in Forex Markets

Hedging in Forex Market

- Hedging through Forward/Futures/Options/Swaps
- Pricing of Options/Swaps/Forwards
- Factors affecting pricing
- Understanding trade logic by forecasting factors affecting pricing

Recommended Books-

1. "M.VY.Phansalkar", All about Foreign Exchange & Foreign Trade, English edition, 2005.
2. "Walter.OCHYMSKI", Foreign Exchange Management, Book sorge Publication, 2006.
3. "Julian Walmsley", Foreign Exchange & Money Markets Guide, John wiley, 2006.
4. "Bimitris and N.Shyrafos", New Technology of Financial Management, John wiley, 2006.
5. "Surendra.s.Yadav, P.K.Jain and Max peyrard", Foreign Exchange Markets understanding derivatives & other instrcuments, Macmillan.

6. "B.P.Mathur", Foreign Money in India, Macmillan
7. "Yarbrough", The World Economy ,Trade & Finance, 7th edition, Cengage learning .
8. "Seethapathy.K.and Suhulakshmi.Y", Foreign Exchange Management, ICFAI.
9. "Yadav", Foreign Exchange Markets, Macmillan, 2007.
10. "Thomas von Ungern", Strategic Foreign Exchange Management, Black well Publishers, 1990.

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MBA-4TH SEM
Optional

INDIAN FOREIGN TRADE POLICY(02MBIB404)

Course objective- The goal is to prepare candidates to be ready to take up important positions for managing foreign trade related matters in India

UNIT 1

Indian's Foreign Trade: Trends and developments; Commodity composition and direction, India's foreign trade in global context.

UNIT 2

Foreign Trade Policy and Control in India; Policy making body and institutions; Exchange control in India- objectives and definition.

UNIT 3

Import Substitution and Export Promotion Policies. Export Incentives –duty exemption schemes, EPCG, duty draw backs; Role of commercial banks in foreign trade; deferred payment system; EXIM Banks; Export credit insurance and ECGC.

UNIT 4

Infrastructure Support for Export Promotion: Export Promotion councils; commodity board/Products export development authorities; Specific service institutions; State trading organization; Export and Trading Houses; Export Processing Zones/Special Economic Zone (EPZ/SEZ); Export Oriented units (EOUs)

UNIT 5

Foreign Investment Policy : Indians Joint ventures abroad, Multilateralism and Bilateralism in India's foreign trade.

Suggested Readings-

1. Indian Economy : Performance And Policies (2Nd Edition) - Page 21-6 by Deepashree
2. India's Foreign Policy by Ghosh Anjali
3. India's foreign policy: studies in continuity and change by Bimal Prasad

IT

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MBA-4th SEM
Optional

SYSTEM ANALYSIS AND DESIGN (02MBIT401)

Objective:

The course will enable the student to have the insight of the systems concept through the analysis and design. The course will also help him understand the systems implementation and scheduling.

Unit 1

Overview of Information System Development: What is SAD – What system analysis is NOT – Responsibility for computer programming – Users – Business System Concepts – Information systems – Categories – System development strategies – SDLC, Structured analysis, Prototype – tools for system development. Managing Application Development: How system projects begun – Reasons for project proposals – sources of project requests – Methods of project review and selection – Preliminary Investigation.

UNIT 2

Requirement Analysis: What is Requirement determination – Fact finding Techniques – interview, questionnaires, record review, and observation – tools for documenting procedures and decisions – Decision trees – Decision tables- Structured English. Structured Analysis: Concept and components – Data flow analysis – Data flow strategy – DFD's- DFD Development and advantages – Data Dictionary – Why is data dictionary important Contents of data dictionary – recording of data descriptions. Prototyping: Purpose – Rationale – Steps in prototype methods – Uses – Tools – Strategies.

UNIT 3

Case Tools: Role and benefits – Categories – Components – Integration of Tools – Using Case Tools – Advantages, disadvantages of using case tools.

System Design: Software requirement specification – Objectives of design – Design specification and features – introduction to output, input, file, database design.

UNIT 4

Output Design: Objectives – types of output – Key output questions – presenting information – tabular, output,

graphics, use of color – Design of printed output. Input Design: Objectives – capturing data – Guidelines – Design of source document – coding methods – input validation – Methods.

UNIT 5

Quality Assurance, System Testing and Implementation: Levels – Testing verification, validation, certification – Testing strategies – Practices – Test data – Implementation review – System audit.

Suggested Readings:

1. Awad, Elias M. Systems analysis and design. 2nd ed, N. Delhi, Prentice Hall of India.
2. Coad, Peter and Edward, Yourdan, Object oriented Analysis, 2nd ed., Englewood Cliff, New Jersey
3. Marco, T.D. Structured analysis & System specification .N. Delhi
4. Hawryskiewycz, I.T. Introduction to System Analysis and Design, 2nd ed., N. Delhi, Prentice hall of India.

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MBA-4th SEM
Optional
BUSINESS PROCESS RE-ENGINEERING(02MBIT402)

Objective:

To provide a greater understanding of effective solutions to change problems that need to combine technological, organizational and people-orientated strategies by adopting a process based approach to change management. To introduce the contingencies that affect management and the most effective measures for dealing with them. To introduce strategic IS/IT planning and how it must relate to business strategy. To demonstrate the use and validity of organizational development models through current real-life case studies.

Unit 1

Business process reengineering-an overview. Concepts and techniques. Changing business processes: the importance of technology as a driver for organisation. .

Unit 2

BPRE & TQM, benchmarking, ISO standards. Implementation of BPRE-business process management, principles, Business models, barriers.

Unit 3

Change management-Change and the manager: change and the human resource: the cultural web and the past: the cultural attributes of change.

Unit 4

The importance of communication and the resistance to change: building the culture for successful strategy implementation; the influence IT will have on the internal appearance of organisations in the future.

Unit 5

The concept of the learning organisation and its influence on systems development: restructuring the organisation.

Suggested Readings:

1. Varun Grover, William J. Kettinger ,Idea Group Inc (IGI), 1995 - . Business Process Change

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MBA-4th SEM
Optional

Computer Network (02MBIT403)

UNIT I

Components – Direction of Data flow – networks – Components and Categories – types of Connections – Topologies – Protocols and Standards – ISO / OSI model – Transmission Media – Coaxial Cable – Fiber Optics – Line Coding – Modems – RS232 Interfacing sequences.

UNIT II

Error – detection and correction – Parity – LRC – CRC – Hamming code – low Control and Error control - stop and wait – go back-N ARQ – selective repeat ARQ- sliding window – HDLC. - LAN - Ethernet IEEE 802.3 - IEEE 802.4 - IEEE 802.5 - IEEE 802.11 – FDDI - SONET – Bridges.

UNIT III

Internetworks – Packet Switching and Datagram approach – IP addressing methods – Subnetting – Routing – Distance Vector Routing – Link State Routing – Routers.

UNIT IV

Duties of transport layer – Multiplexing – Demultiplexing – Sockets – User Datagram Protocol (UDP) – Transmission Control Protocol (TCP) – Congestion Control – Quality of services (QOS) – Integrated Services.

UNIT V

Domain Name Space (DNS) – SMTP – FTP – HTTP - WWW – Security – Cryptography.

Sugessted Readings:

1. Andrew S. Tanenbaum Prentice Hall "Computer Networks, Fourth Edition"

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MBA-4th SEM

Optional

INFORMATION SECURITY & CYBER LAW(02MBIT404)

Unit – 1

CRYPTO BASICS: How to Speak Crypto, Classic Crypto, Simple Substitution Cipher, Cryptanalysis of a Simple Substitution, Definition of Secure, Double Transportation Cipher, One-Time Pad, Modern Crypto History, A Taxonomy of Cryptography, A Taxonomy of Cryptanalysis;

SYMMETRIC KEY CRYPTO: Introduction, Stream Ciphers, A5/1, RC4, Block Ciphers, Feistel Cipher, DES, AES, Block Cipher Modes, Integrity;

PUBLIC KEY CRYPTO: Introduction, Knapsack, RSA, Repeated Squaring, Public Key Notation, User for Public Key Crypto, Confidentiality in the Real World, Signature and Non-repudiation, Confidentiality and Non-repudiation, Public Key Infrastructure;

Unit – 2:

AUTHENTICATION

swords, Keys Versus Passwords, Choosing Passwords, Attacking Systems via Passwords, Password Verification, Math of Password Cracking, Other Password Issues, Biometrics, Types of Errors, Biometric Examples, Biometric Conclusions, Something You have, Two-Factor Authentication, Single Sign-on and Web Cookies;

AUTHORIZATION: Access Control Matrix, ACLs and Capabilities, Confused Deputy, Multilateral Security, Multilateral Security, Convert Channel, Inference Control, CAPTCHA, Firewalls, Packet Filter, Stateful Packet Filter, Application Proxy, Personal Firewall, Defense in Depth, Intrusion Detection, Signature-Based IDS, Anomaly-Based IDS;

Unit – 3:

SOFTWARE FLAWS AND MALWARE: Software Flaws, Buffer Overflow, Incomplete Mediation, Race Conditions, Malware, Brain, Morris Worm, Code Red, SQL Slammer, Trojan Example, Malware Detection, The Future of Malware, Cyber Diseases Versus Biological Diseases, Miscellaneous Software-Based Attacks, Salami Attacks, Linearization Attacks, Time Bombs, Trusting Software

INSECURITY IN SOFTWARE: Software Reverse Engineering, Anti-Disassembly Techniques, Anti-Debugging Techniques, Software Tamper Resistance, Guards, Obfuscation, Metamorphism Revisited; Digital Rights Management: What is DRM?, A Real-World DRM System, DRM for Streaming Media, DRM for a P2P Application, DRM in the Enterprise, DRM Failures, DRM Conclusions

OPERATING SYSTEM AND SECURITY: Operating System Security Functions, Separation, Memory Protection, Access Control, Trusted Operating System, MAC, DAC and

More,Trusted Path, Trusted Computing Base, Next Generation Secure Computing Base, NGSCBFeature Groups, NGSCB Compelling Applications, Criticisms of NGSCB;

Unit – 4:

Risk Management: An Overview of Risk Management, Risk Identification, Risk Assessment,Risk Control Strategies, Selecting a Risks Control Strategy, Quantitative versus QuantitativeRisk Control Practices, Risk Management Discussion Points, Recommended Risk ControlPractices, Planning and Implementing Security: Information Security Policy, Standards and Practices,The Information Security Blueprint, Control Strategies, Information Security ProjectManagement, Technical Topics of Implementation, Nontechnical Aspects ofImplementation, Information Systems Security Certification and Accreditation,

Unit 5: CYBER LAW

Legal, Ethical and Professional Issues in Information Security, Introduction, Law and Ethics inInformation Security, Relevant U.S Laws, International Laws and Legal Bodies, Ethics andInformation Security, Codes of Ethics and Professional Organizations

Suggested readings:

1. Information Security and Cyber Laws [Kindle Edition] SAURABH SHARMA

MARKETING

DR. K. N. MODI UNIVERSITY
MBA 4TH SEMESTER
(Optional)
SALES & DISTRIBUTION MANAGEMENT (02MBM401)

Objectives:

To provide an understanding of the concepts, attitudes, techniques and approaches required for effective decision making in the areas of Sales and Distribution. □ To pay special emphasis on the practicing manager's problems and dilemmas. □ To develop skills critical for generating, evaluating and selecting sales and distribution strategies.

UNIT I

The Sales Management - Introduction to sales management and sales organization, Sales function & policies, Personal selling - nature, scope & objectives, Formulating Personal selling strategy.

UNIT II

Planning the Sales Effort - Sales planning and Budgeting, Estimating Market Potential and Sales forecasting, Setting the sales territory & quotas, Sales and cost Analysis.

UNIT III

Organizing and Directing the sales Force - Recurring and training sales personnel, Designing & compensating sales Personnel, Motivating and Leading the sales force, Evaluating sales force performance.

UNIT IV

Distribution Management - Managing marketing logistics & channels, Channel Integration - VMS, HMS, Channel Management, and Marketing channel Policies & legal issue.

UNIT V

Channel Institutions & control, Wholesaling &- Retailing, Channel Information systems, Managing & Evaluating Channel Performance Case & future trends in sales & distribution

Suggested Readings:

1. Thomas worthunbha: Sales Management
2. M.M.Anand : Marketing Communication
3. Ashley and Haekueses: The sales Management Handbook
4. P/Allen: Sales and sales Management
5. James Corner : Sales Management

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MBA 3RD SEMESTER
(Optional)

MARKETING OF SERVICES (02MBM402)

Objectives:

Planning and implementing the marketing strategy for service products requires a different sort of approach, which is different from the traditional goods marketing. The objective of this course is to acquaint the students to the uniqueness of the services characteristics and its marketing implications. The intent of the course is to discuss measure and analyze several facets in the area of services marketing essential for the success of a service sector firm.

Unit I

Introduction to Service Marketing - Understanding Service, The Nature of Service Marketing, Classification of service. Service Marketing System: Service Quality, Understanding Customer Expectations and Zone of Tolerance, Segmentation and Zone of Tolerance.

Unit II

Consumer Behavior - Understanding Consumer Behaviors, Customer expectations & Perceptions, managing & exceeding customer service exportations, Strategic for influencing Customer perception.

Unit III

Strategic Issues in Services Marketing - Market Segmentation & Targeting; Individualized Service and Mass Customization, Differentiation and Positioning of Services; Steps in Developing a positioning strategy, Developing and maintaining demand & capacity.

Unit IV

The marketing mix and services - The marketing mix dements, Traditional marketing mix - Product, price place, promotion & communication services, and extended marketing mix – people, process physical evidence in services.

Unit V

Challenges of service marketing - Developing & managing the customer service function, Marketing planning for service; Developing & maintain quality ill services, Relationship marketing Service marketing - specific Industries, Tourism, Travel, Transportation service marketing, financial services; Education & Professional service, Telecom & Courier, Media Service

SUGGESTED READINGS:

- 1) Baron S and Harris K- *Services Marketing: Text and Cases* (Palgrave, 2003)
- 2) Lovelock- *Services Marketing: People, Technology and Strategy* (Pearson Education, 5th edition) 2001.

- 3) Zeithaml- *Services Marketing* (Tata McGraw-Hill, 3rd edition) 1999.
- 4) S. L. Gupta – *Marketing of Services* (Sultan Chand)
- 5) Rama Mohana Raok – *Services Marketing* (Pearson Education)
- 6) Govind Apte- *Services Marketing* (Oxford Univ. Press)

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MBA 4th SEMESTER
(Optional)

International Marketing (02MBM403)

Objectives:

The course is designed to enable students to acquire expertise in developing marketing strategies for countries other than their own. The course will help them to understand to deal with international marketing situations and the impact of international competitors.

Unit I

International market environment: identifying and analyzing opportunities in the international trading environment-understanding the changes in the world trading environment-IMF, WTO, World Bank. The C factors-countries, currency, competitors.

Unit II

Understanding customer buying behaviour: consumer, business, institutional in different countries at different stages of economic and political development-using marketing research to identify opportunities, similarities and differences.

Unit III

International marketing research: MR agency selection-the use of comparative analysis in international market appraisal- the development of international market strategy- international marketing planning. International product management: portfolios, standardization and adaptation. Evaluation of stability with reference to marketing and financial implications.

Unit IV

Marketing communication: availability, constraints, suitability, selection of agencies. Distribution and logistics: foreign market channel management. Appropriateness for financial, distribution, marketing and international trade purposes, customer service levels-demand generation and costs.

Unit V

Pricing strategies: skimming and penetration pricing; currency considerations in exporting and in international marketing. Evaluating and controlling: particular difficulties in evaluating and controlling international marketing strategy.

SUGGESTED READINGS:

- Keegan, W.J. - Global Marketing Management - Pearson Education
- Crinkota, M.R. & L.A. Ronkainen - International Marketing - The Dryden Press.
- Cateora, P.R. & J.L. Graham - International Marketing, Tata McGraw- Hill.
- Terpstra, V. and R. Sarathy - International Marketing - Thompson Press
- Khurana, P.K. – Export Management – Galgotia Publishing Company.

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MBA 4TH SEMESTER

(Optional)

B2B Marketing(02MBM404)

Objectives:

Industrial Marketing or B2B Marketing has a wide coverage. The entire range of Financial, Advertising, Consulting or Security services sold to corporate fall within B2B Marketing. There are some unique characteristics in Business markets that demand special attention.

This course gives an opportunity to the students to integrate the learning from various marketing and strategy courses and apply them in the context of Business-to-Business Marketing.

UNIT I

- Basic differences between B2B and B2C marketing
- Organizations' purchasing behavior
- Company types and impacts on B2B marketing

UNIT II

Strategic marketing process:

- Analyzing the organization market
- B2B market segmentation
- Targeting and positioning
- Strategic planning

UNIT III

- B2B marketing mix specifics
- Product as the fundamental tool of B2B marketing
- Service marketing for B2B companies

UNIT IV

- B2B brand management
- B2B companies' price management and price policy
- B2B companies' distribution policy and distribution channel management

UNIT V

- B2B companies' communication and communication mix tools
- B2B companies' integrated marketing mix 1

RECOMMENDED BOOKS:

1. Industrial Marketing, Reeder, Brierty & Reeder, Prentice Hall India, 2006 Edition
2. Business to Business Marketing, Vitale & Giglierano, Thomson South Western, 2005 Edition
3. Industrial Marketing, Krishna Havaladar, Tata McGraw Hill, 2/e, 2004

RETAIL

DR. K. N. MODI UNIVERSITY, NEWAI

MBA-4TH SEM **Optional**

INFORMATION TECHNOLOGY IN RETAIL MANAGEMENT

Code: 02MBR401

Objective: This eBook Success Guide is designed for Non-IT Retail Managers to familiarize themselves with Retail Information Technology fundamentals as well as to understand various systems and software and their functionality.

UNIT-1

Role of IT in Business, Influencing Parameters for use of IT in Retailing, IT

Options Available to Retail, IT Application for Retail, Advantage of IT

Application to Retail.

UNIT-2

Collection of Data/Efficiency in Operations help in Communication, Computer

Awareness and Different Financial Packages, Issues Concerning the Use of

Internet and Related Technology to Improve Retail Business.

UNIT-3

Emphasize Analysis of Consumer and Product/Service Types on Online Retailing,

Effective Management of Online catalogues, Direct Retailing Methods that

Involves Technology such as Interactive TV and Mobile Commerce.

UNIT-4

Electronic Data Interchange, Database Management, Data warehousing, Critical

Analysis of E-Retailing Strategies, How Firms are using the Internet to expand

their Markets

Unit 5

Customer Relationship Management ..

References-

1. Swapana Pradhan- Retailing Management
2. Dravid Gilbert- Retail Marketing
3. George H, Lucas Jr., Robert P. Bush, Larry G Greshan- Retailing

MBA-4TH SEM
Optional
RURAL MARKETING

Code: 02MBR402

Course Objectives :

To understand and appreciate the differences and similarities between urban and rural Indian markets. To understand and develop marketing strategies that are unique to rural India

UNIT-1

Introduction:

Definition, scope of rural marketing, concepts, components of rural markets, classification of rural markets, rural vs. urban markets Rural marketing environment: Population, occupation pattern, income generation, location of rural population, expenditure pattern, literacy level, land distribution, land use pattern, irrigation, development programs, infrastructure facilities, rural credit institutions, rural retail outlets, print media in rural areas, rural areas requirement, problems in rural marketing, rural demand, rural market index

UNIT-2

Rural Marketing Strategies:

a) Segmenting, Targeting and Positioning

b) Product Strategy

Introduction, Marketing Mix Challenges, Product concepts classification- Five Levels Products, Classification of Products, Rural Product Categories – Fast moving Consumer goods, Consumer Durables, Agriculture Goods, Services,

c) New Product Development Consumer Adoption Process, Product life cycle, Product Mix,

d) Branding in Rural India- Brand building in Rural India, Structure of competition in Rural India, Product warranty and After-sales service,

UNIT-3

Distribution Strategy:

Introduction: Accessing Rural Markets, Coverage Status in Rural Markets,

Channels of Distribution, Evolution of Rural Distribution Systems-

Wholesaling, Rural Retail System, Vans, Rural Mobile Traders, FMCG Companies, Other channels, Ideal distribution model for Rural

UNIT-4

Communication strategy:

Challenges in Rural Communication, A view of Communication Process, Developing Effective- Profiling the Target Audience, Determining communication objectives, designing the message, selecting the communication channels, deciding the promotion mix,

Unit 5

Creating advertisement for rural audiences rural media- Mass media, Non-Conventional Media, Personalised media.

RECOMMENDED BOOKS:

1. Rural Marketing, Pradeep Kashyap & Siddhartha Raut, Biztantra
2. Rural Marketing, T.P. Gopal Swamy, Vikas Publishing House,2/e
3. Rural Marketing, Balaram Dogra & Karminder Ghuman, TMH,1/e

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MBA-4TH SEM
Optional
RETAIL MARKETING

Code: 02MBR403

COURSE OBJECTIVE:

The objective of the course is to develop a marketing perspective of retail management. At the conclusion of the course, students will be aware and be able to respond to opportunities and challenges in the retail marketing environment.

UNIT-1

Marketing and its core concepts, Functions of Marketing, Importance of Marketing, Marketing Environment, Marketing Mix, Product, Product Life Cycle, Product Planning and Development, Brand, Trade Mark, Labeling, Packaging.

UNIT-2

Meaning and Significance of Price, Factors affecting Pricing Decisions, Pricing Policy and Strategies, Promotion Mix, Advertising, Sales Promotion, Personal Selling and Public Relations, Market, Market Segmentation.

UNIT-3

Sales Management- Nature, Scope, Importance, Salesmanship, Qualities of a Good Salesman, Selling Process, Recruiting and Selecting Sales Personnel's.

UNIT-4

Development and Conducting Sales training Programme, Designing and Administering Compensation Plans,

Unit 5

Motivating sales staff, Incentives planning, Evaluating sales force performances.

References-

1. Swapana Pradhan- Retailing Management
2. David Gilbert- Retail Marketing
3. George H, Lucas Jr., Robert P. Bush, Larry G Greshan- Retailing

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MBA-4TH SEM

Optional

CUSTOMER SERVICE MARKETING

Code: 02MBR404

Objectives: The ultimate goal of this Customer Service Excellence training course is of course increased customer loyalty and retention. This requires the integration of many different parts of a business, from senior management to the sales force, from marketing to production and human resources.

UNIT-1

Human Resource Management in Retailing, Human Resource Planning, Role of Human Resources in Retail Organizations, Recruitment, Selection, Training needs for Employees, Motivation and Performance Appraisal.

UNIT-2

Customer Relationship Marketing in Retailing, Social Marketing in Retailing, Marketing of Services, Service Quality Management and Continuous Quality Improvement, Brand Management, Retail Marketing Mix, Target Market, Positioning, The Retail Communication Mix.

UNIT-3

Importance of Financial Management in Retailing, Financial Performances and Financial Strategy, Accounting Methods, Strategic Cost Management, Strategic Profit Model, Income Statement, Calculation of Profitability of Retail Stores, Financial Ratios in Retailing.

UNIT-4

Consumer Protection Act 1986, Consumer's Rights, Unfair Trade Practices

Unit 5

The Standard of Weights and Measures Act, Procedure and Duration of Registration, Patent, Copyright and Trade Mark.

References-

1. Swapana Pradhan- Retailing Management

2. David Gilbert- Retail Marketing
3. George H, Lucas Jr., Robert P. Bush, Larry G Greshan- Retailing
4. A. J. Lamba- The Art of Retailing
5. Barry Berman, Joel R Evans- Retail Management; A Strategic Approach

Major Research Project
(02MB403P)

4 Credit

Objective

The objective of Major Research Project is to enable to develop the understanding of the given problem and to enhance the analytical and problem solving ability and implementation capabilities of research process.

Examination

The major research project (MRP) shall be compulsory. University will constitute an expert committee consisting of a Professor and reader to review and approve the synopsis. The faculty shall submit duly approved synopsis within 15 days from the completion of MBA III semester examination.

Students will be required to submit the final MRP report in the hard bound form in the number specified by the University fifteen days before beginning of IV sem examination. MRP will carry a maximum of 100 marks out of which, 50 marks will be for the report and its contents and 50 marks will be for the presentation/viva.

A panel of external and internal examiners will jointly award both of these components of marks. The University shall appoint the external examiner and the Director/Head of the Institution shall appoint the internal examiner. A panel of external and internal examiners shall evaluate the student's performance.

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Study and Evaluation Scheme B.COM (COMPUTER APPLICATION)

Effective from session 2011-12

Semester-I

S. NO	Sub Code	Subject Name	Period			Evaluation Scheme			
			L	T	P	Continuous assessment	Final exam	Total	Credit
1	01BC101	FINANCIAL ACCOUNTING I	4	1	0	40	60	100	04
2	01BC102	BASIC OF IT	4	1	0	40	60	100	03
3	01BC103	ENVIRONMENTAL STUDIES	4	1	0	40	60	100	04
4	01BC104	ENGLISH	4	1	0	40	60	100	02
5	01BC105	BUSINESS MATHEMATICS	4	1	0	40	60	100	04
6	01BCC101	OFFICE AUTOMATION LAB	2	1	0	40	60	100	02
7	11CC1011	Co-Curricular Activities	0	0	0	50		50	01
		Total	22	6					20

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Study and Evaluation Scheme
B.COM (COMPUTER APPLICATION)
Effective from session 2011-12
Semester-II

S. NO	Sub Code	Subject Name	Period			Evaluation Scheme			
			L	T	P	Continuous assessment	Final exam	Total	Credit
1	01BC201	FINANCIAL ACCOUNTING II	4	1	0	40	60	100	04
2	01BC202	PROGRAMMING IN C	4	1	0	40	60	100	04
3	01BC203	VALUE EDUCATION	4	1	0	40	60	100	02
4	01BC204	ENGLISH	4	1	0	40	60	100	02
5	01BC205	TIME MANAGEMENT	4	1	0	40	60	100	04
6	01BCC201	OFFICE AUTOMATION LAB	2	1	0	40	60	100	02
7	11CC2011	Co-Curricular Activities	0	0	0	50		50	01
		Total	22	6					21

DR. K. N. MODI UNIVERSITY

Study and Evaluation Scheme B.COM (COMPUTER APPLICATION)

Effective from session 2011-12

Semester-III

S. NO	Sub Code	Subject Name	Period			Evaluation Scheme			
			L	T	P	Continuous assessment	Final exam	Total	Credit
1	02BC301	BUSINESS LAW	4	1	0	40	60	100	04
2	02BC302	CORPORATE ACCOUNTING I	4	1	0	40	60	100	04
3	02BC303	PRINCIPLES OF MARKETING	4	1	0	40	60	100	04
4	02BC304	DEVELOPMENT OF SMALL BUSINESS	4	1	0	40	60	100	03
5	02BC305	BUSINESS STATISTICS	4	1	0	40	60	100	04
6	02BCC301	RDBMS	2	1	0	40	60	100	02
7	11CC3011	Co-Curricular Activities	0	0	0	50		50	01
		Total	22	5					22

DR. K. N. MODI UNIVERSITY

Study and Evaluation Scheme
B.COM (COMPUTER APPLICATION)
Effective from session 2011-12
Semester-IV

S. NO	Sub Code	Subject Name	Period			Evaluation Scheme			
			L	T	P	Continuous assessment	Final exam	Total	Credit
1	02BC401	MODERN BANKING	4	1	0	40	60	100	04
2	02BC402	CORPORATE ACCOUNTING II	4	1	0	40	60	100	04
3	02BC403	JAVA PROGRAMING	4	1	0	40	60	100	04
4	02BC404	E.COMMERCE AND ITS APPLICATIONS	4	1	0	40	60	100	04
5	02BC405	INDUSTRIAL ORGANIZATION	4	1	0	40	60	100	03
6	02BCC401	DBMS LAB	2	1	0	40	60	100	04
7	11CC4011	Co-Curricular Activities	0	0	0	50		50	01
		Total	22	5					23

DR. K. N. MODI UNIVERSITY
Study and Evaluation Scheme
B.COM (COMPUTER APPLICATION)
Effective from session 2011-12
Semester-V

S. NO	Sub Code	Subject Name	Period			Evaluation Scheme			
			L	T	P	Continuous assessment	Final exam	Total	Credit
1	03BC501	COST ACCOUNTING I	4	1	0	40	60	100	04
2	03BC502	MANAGEMENT ACCOUNTING	4	1	0	40	60	100	04
3	03BC503	WEB TECHNOLOGY	4	1	0	40	60	100	04
4	03BC504	BUSINESS MANAGEMENT	4	1	0	40	60	100	04
5	03BC505	MERCHANT BANKING	4	1	0	40	60	100	03
6	03BCC501	OFFICE MANAGEMENT	2	1	0	40	60	100	02
7	11CC5011	Co-Curricular Activities	0	0	0	50		50	01
		Total	22	5					22

DR. K. N. MODI UNIVERSITY

Study and Evaluation Scheme B.COM (COMPUTER APPLICATION)

Effective from session 2011-12

Semester-VI

S. NO	Sub Code	Subject Name	Period			Evaluation Scheme			
			L	T	P	Continuous assessment	Final exam	Total	Credit
1	03BC601	COST ACCOUNTING II	4	1	0	40	60	100	04
2	03BC602	SOFTWARE ENGINEERING	4	1	0	40	60	100	04
3	03BC603	PUBLIC ENTERPRISES IN INDIA	4	1	0	40	60	100	04
4	03BC604	OPERATING SYSEM	4	1	0	40	60	100	04
5	03BC605	INDIRECT TAXES	4	1	0	40	60	100	03
6	03BCC601	WEB TECHNOLOGY LAB	2	1	0	40	60	100	04
7	11CC6011	Co-Curricular Activities	0	0	0	50		50	01
		Total	22	5					24

I SEMESTER

PAPER 01BC101 FINANCIAL ACCOUNTING I

UNIT-I:

Need, concepts and conventions - Accounting Equation - Rectification of errors - Bank Reconciliation Statement - Self balancing ledgers.

UNIT-II:

Depreciation, Reserves and Provisions - Depreciation, Depletion and Amortization - Objectives of providing depreciation - causes of depreciation - methods of recording depreciation - straight line method - Diminishing Balance Method - Changes in method of depreciation - Annuity method - Sinking Fund Method - Insurance Policy Method - Machine Hour Rate Method - Depletion Method - Revaluation Method.

UNIT-III:

Account current - Average Due Date - Insurance claim - Abnormal items - Loss of property and stock - Average clause - Loss of Profit.

UNIT-IV:

Final Accounts - Introduction - Manufacturing Account - Trading Account - Distinction between Capital and Revenue expenditure - Profit and Loss Account - Balance Sheet - Various adjustments - Classification of Assets and Liabilities - Adjustments.

UNIT-V:

Single Entry - Objectives - Definition - Salient features - Limitations of Single Entry - Ascertainment of Profit - Statement of Affairs Method - Conversion Method - Difference between Statement and Affairs and Balance Sheet.

REFERENCE BOOKS:

1. M.C.Shukla, T.S.Grewal. Advanced Accounts (volume I) S.Chand& Co., Ltd., New Delhi.
2. T.S.Reddy&A.Murthy - Financial Accounting - Marghan Publications, Chennai.
3. R.S.N. Pillai, Bagawathi&S.Uma - Advanced Accounting (Financial Accounting) volume I, S.Chand& Co. Ltd., New Delhi.
4. R.L. Gupta & V.K. Gupta, Financial Accounting, Sultan Chand & Sons, New Delhi.
5. S.P. Jain & K.L. Naranj, Advanced Accountancy, Kalyani Publications, New Delhi, Ludhiana.

PAPER 01BC102
BASICS OF INFORMATION TECHNOLOGY

UNIT-I:

Introduction: History of Computer parts of Computer System, Hardware devices - Software operating system - Examples of operating system - Computer Networking - Visual Editor.

UNIT-II:

Word processing with Ms word - starting Ms word - Ms Environment - working with word documents - working with text - working with tables - checking spelling and grammar - printing document - spreadsheets and Ms Excel - starting Ms Excel - Ms Excel Environment - working with Excel - workbook - working with work.

UNIT-III:

Making presentation with Ms Power point - starting Ms Power point - Ms Power point Environment - working with power point - working with different views - designing presentations - printing in power point.

UNIT-IV:

Introduction to Multimedia - Images - Sound Video Desktop Publishing Basics - page layout programs - Text generation - Graphics for DTP.

Data communication - Computer networking basics - LAN Technology and networking Topology - WAN Technology and routing - protocols and layering - Networking Devices.

UNIT-V:

Information System Management - Information Concepts - planning issues and the MIS organizing issues and the MIS - control issues and the MIS - Decision Support Systems - electronic Commerce - types - advantages and disadvantages - Electronic data interchange - How EDI works - EDI benefits and limitations.

REFERENCE BOOKS:

1. Sanjay Saxsena, "A First Course in Computer", Vikas Publishing House, 2000.
2. Sanjay saxsena, "MS Office 2000", Vikas Publishing House, 2000.
3. Linda Tway, Sapphiro Pacific Lajolla, "Multimedia in Action", Academic Press, 1995.

PAPER 01BC103 ENVIRONMENTAL STUDIES

UNIT-I: INTRODUCTION TO ENVIRONMENTAL SCIENCES: NATURAL RESOURCES :

Environmental Sciences - Relevance - Significance - Public awareness - Forest resources - Water resources - Mineral resources - Food resources - conflicts over resource sharing - Exploitation - Land use pattern - Environmental impact - fertilizer - Pesticide Problems - case studies.

UNIT-II: ECOSYSTEM, BIODIVERSITY AND ITS CONSERVATION:

Ecosystem - concept - structure and function - producers, consumers and decomposers - Food chain - Food web - Ecological pyramids - Energy flow - Forest, Grassland, desert and aquatic ecosystem.

Biodiversity - Definition - genetic, species and ecosystem diversity - Values and uses of biodiversity - biodiversity at global, national (India) and local levels - Hotspots, threats to biodiversity - conservation of biodiversity - Insitu&Exsitu.

UNIT-III: ENVIRONMENTAL POLLUTION AND MANAGEMENT

Environmental Pollution - Causes - Effects and control measures of Air, Water, Marine, soil, solid waste, Thermal, Nuclear pollution and Disaster Management - Floods, Earth quake, Cyclone and Land slides. Role of individuals in prevention of pollution - pollution case studies.

UNIT-IV: SOCIAL ISSUES - HUMAN POPULATION

Urban issues - Energy - water conservation - Environmental Ethics - Global warming - Resettlement and Rehabilitation issues - Environmental legislations - Environmental production Act. 1986 - Air, Water, Wildlife and forest conservation Act - Population growth and Explosion - Human rights and Value Education - Environmental Health - HIV/AIDS - Role of IT in Environment and Human Health - Women and child welfare - Public awareness - Case studies.

UNIT-V: FIELD WORK

Visit to a local area / local polluted site / local simple ecosystem - Report submission

REFERENCES

1. KUMARASAMY, K., A.ALAGAPPA MOSES AND M.VASANTHY, 2004. ENVIRONMENTAL STUDIES, BHARATHIDSAN UNIVERSITY PUB, 1, TRICHY
2. RAJAMANNAR, 2004, ENVIRONEMNTAL STUDIES, EVR COLLEGE PUB, TRICHY

3. KALAVATHY,S. (ED.) 2004, ENVIRONMENTAL STUDIES, BISHOP HEBER COLLEGE PUB., TRICHY

**PAPER 01BC104
ENGLISH**

Objectives:

1. Introducing students to phonetics and enabling them to consult dictionaries for correct pronunciation (sounds and word stress)
2. Reinforcing selected components of grammar and usage
3. Strengthening comprehension of poetry, prose and short-stories
4. Strengthening compositional skills in English for paragraph writing. CVs and job applications.

UNIT 1:Phonetics

- I Transcription of Phonetic Symbols
- II Word Stress

UNIT 2: Vocabulary

- III Synonyms and Antonyms
- IV Word formation-Prefix, Suffix

UNIT 3:Grammar and Usage

- I Transformation of Sentences
 - a. Direct and Indirect Narration
 - b. Active and Passive Voice
 - c. Interchange of Degrees of Comparison

II Modals

- III Sequence of Tenses
- IV Elements of a Clause (as discussed in Quirk and Greenbaum)

UNIT 4:Comprehension

Following Essays and Stories in

William Blake The Little Black Boy Sujata Bhatt Voice of the Unwanted Girl Lewis Carroll A Mad Tea Party Ruskin Bond Night Train for Deoli M.K. Gandhi The Birth of Khadi J.L. Nehru A Tryst with Destiny Martin L. King Jr. I have a Dream A.P.J. Abdul Kalam Vision for 2020.

Unit 5: Compositional Skills

- I Letters-Formal and Informal
- II CV's and Job Applications
- III Paragraph Writing

Recommended Reading:

1. Sasikumar, V., Dutta and Rajeevan, A Course in Listening and Speaking-I Foundation Books. 2005.
2. Sawhney, Panja and Verma eds. English At the Workplace, Macmillan 2003.
3. Singh, R.P. Professional Communication. OUP. 2004
4. Judith Leigh. CVs and Job Applications. OUP. 2004

5. Arthur Waldhorn and Arthur Zeiger, English Made Simple. Upa and Co.
6. Gunashekar ed. A Foundation English Course for Undergraduates. Book I, CIEFL, Hyderabad.

PAPER 01BC105
BUSINESS MATHEMATICS

Objective

To understand and apply statistical tools in Business.

UNIT-I

Sets: Finite and infinite sets - equality of sets - Disjoint sets - universal set - set operation
Union of sets, intersection of sets - difference of sets - complement of sets - venn diagram
- De-Morgan's law - Cartesian product.

UNIT-II

Matrices - type of matrices - matrix operation - Determinant of matrix - Singular and Non
Singular matrices - adjoint, inverse of matrix - solving simultaneous linear equations -
matrix inversion method and method of reduction.

UNIT-III

Co-ordinate geometry - Co-ordinates - distance between two points - straight line -
Concurrent lines - slope - intercept from, slope - point from, two points form - angle
between st. lines, parallel and perpendicular conditions - simple problems.

UNIT-IV

Simple interest - compound interest - annuities - discount on bills.

UNIT-V

Differentiations - limits - derivatives of standard function x^n , e^x , \log_{x^e} , trigonometric
functions - rules of Differentiation - Differentiation on different types of functions -
successive Differentiation - maxima and minima - applications in business problems.

Reference Books

1. Statistical Methods, S.P. Gupta, S.Chand & Co.,
2. Business Maths & Statistics, Dr. P.R. Vittal, Margham Publishers, Chennai.
3. Business Mathematics - Chandran & Agarwal.
4. Mathematics for Management, Raghavachari

PRACTICAL 01BCC101
OFFICE AUTOMATION LAB

MS-WORD

1. Text Manipulations
2. Usage of Numbering, Bullets, Tools and Headers
3. Usage of Spell Check and Find and Replace
4. Text Formatting
5. Picture Insertion and Alignment
6. Creation of Documents Using Templates
7. Creation of Templates
8. Mail Merge Concept
9. Copying Text and Picture From Excel
10. Creation of Tables, Formatting Tables
11. Splitting the Screen
12. Opening Multiple Document, Inserting Symbols in Documents

MS-EXCEL

1. Creation of Worksheet and Entering Information
2. Aligning , Editing Data in Cell
3. Excel Function (Date , Time, Statistical, Mathematical, Financial Functions)
4. Changing of Column Width and Row Height (Column and Range of Column)
5. Moving, copying, Inserting and Deleting Rows and Columns
6. Formatting Numbers and Other Numeric Formats
7. Drawing Borders Around Cells
8. Creation of Charts Raising Moving
9. Changing Chart Type
10. Controlling the Appearance of a Chart

MS-POWER POINT

Working With Slides

1. Creating, saving, closing presentation
2. Adding Headers and footers
3. Changing slide layout
4. Working fonts and bullets

5. Inserting Clipart

5.1 Working with Clipart

5.2 Applying Transition and animation effects

6. Run and Slide Show B.Com. (Computer Applications): Syllabus (CBCS) 10

II SEMESTER

PAPER 01BC201 FINANCIAL ACCOUNTING II

Objective

To gain knowledge of Accounting in General, to understand the system of Finance Account.

UNIT- I

Branch Accounts - Objects of Branch Accounts - Types of Branches - Dependent Branch - Stock and Debtor System - Accounting System - Independent Branch (foreign branch excluded) - Incorporation of branch trial balance in head office books.

UNIT-II

Departmental Accounts - Distinction between departments and branches - Allocation of Common expenses - expenses which cannot be allocated - Inter departmental transfer at cost or selling price.

UNIT-III

Hire Purchase System - Accounting treatment - Calculation of interest - books of Hire Purchases and Hire Vendor - Default and repossession - Hire purchase trading account - Installment system - Distinction between Hire Purchase and Installment purchase system - Accounting treatment - books of buys and seller.

UNIT-IV

Partnership Accounts - Fundamentals - Profit and Loss appropriation account - Admission - adjustments in the profit sharing ratio - adjustment for revaluation of assets and liabilities - treatment of good will - adjustments for good will - adjustment of undistributed profit or losses - adjustment - rearrangement of capitals - Retirement and death of partners - various adjustments - Joint Life Policy.

UNIT-V

Partnership Accounts - Dissolution of firm - Settlement of accounts - accounting treatment for goodwill and unrecorded assets and liabilities - Insolvency of a partner - Garner U Murray - Fixed and Fluctuating Capital - all partners insolvency - Gradual realization and Piecemeal distribution - proportionate Capital Method - Maximum loss Method.

Reference Books

1. M.C. Shukla, T.S. Grewal, Advanced Accounts (Volume I), S. Chand & Co. Ltd., New delhi.

2. T.S. Reddy & A. Murthy - Financial Accounting - Marghan Publications, Chennai.
3. R.S.N. Pillai, Bagavathi & S. Uma - Advanced Accounting (Financial Accounting) Volume - I, S. Chand & Co. Ltd., New Delhi.
4. R.L. Gupta & V.K. Gupta, Financial Accounting, Sultan Chand & Sons, New Delhi.
5. S.P. Jain & K.L. Narang, Advanced Accountancy, Kalyani Publications, New Delhi, Ludhiana.
6. Dr. S. Ganesan, S.R. Kalavathy, Thirumalai Publications, Nagarkoil.

PAPER 01BC202 PROGRAMMING IN C

UNIT-I

C fundamentals Character set - Identifier and keywords - data types - constants - Variables - Declarations - Expressions - Statements - Arithmetic, Unary, Relational and logical , Assignment and Conditional Operators - Library functions.

UNIT-II

Data input output functions - Simple C programs - Flow of control - if, if-else, while, do-while, for loop, Nested control structures - Switch, break and continue, go to statements - Comma operator.

UNIT-III

Functions -Definition - prototypes - Passing arguments - Recursion. Storage Classes - Automatic, External, Static, Register Variables .

UNIT-IV

Arrays - Defining and Processing - Passing arrays to functions - Multi-dimension arrays - Arrays and String. Structures - User defined data types - Passing structures to functions - Self-referential structures - Unions - Bit wise operations.

UNIT-V

Pointers - Declarations - Passing pointers to Functions - Operation on Pointers - Pointer and Arrays - Arrays of Pointers - Structures and Pointers - Files: Creating, Processing, Opening and Closing a data file.

Text Book

Ashok N.Kamthane ,Programming with ANSI and Turbo C , Pearson Education, 2006

Reference Books:

1. B.W. Kernighan and D.M.Ritchie, The C Programming Language, 2nd Edition, PHI, 1988.
2. H. Schildt, C: The Complete Reference, 4th Edition, TMH Edition, 2000.
3. Kanetkar Y., Let us C, BPB Pub., New Delhi, 1999.

PAPER 01BC203 VALUE EDUCATION

UNIT-I

Value Education - Definition - relevance to present day - Concept of Human Values - self introspection - Self esteem.

UNIT-II

Family values - Components, structure and responsibilities of family - Neutralization of anger - Adjustability - Threats of family life - Status of women in family and society - Caring for needy and elderly - Time allotment for sharing ideas and concerns.

UNIT-III

Ethical values - Professional ethics - Mass media ethics - Advertising ethics - Influence of ethics on family life - psychology of children and youth - Leadership qualities - Personality development.

UNIT-IV

Social values - Faith, service and secularism - Social sense and commitment - Students and Politics - Social awareness, Consumer awareness, Consumer rights and responsibilities - Redressal mechanisms.

UNIT-V

Effect of international affairs on values of life/ Issue of Globalization - Modern warfare - Terrorism. Environmental issues - mutual respect of different cultures, religions and their beliefs.

Reference Books

1. T. Anchukandam and J. Kuttainimathathil (Ed) Grow Free Live Free, KrisituJyoti Publications, Bangalore (1995)
2. Mani Jacob (Ed) Resource Book for Value Education, Institute for Value Education, New Delhi 2002.
3. DBNI, NCERT, SCERT, Dharma Bharti National Institute of Peace and Value Education, Secunderabad, 2002.
4. Daniel and Selvamony - Value Education Today, (Madras Christian College, Tambaram and ALACHE, New Delhi, 1990)
5. S. Ignacimuthu - Values for Life - Better Yourself Books, Mumbai, 1991.
6. M.M.M.Mascaronhas Centre for Research Education Science and Training for Family Life Promotion - Family Life Education, Bangalore, 1993.

WEBSITES AND e-LEARNING SOURCES:

www.rkmissiondhe/.org/education.html/

www.clallam.org/lifestyle/education.html/
www.sun.com/./edu/progrmws/star.html/
www.infoscouts.com
www.secretofsuccess.com

PAPER 01BC204
ENGLISH

UNIT 1:

Introducing Business Communication, Basic forms of Communication, Objectives, Communication models and process, Effective communication, Barriers in communication

UNIT 2:

Self development and communication: Development of positive personal attitudes, SWOT analysis, communicating cross culturally, Visual Communication.

UNIT 3:

Non verbal communication: Importance, types, Formal and Informal communication networks, tips for effective use of non-verbal communication.

UNIT 4:

Practical aspects of business communication: Report writing, Public speaking, Seminar Presentation, Interviews, Group discussion, Effective listening, Job application.

UNIT 5:

Modern Forms of communication: Telex, Fax, Telegram, Teleconferencing, E-mail, Internet.

Reference Book :

1. Bovee and Thill-*Business communication today*, Tata MC grawhill
2. Kaul; *Business Communication*: Prentice hall
3. Kaul; *Effective Business Communication*, Prentice hall
4. Patri V.R.; *Essentials of Communication*; Greenspan publication.

PAPER 01BC205
TIME MANAGEMENT

Objective

The objective of this subject is to acquaint the students with concepts and techniques used in time management theory and to enable them to apply this knowledge in business decision making.

UNIT-I

Time management - definition - importance - functions - theory - basic principles - trivia.

UNIT-II

Planner - benefits of using a planner - time budget - time monitor - making schedules - time management model - management vs. leadership.

UNIT-III

Procrastination - definition - overcoming procrastination - creativity and its importance - job clarification - job purpose - identify key areas - identify targets.

UNIT-IV

First generation time management - notes - checklists - factors that define an activity - problem solving - cause and effect diagram.

UNIT-V

Second generation time management - calendars and appointment books - events schedule - activities in the future - third generation - idea of prioritization - setting goals.

Text and Reference Books

1. The Seven of Habits effective people - Stephen R. Covey Simon & Schuster Publisher, 1990

**CORE PRACTICAL 01BCC201
OFFICE AUTOMATION LAB**

MS-WORD

1. Text Manipulations
2. Usage of Numbering, Bullets, Tools and Headers
3. Usage of Spell Check and Find and Replace
4. Text Formatting
5. Picture Insertion and Alignment
6. Creation of Documents Using Templates
7. Creation of Templates
8. Mail Merge Concept
9. Copying Text and Picture From Excel
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1. Creation of Worksheet and Entering Information
2. Aligning , Editing Data in Cell
3. Excel Function (Date , Time, Statistical, Mathematical, Financial Functions)
4. Changing of Column Width and Row Height (Column and Range of Column)
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9. Changing Chart Type
10. Controlling the Appearance of a Chart

MS-POWER POINT

Working With Slides

1. Creating, saving, closing presentation
2. Adding Headers and footers
3. Changing slide layout
4. Working fonts and bullets
5. Inserting Clipart

- 5.1 Working with Clipart
- 5.2 Applying Transition and animation effects
- 6. Run and Slide Show

III SEMESTER

PAPER 02BC301 BUSINESS LAW

Objective:

To gain a comprehensive knowledge on all aspects of legal rules as to contracts and sale of goods.

UNIT-I

Formation and Essential Elements of Contract - Types of Contract and Agreements - Rules as to offer, Acceptance and Consideration - Capacity to Contract - Lawful Object and Free Consent.

UNIT-II

Performance of Contract - Devolution of Joint Rights and Liabilities - Discharge of Contract - Breach of Contract and Remedies - Quasi Contracts.

UNIT-III

Indemnity and Guarantee - Features and Distinctions - Extent of Surety's Liability - Rights and Discharge of Surety - Bailment and Pledge - Features - Difference - Rights and Duties of Bailor and Bailee - Law Relating to Lien and Finder of Lost Goods - Rights and Duties of Pawanor and Pawnee - Pledge by Non-Owner.

UNIT-IV

Contract of Agency - Definition and Meaning - Creation - Ratification and Requisites - Rights of Principal and Agent - Relation of Principal with Third Parties - Personal Liability of Agent - Termination of Agency - Irrevocable Agency.

UNIT-V

Sale of Goods Act 1930 - Definition of Sale - Sale Vs Agreement to Sell - Subject Matter - Express and Implied Conditions and Warranties - Caveat Emptor and Exceptions - Performance of Contract - Transfer of Property - Rights of an Unpaid Seller - Sale by Non- Owner - Auction Sale.

Reference Books:

1. Business Laws - N.D.Kapoor, Sultan Chand & Sons, New Delhi
2. Business Laws - M.C.Dhandapani, Sultan Chand & Sons, New Delhi
3. Mercantile Law - M.C.Shukla, S.Chand& Co., New Delhi
4. Business Laws - R.S.N.Pillai&Bagavathi, S.Chand& Co., New Delhi
5. Business Laws - P.C.Tulsian, Tata McGraw Hill, New Delhi

PAPER 02BC302
CORPORATE ACCOUNTING I

Objective:

To gain comprehensive understanding of all aspects relating to corporate accounting and to lay a theoretical foundation for the preparation of financial statements.

UNIT-I

Issue of Shares - at Par, Premium and Discount - Pro-Rate Allotment - Forfeiture and Reissue of Shares

UNIT-II

Issue of Debentures - Redemption of Debenture with and without Provisions - Redemption of Preference Shares.

UNIT-III

Acquisition of Business - Profit Prior to Incorporation - Final Accounts (Managerial Remuneration Excluded)

UNIT-IV

Purchase Consideration - Methods - Amalgamation in the Nature of Merger and Purchase - Absorption - ASI4 - Alteration of Share Capital - Reduction of Share Capital (Scheme of Capital Reduction is Excluded)

UNIT-V

Liquidation Accounting - Order of Payments - Preferential Payments - Liquidators Final - Statement of Account - Remuneration - Statement of Affairs and Deficiency Accounts (Weightage of Marks, Problems - 80%, theory - 20%)

Reference Books:

1. Shukla M.C. Grewal, T.S. Gupta S.C. - Advanced Accounts - S.Chand & Co. Ltd, New Delhi
2. Gupta R.L. & Radhaswamy M. - Sultan Chand & Sons, New Delhi
3. Jain & Narang - Advanced Accountancy - Kalyani Publishers
4. Iyengar S.P. - Advanced Accounting - Sultan Chand & Sons, New Delhi
5. Reddy T.S. & Murthy A. - Corporate Accounting - Margam Publications, Chennai
6. Dr. S. Ganesan, S.R. Kalavathy, Thirumalai Publications, Nagarkoil.

PAPER 02BC303
PRINCIPLES OF MARKETING

Objective

To enable the students to gain deep knowledge in Marketing.

UNIT-I

Marketing - Meaning, Definition, Nature and Scope - Evolution of Marketing - Approaches to the Study of Marketing - Role of Marketing in Economic Development.

UNIT-II

Marketing Mix - Meaning - Definition - Elements - Marketing Process - Functions of Marketing - Buying Assembling - Selling.

UNIT-III

Transportation - Storage and Warehousing - Warehouses in India - Causes of slow growth - suggestions.

UNIT-IV

Standardisation and Grading - Labelling - Grading vs. Standardisation - Agricultural Produce - Extractive Industries and Manufactured Product - ISI and Agmark.

UNIT-V

Marketing Finance - Working Capital - Institutions in Marketing Finance - Role of STC, MMTC and EXIM Bank - Marketing Risks - Causes - Handling - Prevention, Reduction and Shifting.

Reference Books:

1. Marketing by Rajan Nair, Sultan Chand & Sons.
2. Modern Marketing by R.S.N. Pillai, S. Chand and Company Ltd., New Delhi.
3. Marketing Management in Indian Perspective by Jha and Singh, Himalaya.
4. Fundamentals of Marketing by William J. Stanton, MC Graw - Hill.
5. Principles of Marketing by Philip Kotler, Prentie Hall.
6. Fundamentals of Modern Marketing by Cundiff, Still and Govani.

PAPER 02BC304
DEVELOPMENT OF SMALL BUSINESS

Objective:

To enable the students to gain knowledge of small business, its opportunities in the present scenario.

UNIT-I

Meaning of Small Scale Enterprises - Objectives of Micro, Small and Medium Enterprises Act of 2006 (MSME) - Importance of MSMEs - Advantages - Problems - Measures of the Government to Develop Small Industries.

UNIT-II

Steps for Starting a Small Industry - Search for Business Idea, Sources of Ideas - Project Formulation and Design.

UNIT-III

Selection of Type of Organization - Sole Proprietorship, Partnership - Joint Stock Company - Factors Influencing the Choice of Organization.

UNIT-IV

Sources of Project Finance - Short Term, Medium Term and Long Term Finance - Role of Banks - Institutions Assisting Small Enterprises - District Industries Centres (DICs), Industrial Estates, SIDO, NSIC, SIDCO, SISIs and SIPCOT.

UNIT-V

Incentives and Subsidies - Meaning - Need and Problems - Schemes of Incentives for SSI Units - Taxation Benefits to SSIs.

Reference Books:

1. Y.K.Bhusan- Business organization - Sultan Chand, New Delhi
2. C.B.Gupta&N.P.Srinivasan - Entrepreneurship Development in India Sultan Chand
3. P.Saravanavel - $\frac{3}{4}$ Entrepreneurship Development ESS PEE KAY Pub, Chennai.

PAPER 02BC305
BUSINESS STATISTICS

Objective

To understand and apply statistical tools in business tools.

UNIT-I

Introduction - Classification and tabulation of statistical data - Diagrammatic and graphical representation of data.

UNIT-II

Measures of Central tendency - Mean, Median and Mode - Dispersion, Range, Quartile deviation, Mean Deviation, Standard Deviation - Measures of Skewness.

UNIT-III

Correlation - Karl Pearson's co-efficient of correlation - Spearman's Rank Correlation regression lines and Co-efficient.

UNIT-IV

Time series Analysis - Trend - Seasonal variations - Interpolation - Newtons and Lagranges method of estimation.

UNIT-V

Index numbers - aggregative and relative index - chain and fixed index - Cost of living index - Sampling Techniques - types of sample and sampling procedure - tests of significance - Normal, t, f, chi-square - Simple Problems - Integration - Standard Formulae - Integration by substitution methods - Integration by parts - Application of Integration in business problems.

Reference Books:

1. Statistical methods - S.P. Gupta - S. Chand & Co.,
2. Statistic - Elhance.
3. Business Mathematics and Statistics - Dr. P. R. Vittal - Margham Publications, Chennai.
4. Elements of Statistics - Asthana.

PRACTICAL 02BCC301
RDBMS (DATABASE MANAGEMENT SYSTEMS)

UNIT-I

Purpose of Database - Overall System Structure - Entity Relationship Model -Mapping Constraints - Keys - E-R Diagrams.

UNIT-II

Relational Model - Structure - Formal Query Language - Relational Algebra - Tuple and Domain Relational Calculus.

UNIT-III

Structured Query Language - Basic Structure - Set Operations - Aggregate Functions - Date, Numeric, and Character Functions - Nested Sub queries -Modification Of Databases - Joined Relations-DDL - Embedded SQL.

UNIT-IV

Relational Database Design - Pitfalls - Normalisation Using Functional Dependencies - First Normal Form-Second Normal Form-Third Normal Form-Fourth Normal Form And BCNF.

UNIT-V

Oracle - Introduction - SQL (DDL,DML, DCL Commands) - Integrity Constraints - PL/SQL - PL/SQL Block - procedure, function - Cursor management - Triggers - Exception Handling.

Text Books

1. Singh-Database systems: Concepts, Design & applications, Pearson Education.
2. Abraham Silberschatz, H.F.KorthAndS.Sudarshan-Database System Concepts Mcgraw Hill Publication
3. Gerald V.Post - DBMS-Designing And Business Applications - Mcgraw Hill Publications
4. Michael Abbey AndMichael.J.Corey-Oracle- A Beginners guide TMH

IV SEMESTER

PAPER 02BC401 MODERN BANKING

Objective:

To provide the students the latest development in the field of Banking and Financial System.

UNIT-I

Brief History of Banking - Unit Banking - Branch Banking - Structure of Indian Financial System - Mixed Banking - Functions and Importance of Commercial Banks - Credit Creation of Commercial Banks.

UNIT-II

State Bank of India - Organisation - Function - Management - Regional Rural Banks (RRBS)

UNIT-III

Central Banking (Special Reference to India) - Functions - Instruments of Credit Control - Quantitative and Qualitative or Selective Credit Control.

UNIT-IV

Constitutions of Well Developed Money Market - Importance of Developed Money Market - Indian Money Market - Capital Market in India.

UNIT-V

Development Banking - Industrial Finance Corporation of India (IFC) - Industrial Credit and Investment Corporation of India (ICICI) - Industrial Development Bank of India (IDBI) - Recent Trends - Debit card, Credit Card, ATM and e-banking.

Reference: Books:

1. K.P.M.Sundaram and E.N.Sundaram, Modern Banking, Sultan Chand & Sons, new Delhi.
2. Shekhar&Shekhar, Banking and Financial System, Margham Publications, Chennai - 17.
3. B.Santhanam, Banking and Financial System, Margham Publications, Chennai -17.
4. Dr.V.Balu, Banking and Financial System, Sri Venkateswara Publications, Mylapore, Chennai – 4.
5. Radhaswami and Vasudevan, A Text book of banking (Law, Practice and Theory of Banking)

PAPER 02BC402
CORPORATE ACCOUNTING II

Objective:

To gain accounting knowledge in banking and insurance companies and inflation accounting.

UNIT-I

Valuation of Goodwill - Need - Factors Effecting the Valuation - Methods - Average Profit, Super Profit, Annuity and Capitalization Methods, Valuation of Shares: Need - Factors Effecting the Valuation - Net Asset, Yield and Fair Value Methods.

UNIT-II

Accounts of Holding Companies - Minority Interest - Cost of Control - Elimination of Common Transactions - Unrealized Profits - Revaluation of Assets and Liabilities - Bonus Shares - Consolidated Balance Sheet (Inter Company Investment Excluded).

UNIT-III

Bank Accounts : Rebate on Bills Discounted, Interest in Doubtful Debts, Preparation of Profit and Loss Account and Balance Sheet with Relevant Schedules (New Method) - Non-performing Assets (NPA).

UNIT-IV

Insurance Company Accounts: Life Insurance - Revenue Account, Valuation Balance Sheet and Balance Sheet (New Method). General Insurance Fire and Marine Revenue Account, Profit and Loss Appropriation Account and Balance Sheet (New Method).

UNIT-V

Inflation Accounting (Accounting for Price Level Changes) - Limitations of Historical Accounting - Current Purchasing Power Method - Current Cost Accounting Method - Hybrid Method - Preparation of Income Statement - Profit and Loss Account and Balance Sheet. (Weightage of Marks, Problems - 80%, Theory - 20%)

Reference Books:

1. Shukla M.C. Grewal, T.S. Gupta S.C. - Advanced Accounts, S.Chand & Co. Ltd., New Delhi
2. Gupta R.L. & Radhaswamy M. - Sultan Chand & Sons, New Delhi
3. Jain & Narang - Advanced Accountancy - Kalyani Publishers
4. Iyengar S.P. Advanced Accounting - Sultan Chand & Sons, New Delhi
5. Reddy T.S. & Murthy A. Corporate Accounting - Margham Publications, Chennai.

PAPER 02BC403
JAVA PROGRAMMING

UNIT- I

Introduction to Java - Features of Java - Object Oriented Concepts - Data Types - Variables - Arrays - Operators - Control Statements-Input and output-Scanner and System class-print(),println(), and printf() methods.

UNIT- II

Classes - Objects - Constructors - Overloading method - Access Control - Static and fixed methods - Inner Classes - String Class - Inheritance - Overriding methods - Using super- Abstract class - Type Wrapper classes for primitive types- Autoboxing and Auto Unboxing - Recursion.

UNIT- III

GUI components - Common GUI Event types and Listener Interfaces - JoptionPane - JLabel, Jtextfield, JButton, JCheckBox, JTextarea, JComboBox, JList, JPanel - Mouse Event Handling - Adapter Classes - Key Event Handling.

UNIT- IV

Layout Managers - Flowlayout, BorderLayout, GridLayout - Graphics and Java 2D - Graphics contexts and Graphics objects - Color control - Font Control - Drawing Lines, Rectangles and Ovals - JSlider - Using menus with Frames.

UNIT- V

Packages - Access Protection - Importing Packages - Interfaces - Exception Handling - Throw and Throws - Thread - Synchronization - Runnable Interface - Inter thread Communication - Multithreading - I/O Streams - File Streams - Applets - Introduction to Java API packages(java.lang and java.util)

Text Books

1. Programming in Java – 2nd Edition by C.Muthu, TMH Publication
2. Java How to Program by Deitel&Deitel - 6th Edition- PHI Publication 2005..

PAPER 02BC404
ELECTRONIC COMMERCE AND ITS APPLICATIONS

UNIT-I

Electronic Commerce Framework, Traditional vs. Electronic business applications, the anatomy of E-commerce applications.

UNIT-II

Network infrastructure for E-Commerce - components of the I-way - Global information distribution networks - public policy issues shaping the I-way. The internet as a network infrastructure. The Business of the internet commercialization.

UNIT-III

Network security and firewalls - client server network security - firewalls and network security - data and message security - encrypted documents and electronic mail.

UNIT-IV

Electronic Commerce and world wide web, consumer oriented E-commerce, Electronic payment systems, Electronic data interchange (EDI), EDI applications in business, EDI and E-commerce EDI implementation.

UNIT-V

Intraorganizational Electronic Commerce supply chain management.
Electronic Commerce catalogs, Document Management and digital libraries.

Text Book

R. Kalakota and A. B. Whinston, Frontiers of Electronic Commerce, Addison Wesley, 1996.

Reference Books

1. R. Kalakota and A. B. Whinston, Readings in Electronic Commerce, Addison Wesley, 1997.
2. David Kosiur, Understanding Electronic Commerce, Microsoft Press, 1997.
3. Soka, From EDI to Electronic Commerce, McGraw Hill, 1995.
4. Saily Chan, Electronic Commerce Management, John Wiley, 1998.

PAPER 02BC405
INDUSTRIAL ORGANIZATION

Objective:

To gain knowledge of the basic industrial structure, its working.

UNIT-I

Principles of Industrial Revolution - Industrial Growth - Mass Production - Aggregation, Consolidation and Integration - Specialization, its Advantages and Disadvantages - Division of Labour, its Advantages and Disadvantages.

UNIT-II

Industrial Ownership - Sole Proprietorship, Partnership and Joint Stock Companies - Advantages and Disadvantages.

UNIT-III

Plant Location - Layout - Types of Layouts $\frac{3}{4}$ - Plant Design - One Story and Multi - Story Plants - Building Design for Industrial Fire Prevention, Fireproof Buildings - Its Walls, Floors, Doors and Window - The Power Factor, Plant Communication Systems - Employee Facilities.

UNIT-IV

Purchasing and Inventory Control - Purchasing Policies - Need for Inventory Control.

UNIT-V

Production Control - Need - Essential of Planning, Assembly, Scheduling and Dispatching - Time and Motion Study - Inspection and Quality Control - Reasons and Basis for Inspection - Methods of Inspection - Inspection of Purchase, Inspection during Manufacture.

REFERENCE BOOKS:

1. Principles of Industrial organization - Kimball & Kimball McGraw - Hill Book Company.
2. Effective Industrial Management - Lundy, Eurasia Publishing House (Pvt.) Ltd., New Delhi.
3. Industrial organization and management, L Bethel, Atwater, Smith and Stackman, McGraw - Hill Book company.

PRACTICAL 02BCC401
DBMS LAB

1. Create a table Student-master with the following fields client_no,name, address, city, state,pincode,remarks,bal_due with suitable data types.
 - a) Create another table supplier_table from client_master. Select all the fields and rename client_no with supplier_no and name with supplier_name.
 - b) Insert data into client_master
 - c) Insert data into supplier_master from client_master.
 - d) Delete the selected row in the client_master.

2. Create a table sales_order with s_order_no and product_no as primary key. Set other fields to store client number, delivery address, delivery date,order status.
 - a) Add a new column for storing salesman number using ALTER Command.
 - b) Set the s_order_no as foreign key as column constraints.
 - c) Set the s_order_no as foreign key as table constraints.
 - d) Enforce the integrity rules using CHECK.

3. Create a table student_master with the following fields name, regno, dept and year with suitable data types. Use Select command to do the following.
 - a) Select the student's name column.
 - b) Eliminate the duplicate entry in table.
 - c) Sort the table in alphabetical order.
 - d) Select all the Students of a particular department.

4. Create a table sales_order_details with the s_order_no as primary key and with the following fields: product_no, description, qty_ordered, qty_disp,product_rate, profit_percent, sell_price, supplier_name.
 1. Select each row and compute $sell_price * .50$ and $sell_price * 1.50$ for each row selected.
 2. Select product_no, profit_percent, Sell_price where profit_per is not between 10 and 20 both inclusive.
 3. Select product_no, description, profit_percent, sell_price where profit_percent is not between 20 and 30.
 4. Select the suppliername and product_no where suppliername has 'r' or 'h' as second character.

5. Create a table master_book to contain the information of magazine code, magazine name, publisher. Weekly/biweekly/monthly, price. Write PL/SQL block to perform insert, update, delete operations on the above table.

6. Create a table to contain phone number, user name, address of the phone user. Write a function to search for a address using phone numbers.
7. Create a table stock to contain the itemcode, itemname, current stock, date of last purchase. Write a stored procedure to seek for an item using itemcode and delete it, if the date of last purchase is before 1 year from the current date. If not, update the current stock.
8. Create a table to store the salary details of the employees in a company. Declare the Cursor to contain employee number, employee name and net salary . Use Cursor to update the employee salaries.
9. Create a table to contain the information about the voters in a particular constituency. Write a proper trigger to update or delete a row in the table.
10. Create a table to store the details of the Aluminus in an institution. Write a PL/SQL block to change address of a particualr alumni. Write proper exceptions and appropriate error messages.

V SEMESTER

PAPER 03BC501 COST ACCOUNTING I

Objective:

To gain knowledge of basic concepts and techniques of Cost Accounting

UNIT-I: Nature and Scope of Cost Accounting

Cost Accounting : Nature and Scope - Objectives, Advantages and Limitations - Financial Vs. Cost Accounting, Cost System : Types of Costing and Cost Classification - Cost Sheet and Tenders - Cost Unit - Cost Center and Profit Centre.

UNIT-II: Material Purchase and Control

Purchase Department and its Objectives - Purchase Procedure - Classification and Codification of Materials, Material Control : Levels of Stock and EOQ - Perpetual Inventory System, ABC and VED Analysis - Accounting of Material Losses.

UNIT-III: Methods of pricing of Material Issues

Cost Price Methods : FIFO, LIFO, Average Price Methods : Simple and Weighter Average Price Methods, National Price Methods : Standards Price, and Market Price Methods.

UNIT-IV: Labour Cost Control

Labour Turnover : Causes, Methods of Measurement and Reduction of Labour Turnover - Idle and Over Time - Remuneration and Inventives : Time and Piece Rate - Taylor's Merricks and Gantt's Task - Premium Bonus System - Halsey, Rowan and Emerson's Plans. Calculation of Earnings of Workers.

UNIT-V: Overheads

Classification of Overhead Costs - Departmentalization of Overheads - Allocation Absorption and Apportionment of Overhead Costs - Primary and Secondary Distribution of Overheads - Computation of Machine Hour Rate and Labour Hour Rate. (Weightage of Marks, problems 80%, theory 20%)

REFERENCE BOOKS:

1. S.P.Jain and Narang - Cost Accounting - Kalyani Publishers, New Delhi
2. S.N.Maheswaran - Principles of Cost Accounting - Sultan Chand & sons, New Delhi
3. T.S. Reddy & Hari Prasad Reddy - Cost Accounting - Marham Publications, Chennai
4. Tulsian P.C. - Cost Accounting - Tata McGraw Hills
5. S.P.Iyengar - Cost Accounting - Sultan Chand & Sons, New Delhi

PAPER 03BC502
MANAGEMENT ACCOUNTING

Objective :

To gain knowledge of basic concepts and their applications in area of Management Accounting

UNIT-I

Management Accounting: Definition, objectives functions - Advantages and limitations - Financial Statement Analysis - Comparative and Common size statements - Trend Analysis.

UNIT-II

Ratio Analysis : Definition - Significance and Limitations - Classification - Liquidity, Solvency, Turnover and Profitability ratios - Computation of Ratios from Financial Statements - Preparation of Financial Statement from Ratios.

UNIT-III

Fund Flow and Cash Flow Analysis: Concept of Funds, Sources and Uses of Funds - Fund Flow Statement - Concept of Cash Flow - Cash Flow Statement as Per AS3.

UNIT-IV

Budget and Budgetary Control: Definition - Objectives - Essentials - Uses and Limitations - Preparation of Material Purchase, Production, Sales, Cash and Flexible Budget - Zero Base Budgeting.

UNIT-V

Capital Budgeting : Concepts - Nature - Advantages and Limitations - Ranking Investment Proposals - Pay Back Period, ARR, NPV, IRR and Present Value Index. (Weightage of Marks, Problems - 80%, theory - 20%).

REFERENCE BOOKS:

1. S.N.Maheswarin - Management Accounting - Sultan Chand & Sons, New Delhi.
2. T.S.Reddy&Hari Prasad Reddy - Management Accounting - Marham Publications, Chennai.
3. Manmohan&Goyal - Management Accounting - SaithiyaBhavan, Agra.
4. R.S.N.Pillai&Bhagavathi - Management Accounting - S.Chand& Co. Ltd., New Delhi.
5. S.P.Gupta - Management Accounting - Sultan Chand & Sons, New Delhi.

PAPER 03BC503
WEB TECHNOLOGY

UNIT-I

Internet Basic - Introduction to HTML - List - Creating Table - Linking document
Frames - Graphics to HTML Doc - Style sheet - Style sheet basic - Add style to
document - Creating Style sheet rules - Style sheet properties - Font - Text - List - Color
and background color - Box - Display properties.

UNIT-II

Introduction to Javascript - Advantage of Javascript - Javascript Syntax - Datatype -
Variable - Array - Operator and Expression - Looping Constructor - Function - Dialog
box.

UNIT-III

Javascript document object model - Introduction - Object in HTML - Event Handling -
Window Object - Document object - Browser Object - Form Object - Navigator object
Screen object - Build in Object - User defined object - Cookies.

UNIT-IV

ASP.NET Language Structure - Page Structure - Page event, Properties & Compiler
Directives. HTML server controls - Anchor, Tables, Forms, Files. Basic Web server
Controls- Label, Textbox, Button, Image, Links, Check & Radio button, Hyperlink. Data
List Web Server Controls - Check box list, Radio button list, Drop down list, List box,
Data grid, Repeater.

UNIT-V

Request and Response Objects, Cookies, Working with Data - OLEDB connection class,
command class, transaction class, data adaptor class, data set class. Advanced Issues -
Email, Application Issues, Working with IIS and page Directives, Error handling.
Security - Authentication, IP Address, Secure by SSL and Client Certificates.

Reference Books

1. Deitel&Deitel ,internet& world wide web How to program, Pearson Education
2. I. Bayross, Web Enable Commercial Application Development Using HTML,
DHTML, Javascript, Pen CGI, BPB Publications, 2000
3. J. Jaworski, Mastering Javascript, BPB Publications, 1999
4. T. A. Powell, Complete Reference HTML (Third Edition),TMH, 2002
5. G. Buczek, ASP.NET Developers Guide, TMH, 2002

PAPER 03BC504
BUSINESS MANAGEMENT

UNIT-I

Concept of Management - Meaning and Definitions - Nature and Characteristics of Management - Management Vs Administration - Levels of Management - Importance of Management and Scope of Management - Principles.

UNIT-II

Process of Management - Planning - Its Nature, Need Characteristics, Objectives and Importance of Planning - Types of Planning - Principles of Planning - Steps in Planning Process - Planning Premises - Forecasting - Decision Making.

UNIT-III

Organizing - Principles of Organization - Staffing Functions and Importance of Staffing - Departmentation - Authority and Responsibility - Organization Charts and Manual - Job Analysis and Job Evaluation.

UNIT-IV

Directing : Principles of Delegation - Delegation Vs Decentralisation - Principles and Techniques of Directing - Span of Supervision - Fundamentals of Effective Supervision - Role of Communication.

UNIT-V

Leadership - Qualities of a Good Leader - Types of Leadership - Co-ordination and Control - Problems in Co-ordination - Steps Involved in Control Process.

REFERENCE BOOKS:

1. Business Management - Dr.C.B.Gupta - Sultan Chand & Sons
2. Management principles and Practices - Lallan Prasad & S.S.Gulshan & S.Chand & Co.
3. Principles of management - Koontz, Weihrich and Aryasri & Tata McGraw hill
4. Principles & Practice of Management - Dr.H.C. Das Gupta & Sahitya Bhawan Agra

PAPER 03BC505
MERCHANT BANKING

Learning Objectives:

After studying the subject you should be able to explain the meaning and functions of merchant banker. Identify the pre issue and post issue activities and capital structure decisions - explain portfolio services and credit syndication.

UNIT-I

Merchant Banking - Meaning, Nature, Scope and Functions, SEBI Regulations, Registration of Merchant Bankers, Categories and General Obligation.

UNIT-II

Capital Structure Decisions, Pattern of Capital Structure, Optimal Capital Structure, Taking Decisions on Capital Structure and Factors Affecting Capital Structure.

UNIT-III

Pre-issue Management, Functions of Merchant Bankers In Public Issue Management - Mechanism - Activities Involved In Public Issue Management - Role of Issue Manager - Methods of Marketing of Securities.

UNIT-IV

Post Issue Activities - Allotment and Dispatch of Shares - Refund Orders - Listing Requirements - Law Relating To Issue Management - Pricing of Issues.

UNIT-V

Portfolio Management Services - Functions - Registration of Portfolio Managers - Investment of Clients Funds - Obligations and Responsibilities - Credit Syndication Services - Syndication for Long-term and Working Capital Loans - Types of Syndicated Loans.

Book for Reference:

1. Merchant Banking and Financial Services - Dr.S.Gurusamy, Vijay Nicole Publications.
2. Merchant Banking - H.R.Machiraju, New Age International Publications
3. Merchant and Banking of Financial Services - Dr.V.Balu, Sri Venkatesware Publications.
4. Merchant Banking - J.C.VArma, Bharat House

PRACTICAL 03BCC501 OFFICE MANAGEMENT

Objective :

To enable the students to understand management of office, methods, environment and procedures.

UNIT-I

Modern Office - Functions - Growth of Office Work - Activities of Modern Office - Importance.

UNIT-II

Functions of Office Management - Planning, Organizing, Directing, Motivating, Coordinating and Controlling - Elements of Office Management - Office Manager - Functions, Qualities and Drawbacks.

UNIT-III

Office Accommodation and Layout - Location of Office - Layout and Merits - Open and Private Office - Merits and Demerits - Office Environment.

UNIT-IV

Office Appliances - Importance, Merits and Demerits - Types - Record Administration - Objects and Principles - Advantages of Records - Keeping - Filing - Objects - Essentials of Good Filing - Centralized Vs Decentralized Filing - Modern Methods and Classification - Indexing - Importance and Essentials - Methods and Merits.

UNIT-V

Report Writing - Types - Objectives - Model Reports.

REFERENCE BOOKS:

1. Office Management - R.S.N. Pillai and Bagavathi - S.Chand& Co., New Delhi
2. Office Organization and Management - C.B.Gupta, Sultan Chand, New Delhi
3. Office Management - P.K.Ghosh - Sulthan Chand, New Delhi
4. Office Management - A.Kamaraj - PallavanPathippagam – Karamanikuppam.

VI SEMESTER

PAPER 03BC601 COST ACCOUNTING II

Objective :

To gain knowledge of application of concepts and techniques of Cost Accounting.

UNIT-I

Job, Batch, Contract Costing: Job Costing - definition - Features - Procedure - WIP - Cost Accumulation, Batch Costing - EBQ, Contract Costing - Definition, Features, Work Certified and Uncertified - Incomplete Contract - Escalation Clause - Cost Plus Contract - Contract Account.

UNIT-II

Process Costing : Definition - Features - Job Vs Process Costing - Process Account - Losses - By Products and Joint Products - WIP - Equivalent Units and its Calculation When There is Only Closing WIP With or Without Process Loss.

UNIT-III

Operating Costing (Transport Costing): Cost Unit - Cost Classification - Operating Cost sheet - Reconciliation of Cost and Financial Account.

UNIT-IV

Marginal Costing: Definition - Advantages and Limitation - Break Even Point - Margin of Safety - P/V Ratio - Key factor - Make or Buy Decision - Selection of Product Mix - Changes in Selling Price - Foreign Market Offer - Desired Level of Profit.

UNIT-V

Standard Costing: Definition - Features - Advantages - Limitation - Analysis of Variances - Material, Labour and Overhead - Sales Variances.
(Weightage of Marks, Problems - 80%, Theory - 20%)

REFERENCE BOOKS:

1. S.P.Jain and Narang - Cost Accounting - Kalyani Publishers, New Delhi.
2. S.N.Maheswarin - Principles of Cost Accounting - Sultan Chand & Sons, New Delhi.
3. T.S.Reddy&Hari Prasad Reddy - Cost Accounting - Marham Publications, Chennai.
4. Tulsian P.C - Cost Accounting - Tata McGraw Hills.
5. S.P.Iyengar - Cost Accounting - Sultan Chand & Sons, New Delhi

PAPER 03BC602
SOFTWARE ENGINEERING

UNIT-I

Introduction to Software Engineering : Definitions - Size Factors - Quality and Productivity Factors - Managerial Issues - Planning a Software Project : Defining the Problem - Goals and Requirements - Solution Strategy - Planning the Development Process : Various Models - Planning an Organizational Structure - Planning Activities.

UNIT- II

Software cost estimation : Introduction - Software Cost Factors - Software Cost Estimation Techniques - Stating Level estimation - Estimating Software Maintenance Costs Software Requirements Definition - Software Requirements Specification - Specification Techniques - Languages and Processors for Requirements.

UNIT-III

Software design - Design concepts - Modules And Modularization Criteria - Design Notations - Design Techniques - Design Considerations - Real Time and Distributed System Design - Test Plans - Milestones, Walkthroughs and Inspections - Design Guidelines Implementation Issues : Structure Loading Techniques - Coding Style - Standards And Guidelines - Documentation Guidelines.

UNIT- IV

Modern programming Language Features - Type Checking - Separate Compilation - User Defined Data Types - Data Abstraction - Scoping Rules - Exception Handling - Currency Mechanism Verification And Validation Techniques - Quality Assurance - States Analysis - Symbolic Excretion.

UNIT-V

Unit - Testing And Debugging - System Testing - Formal Verification Software Maintenance - Maintainability - Managerial Aspect Of Software Maintenance - Configuration Management - Source Code Metrics - Other Maintenance Tools And Techniques

Text Books

1. Software Engineering Concepts 1997 Edition
Author : RICHARD FAIRLEY Publishers : TATA Mc GRAW-Hill Edition.
2. Software Engineering VI Edition, Author : ROGER S . PRESSMAN Publishers TATA McGRAW - HILL International Edition.
3. Software Engineering Programs Documentation Operating procedures
4. Author : K.K. AGGARWAL & YOGESH SINGH Publishers : NEW AGE INTERNATIONAL PUBLISHERS

PAPER 03BC603
PUBLIC ENTERPRISES IN INDIA

Objective :

To gain knowledge about public enterprises in India and its working.

UNIT-I

Evolution of the Public Sector in India - Forms of organization - Growth - Causes for the Expansion of Public Enterprises.

UNIT-II

Role of Public Sector in India - Employment - Capital Formation - Infrastructure Development - Export Promotion.

UNIT-III

Pricing Policy in Public Enterprises - Features - Guidelines - On Pricing Policy.

UNIT-IV

Problems of the Public Sector - Remedial Measures - New Policy of the Government.

UNIT-V

Public Enterprises under State and Central Government.

REFERENCE BOOKS:

1. Ramanadham VV - The Structure of Public Enterprises in India, Allied Publications, New Delhi
2. Gopal Das - The Public Sector in India, Asia Publishing House, New Delhi
3. Dutt&Sundaram - Indian Economy, S Chand & Co., New Delhi
4. Sankaran S - Indian Economy, Margham Publication, Chennai

PAPER 03BC604
OPERATING SYSTEMS

UNIT-I

Introduction - types of operating systems - operating system services - system calls and system programs.

UNIT-II

Process management - Process concepts - process scheduling - operation on process Inter process communication - CPU scheduling - scheduling algorithms - Deadlocks.

UNIT-III

Memory Management - Single and multiple partitioned allocation - paging -segmentation - Virtual Memory Management - Demand paging and Page Replacement Algorithms.

UNIT-IV

Information management - File concept - Access methods - Directory structure - allocation methods - free space management - disk scheduling.

UNIT-V

UNIX: Unix system - A Case Study.

Text Book

Abraham Silberschatz and P. B. Galvin - Operating system concepts - Addison Wesley Publication.

PAPER 03BC605
INDIRECT TAXES

Objective :

To gain the knowledge about the different types of indirect taxes which are exists in India.

UNIT-I

Concept of Direct and Indirect Taxes - Salient Features, Objectives and Scope of Indirect Taxes, Merits and Demerits of Direct and Indirect Taxes.

UNIT-II

Central Sales Tax Act 1956;

Definitions - Appropriate State - Declared Goods Sale of Purchase in the course of Inter - State Trade - Outside a State - Import and Export - Sale by transfer of documents - Movement from one state to another - Specific or ascertained goods - Description of goods - Registration of dealers - Sales returns - Collection and levy of tax and penalties - Cognizance of offences - Power to make rules - Liability to a liquidator.

UNIT-III

Customer Act 1962;

Principles governing levy of and exemption from customs duties - Classification and valuation of goods - customs authorities, Appointment of customs ports, Warehousing Stations - Importation and Exportation of goods, Baggage, Goods imported or exported by post and stores - Transportation and Warehousing drawback of customs duties paid.

UNIT-IV

Central Excise Duty 1944;

Nature of Excise Duty, Levy and Collection of excise duties under the CST Act. Legal effects of notifications, Tariff advices, Trade notices - Manufacture and removal of excisable goods - Type of excise duty - Valuation of goods - Daily stock account - Revision of duty lost or destroyed goods - Clearance of goods - Clearance of samples - Registration and exemption from registration.

UNIT-V

Dutiability in special cases, CENVAT measuring and features - CENVAT credit - Difference between CENVAT and MODAVAT - New CENVAT schemes - Valuation of goods - Distinction between MRP and wholesale price - Computation of Excise duty - Concession to small scale industry.

REFERENCE BOOKS:

1. Indirect Taxes, Dr. H.C. Mehrotra, Prof. V.C. Agarwal, Sahitya Bawan Publications
2. Indirect Taxes, Dr. Sanjeev Kumar, Bharat Law house Pvt. Ltd., New Delhi

PRACTICAL 03BCC601 WEB TECHNOLOGY LAB

1. Create a simple page introducing yourself how old you are, what you do, what you like and dislike. Modify the introduction to include a bullet list of what you do and put list the 5 things you like most and dislike as numbered lists. Create another page about your favorite hobby and link it to (and from) your main page. Center something, and put a quote on one of your pages

2. Put an existing image on a web page. Create a table, use a heading and at least one use of row span/col. span. Color a page and some text within the page. Link to another site

3. Create a new file called index. html.

Put the normal HTML document structure tags in the file.

Give it a title.

At the bottom of the page (i.e. the last thing between the body tags) put the following:
A horizontal rule.

A Link to your e-mail Address (With your name between the tag) ; remember to put the link to your E- Mail address within address tags.

A line break.

The date. (I have this same structure at the bottom of this page).

Above this block (which is called the footer), put a title in heading tags.

Add some text describing yourself (you can split this into multiple headings and Paragraphs if you wish).

4. Write a script to create an array of 10 elements and display its contents.

5. Write a function in Java script that takes a string and looks at it character by character.

6. Create a simple calculator using form fields. Have two fields for number entry & one field for the result. Allow the user to be able to use plus, minus, multiply and divide.

7. Create a document and add a link to it. When the user moves the mouse over the link, it should load the linked document on it's own. (User is not required to click on the link).

8. Create a document, which opens a new window without a toolbar, address bar or a status bar that unloads itself after one minute.

DR. K. N. MODI UNIVERSITY
Study and Evaluation Scheme
Diploma in Marketing and Sales Management

Effective from session 2012-13

Semester-I

S. NO	Sub Code	Subject Name	Period			Evaluation Scheme			
			L	T	P	Continuous assessment	Final exam	Total	Credit
1	01DMS101	PRINCIPLE OF MANAGEMENT	4	1	0	40	60	100	04
2	01DMS102	MARKETING OF SERVICES	2	1	0	40	60	100	02
3	01DMS103	BUSINESS COMMUNICATION	2	1	0	40	60	100	02
4	01DMS104	MARKETING MANAGEMENT -I	4	1	0	40	60	100	04
5	01DMS105	MARKETING MANAGEMENT-II	4	1	0	40	60	100	04
6	11CC2011	Co-Curricular Activities	0	0	0	50		50	01
		Total	16	5					17

DR. K. N. MODI UNIVERSITY
Study and Evaluation Scheme
Diploma in Marketing and Sales Management

Effective from session 2012-13

Semester-II

S. NO	Sub Code	Subject Name	Period			Evaluation Scheme			
			L	T	P	Continuous assessment	Final exam	Total	Credit
1	01DMS201	SALES MANAGEMENT	4	1	0	40	60	100	04
2	01DMS202	ADVERTISING & SALES PROMOTION	3	1	0	40	60	100	03
3	01DMS203	BRAND MANAGEMENT	3	1	0	40	60	100	03
4	01DMS204	RURAL MARKETING	3	1	0	40	60	100	03
5	01DMS205	MARKETING RESEARCH	3	1	0	40	60	100	03
6	11CC2011	Co-Curricular Activities	0	0	0	50		50	01
		Total	16	5					17

DR. K. N. MODI UNIVERSITY
DIPLOMA IN MARKETING & SALES MANAGEMENT

PRINCIPLE OF MANAGEMENT(01DMS101)

Course Objective-

The course deals with the basic principle and functions of management. The purpose is to enable the students to grasp the overall concepts of the discipline of management which will help them in the upcoming terms.

Unit-I

Introduction and essential principles of management, schools of management thought.

Planning-Process of planning, purpose of planning, strategic planning.

Unit-II

Problem Solving and decision making.

Organizing- organization structure, authority, delegation and decentralization.

Unit-III

Staffing, controlling and Directing, leadership.

Unit-IV

Managerial Communication, Social Responsibility and Ethics, Creativity.

Unit-V

Entrepreneurship, International Management

Suggested Readings:

Koontz-Principles of Management (Tata McGraw Hill)

Robbins & Coutler-Management (Prentice Hall of India)

Robbins S. P. and Decenzo David A.-Fundamentals of Management

DR. K. N. MODI UNIVERSITY
DIPLOMA IN MARKETING & SALES MANAGEMENT

MARKETING OF SERVICES (01DMS102)

Course Objectives:

Planning and implementing the marketing strategy for service products requires a different sort of approach, which is different from the traditional goods marketing. The objective of this course is to acquaint the students to the uniqueness of the services characteristics and its marketing implications. The intent of the course is to discuss measure and analyze several facets in the area of services marketing essential for the success of a service sector firm.

Unit I

Introduction to Service Marketing - Understanding Service, The Nature of Service Marketing, Classification of service. Service Marketing System: Service Quality, Understanding Customer Expectations.

Unit II

Consumer Behavior - Understanding Consumer Behaviors, Customer expectations & Perceptions, managing & exceeding customer service expectations, Strategy for influencing Customer perception.

Unit III

Strategic Issues in Services Marketing - Market Segmentation & Targeting; Individualized Service and Mass Customization, Differentiation and Positioning of Services

Unit IV

The marketing mix and services - The marketing mix elements, Traditional marketing mix - Product, price place, promotion & communication services, and extended marketing mix – people, process physical evidence in services.

Unit V

Challenges of service marketing - Developing & managing the customer service function,

SUGGESTED READINGS:

- 1) Baron S and Harris K- *Services Marketing: Text and Cases* (Palgrave, 2003)
- 2) Lovelock- *Services Marketing: People, Technology and Strategy* (Pearson Education, 5th edition) 2001.
- 3) Zeithaml- *Services Marketing* (Tata McGraw-Hill, 3rd edition) 1999.
- 4) S. L. Gupta – *Marketing of Services* (Sultan Chand)
- 5) Rama Mohana Raok – *Services Marketing* (Pearson Education)
- 6) Govind Apte- *Services Marketing* (Oxford Univ. Press)

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DIPLOMA IN MARKETING & SALES MANAGEMENT

Business Communication(01DMS103)

Course Objective

To develop written communication skills.

Unit-I

Process of written communication: An overview- effective communication in business, its components.

Formal Reports: What is a formal report? Preparatory steps-types-structure-letter and memo writing.

Unit-II

Business correspondence: compulsory elements- optional elements-layout and form-types-sales letter-inquiry letter- quotation letter-job application letter-curriculum vitae-class discussion-persuasive writing.

Unit-III

Social Correspondence: letter of recommendations, letter of introduction, letter of congratulation, informal/formal invitations, letter of condolence, notices agenda minutes writing.

Unit-IV

Grammar problems, quality aspects of communication, effective reading. Write your readers, practice class in effective business writing

Unit-V

Case analysis methodology-class discussion.

Technology and methodology for effective written communication, cross cultural writing.

Readings:Lesikar, Raymond V., Basic Business Communication, Irwin, 1996.

Bovee, Courtland L and Thill, John V., Business Communication Today,Mcgraw Hill, 1992

Asha Kaul,Business Communication ,2nd edition,2009,PHI Learning

Mahukar,Business Communication Today,Response Books,Reprint2009.

DR. K. N. MODI UNIVERSITY
DIPLOMA IN MARKETING & SALES MANAGEMENT

Marketing Management-I(01DMS104)

Course Objective

To introduce students to the elements of marketing analysis, marketing environment analysis, customer analysis, competitor analysis, and company analysis.

Unit-I

Basic concepts of marketing, market orientation, marketing environment analysis.

Unit-II

Buying behavior of customers, segmentation of customers

Unit-III

Competitor analysis, market analysis

Unit-IV

Company analysis, selection of market segments.

Unit-V

Developing value proposition and positioning strategy.

Readings:

Kotler, Philip, Marketing Management- Analysis, Planning, Implementation and control

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DIPLOMA IN MARKETING & SALES MANAGEMENT

Marketing Management-II(01DMS105)

Course Objective

Students would be introduced to the various marketing mix as well as competitive marketing strategy .

Unit-I

Marketing Mix Strategy, New Product Development, Product Development.

Unit-II

Pricing Strategies, Designing and Managing Marketing Channels.

Unit-III

Managing Advertising and sales Promotion, Personal Selling.

Unit-IV

Developing Competitive Marketing Strategy

Unit-V

Implementation of Marketing Strategy, Marketing Performance Assessment.

Readings:

Kotler, Philip, Marketing Management- Analysis, Planning, Implementation and control

Aaker, David A., Strategic Market Management(1995), John Wiley & Sons.

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DIPLOMA IN MARKETING & SALES MANAGEMENT

Sales Management(01DMS201)

Objective:

The purpose of this paper is to acquaint the students with the concepts which are helpful in developing a sound sales and distribution policy and in organising and managing sales force and marketing Channels.

Course contents :

UNIT 1 Nature and Scope of Sales Management ; Setting and formulating personal selling objectives ,

UNIT 2 Recruiting and selecting sales personnel ; Developing and conducting sales training programmes;

UNIT 3 Designing and administering Compensation Plans, Supervision of salesmen ,Motivating sales personnel, Sales meetings and sales contests, Designing territories and allocating sales efforts,

UNIT 4 Objectives and quotas for sales personnel; Developing and Managing sales evaluation programme; Sales cost and cost analysis.

Suggested Readings :

- 1.Anderson,R.Professional SalesManagement,Englewood Cliffs,New Jersey.
- 2.Dalrymple,D.J.Sales Management; Concepts and cases,New York.
- 3.Stanton William J etc Management of a sales force,Chicago.
- 4.Still ,R.R Sales Management,Englewood Cliffs,New Jersey.

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DIPLOMA IN MARKETING & SALES MANAGEMENT

Advertising and Sales Promotion(01DMS202)

Course Objective

To provide an appreciation of the advertising as a tool of marketing communications.

Unit-I

Meaning of Advertising, Roles of Advertising, Foundations of Advertising

Unit-II

Strategic Planning for Advertising, Advertising Message Creation.

Unit-III

Advertising Media Planning, Advertising Evaluation.

Unit-IV

Sales Promotion-The Tactical Tool. Planning the Activity.

Unit-V

Tools for Sales Promotion. Implementation.

Readings:

Russel Thomas J., & Lane Ronald W., Kleppner's Advertising Procedure, Prentice Hall.

Batra Rajeev, Myers John G., & Aaker David A., Advertising Management, Prentice Hall.

DR. K. N. MODI UNIVERSITY
DIPLOMA IN MARKETING & SALES MANAGEMENT

BRAND MANAGEMENT (01DMS203)

Course Objectives:

This programme is intended to provide the students an understanding in the field of Brand Management. Key objectives of this course is –The understanding of Brand Managementfunction in the emerging context,The skills in building and managing brandsover time,synthesising a framework for a branding strategy.

Course contents

Unit 1.Understanding Brands and Brand Equity building ,Managing and Measuring Brand Equity

Unit 2.Branding startegies:importance of Branding,Branding Terminology,Basic Branding concepts-Brand awareness,Brand personality,brand image,brand identity,brand loyalty,corporate branding

Unit 3.Major Branding Decisions: Selecting a brand image ,Brand extension decision ,family vs individual brand images,Multiple branding,Private vs National Branding.

Unit 4.Brand positioningand Re-launch: Brand building and communication .

Unit 5.Branding in Specific Sectors :Customers, industrial ,retail, service brands, E-branding, Branding for International marketing.

Suggested Readings :

1.Aaker,david,A.Managing Brand Equity.New York

2.Cowley,Don.Understanding Brands,London

DR. K. N. MODI UNIVERSITY
DIPLOMA IN MARKETING & SALES MANAGEMENT

RURAL MARKETING (01DMS204)

Course Objectives:

At the end of the course it is expected that the students will be proficient and knowledgeable about the various disciplines contribution in understanding buyer Behaviour in a holistic manner

Familiar with the advances in consumer research in deciphering buyer motivation, and Behaviour (pre-purchase, purchase and post purchase), impact of social and cultural variables on consumption decisions equipped with frameworks to analyze consumers Behaviour and use them in designing marketing strategies and in enhancing the effectiveness of marketing programs .

UNIT I

Introduction to Rural Marketing, Importance, Market Size and Physical Structure of Rural Society, Corporate Interest in Rural Market, Classification of Rural Product and Rural Market.

Unit 2.S

Socio-Economic Reforms, Use of Durable and Non-Durables by Indian Rural folk, Marketing of Consumer Durables. Rural Communication-Challenges and Strategies, Types of Rural Communication

UNIT 3.

Rural Consumer's in India –Geographical Spread and Differentiation, Behaviour of Rural consumers, Rural Market Segmentation- Occupational Segmentation, Sociological Segmentation,

UNIT 4.

Marketing of Agricultural Products – Agricultural Inputs and their Types, Government Efforts, Challenges, Agricultural Marketing, Marketing Rural Non-Farm Products, Different Marketing Agencies and Institutions, Various Types of Distribution Channels in Rural Marketing,

Suggested Reading:

- Prag P A - Rural Diversification (EG Books)
- Gopalswamy T.P. - Rural Marketing Environment, Problems and Strategies (Vikas, 1st Ed.)
- 9. Consumer Behaviour Schiffman. LG and Kanuk, LL
- 10. Consumer Behaviour Louden
- 11. Marketing and consumer behaviour Vyas, Sham, Babu
- 12. Consumer behaviour in India perspective Nair, R. Suj

DR. K. N. MODI UNIVERSITY
DIPLOMA IN MARKETING & SALES MANAGEMENT

MARKETING RESEARCH (01DMS205)

Course Objectives:

The objective of the course is to enable the students, in developing the most appropriate market research methodology for their research studies and to make familiar with the art of using different research methods and techniques.

Unit I

Introduction: Definition of Marketing Research, Objective of Marketing Research, Application of Marketing Research, Limitation of Marketing Research, Marketing Research during different phases of the administrative process. Marketing Information System : Scientific Method of Investigation : Scientific Method, Scientific Method in the Physical Sciences and Marketing, Distinction between Scientific and Non-Scientific Method, Difficulties in Applying the Scientific Method to Marketing.

Unit II

Research Design: Various Method of Research Design, Important Experimental Research Designs.

Primary and Secondary Data: Methods of Collecting Primary Data, Advantages & Disadvantages of Primary Data & Secondary Data, Essentials Characteristics for Selecting Secondary Data.

Basic Methods of Collecting Data: Questionnaire Method / Observation Method -Advantages & Disadvantages, Methods of Observation, Precautions in Preparation of Questionnaire & Collection of Data.

Unit III

Measurement and Scaling: Types of Scales, Difficulty of Measurement, Sources of Error, Criteria for a Good Scale, Development of Marketing Measures. Sampling: What is Sampling, Objective of Sampling, Steps in Sample Design, Various Techniques of Sampling

Unit IV

Data Processing, Analysis and Estimation, Hypothesis Testing, Bi-variate Analysis: Chi square, Correlation, Rank Correlation, Regression Analysis, Analysis of Variance.

Unit V

Report Preparation: Types and Layout of Research Report; Precautions in Preparing the Research Report, Bibliography and Annexure in Report, Drawing Conclusions, Giving Suggestions and Recommendation to the Concerned Persons.

SUGGESTED READINGS:

1. Byod & Others - Marketing Research (All India Traveler Book Seller)
2. Naresh mahlotra - Marketing Research
3. Luck and Rubin - Marketing Research (Prentice Hall of India, 7th Ed.)
4. Tull & Hawkins - Marketing Research: Measurement & Method (Prentice Hall of India, 6th Ed.)

DR. K. N. MODI UNIVERSITY
Study and Evaluation Scheme
Certificate Programme in Retailing

Effective from session 2012-13

S. N O.	Sub Code	Subject Name	Period			Evaluation Scheme			Credit
			L	T	P	Continuous Assessment	Final Exam	Total	
1	01CR101	Retail Environment Including Mall Management	1	0	0	40	60	100	3
2	01CR102	Store Operation	1	0	0	40	60	100	2
3	01CR103	Buying & Merchandising	1	0	0	40	60	100	2
4	01CR104	Visual Merchandising and Store Planning	1	0	0	40	60	100	3
5	01CR105	Supply Chain, Distribution & Logistics	1	0	0	40	60	100	2
6	01CR106	Financial Details in Retailing	1	0	0	40	60	100	2
7	01CR107	Customer Service	1	0	0	40	60	100	3

		Management							
8	01CR108	Retail Marketing	1	0	0	40	60	100	2
9	01CR109	Rural Retailing	1	0	0	40	60	100	3
10	01CR110	IT in Retail	1	0	0	40	60	100	2

DR. K. N. MODI UNIVERSITY, NEWAI

Certificate Program in Retailing

RETAIL ENVIRONMENT & MALL MANAGEMENT

Paper Code: 01CR101

Course Objective

The programme objective are:

- To introduce the basic retailing management concepts.
- Empowering students with the most modern techniques and practices of retailing, as seen and experienced around the globe.
- Nurturing competent retail manager with interpersonal and communication skills relevant for retail industry.
- To provide exposure in marketing, technical and practical skills to be applied in actual work environment.
- Imparting theoretical and practical knowledge to ensure understanding of the dynamics of modern organized retail trade.

UNIT I

Retailing- Meaning, Nature, Classification, Growing Importance of Retailing, Factors Influencing Retailing, Functions of Retailing, Retail as a career.

UNIT 2

Developing and applying Retail Strategy, Strategic Retail Planning Process, Retail Organization, The changing Structure of retail, Classification of Retail Units, Retail Formats: Corporate chains, Retailer Corporate and Voluntary system, Departmental Stores, Discount Stores, Super Markets, Warehouse Clubs.

UNIT 3

Variety of Merchandising Mix, Retail Models and Theory of Retail Development,

Business Models in Retail, Concept of Life cycle Retail.

UNIT 4

Emergence of Organized Retailing, Traditional and Modern retail Formats in India,
Retailing in rural India,

Unit 5

Environment and Legislation For Retailing, FDI in Retailing.

References-

1. Swapana Pradhan- Retailing Management
2. David Gilbert- Retail Marketing
3. George H, Lucas Jr., Robert P. Bush, Larry G Greshan- Retailing
4. A. J. Lamba- The Art of Retailing
5. Barry Berman, Joel R Evans- Retail Management; A Strategic Approach

DR. K. N. MODI UNIVERSITY, NEWAI

Certificate Program in Retailing

Store Operation

Paper Code: 01CR102

Course Objective - The course also equips the participants with the tools and terminologies that will be required to survive and grow in this ever growing sector. Increases profits by improving billing speed and accuracy.

UNIT-1

Setting up Retail organization, Size and space allocation, location strategy, factors affecting the location of Retail, Retail location Research and Techniques, Objectives of Good store Design.

UNIT-2

Store Layout and Space planning, Types of Layouts, role of Visual Merchandiser, Visual Merchandising Techniques, Controlling Costs and Reducing Inventories Loss, Exteriors, Interiors.

UNIT-3

Store Management, Responsibilities of Store Manager, Store Security, Parking Space Problem at Retail Centers,

Unit 4

Store Record and Accounting System, Coding System, Material Handling in Stores, Mall Management, Factor influencing Mall establishments.

UNIT-5

Logistic and Information system, Improved product availability, Improved assortments, Strategies, .

References-

1. Swapana Pradhan- Retailing Management
2. Dravid Gilbert- Retail Marketing
3. George H, Lucas Jr., Robert P. Bush, Larry G Greshan- Retailing

DR. K. N. MODI UNIVERSITY, NEWAI

BUYING & MERCHANDISING

Certificate Program in Retailing

Code: 01CR103

Objectives: The object of this course is to equip employees in buying or related areas in the retail and wholesale sector with insight into and knowledge of the tasks of the retail buyer in a competitive, dynamic environment of retailing and to afford students the opportunity to apply their newly gained insight and knowledge in practice.

UNIT-1

Consumer Buyer Behaviour – Scope, Importance and Limitations, Consumer Research, Understanding Consumer and Market Segments, Consumer Behaviour and Marketing Strategy, Understanding the Psychological Foundation of Buying Behaviour: Motivation, Involvement and Motives, Consumer Perception

UNIT-2

Personality – Theories, Self-Concept and its Marketing Implications, Learning Theories and Consumer Attitudes, Communication and Persuasions

UNIT-3

Environmental Influence on Consumer, Culture and its Relevance to Marketing

Unit 4

Decisions, Nature and Process of Social Satisfaction, Preference Groups, Family Life Cycle, Family Purchasing Decision and its Marketing Implications.

UNIT-5

Personal Influence, Opinion Leadership, Adoption and Diffusal of Innovations Marketing, Implications of Personal Influences, Consumer Decision Procedure, Post Purchase Behaviour .

References-

1. Swapana Pradhan- Retailing Management
2. Dravid Gilbert- Retail Marketing
3. George H, Lucas Jr., Robert P. Bush, Larry G Greshan- Retailing
4. A. J. Lamba- The Art of Retailing
5. Barry Berman, Joel R Evans- Retail Management; A Strategic Approach

DR. K. N. MODI UNIVERSITY, NEWAI
VISUAL MERCHANDISING & STORE PLANNING

Certificate Program in Retailing

Code: 01CR104

Course Objective: The student will gain a basic understanding of the field of visual

merchandising and display through studying the various elements that comprise the discipline. Those elements include color, composition, lighting, store interiors and exteriors, window construction, mannequins, fixtures, and graphics and signage.

Unit 1

Introduction; logistics, explanation of projects

Why Do We Display Color and Texture Line and Composition Light and Lighting
Types of Display and Display Settings VM & Display Basics Career
Opportunities in Visual Merchandising

Unit 2

The Exterior of the Store, Display Window Construction, Store Interiors ,Where
to Display

Unit 3

Mannequins Alternatives to the Mannequin Dressing the Three Dimensional
Form

Unit 4

Fixtures, Visual Merchandising and Dressing Fixtures, Modular Fixtures and
Systems in Store Planning Furniture as Props Attention Getting Devices
Familiar Symbols

Masking and Proscenia, Sale Ideas

Unit 5 : Fashion Accessories Home Fashions, Hard Goods and Food Displays

Graphics and Signage , Visual Merchandising and Display Techniques

Small item display/photo project due, Visual Merchandising Planning

Setting Up a Display Shop, Store Planning and Design

Visual Merchandising and the Changing Face of Retail.

References-

1. Swapana Pradhan- Retailing Management
2. Dravid Gilbert- Retail Marketing

DR. K. N. MODI UNIVERSITY, NEWAI

Certificate Program in Retailing

Supply Chain, Distribution & Logistics

Code: 01CR105

Course Objectives: · Developing an understanding of the significance of [logistics](#) and supply chain management to achieve effective supply and distribution management. · Develop a capacity for analysing supply chain problems on a functional, business and company-wise basis. · Become acquainted with the realities of operating different types of production/distribution firms.

UNIT-1

Definition, Scope, Need, Challenges in Supply chain management, Uncertainty and supply chain management, Supply chain Drivers and Obstacles, Supply chain Network, Different types of Supply Chain Networks.

UNIT-2

Forecasting- Importance, Different Kind of Forecasting Techniques in Estimating Demand, Methods Used to Determine Accuracy of forecast, Sourcing and vendor selection, Routing and Route sequencing.

UNIT-3

Inventory Management, EOQ, Minimum level and safety stock, Reordering level, Maximum level, Rational of Discounts of Bulk Purchase,

Unit 4

Uncertainty and Inventory Management, Lead Time Uncertainty and Product availability.

UNIT-5

Innovations in Supply chain management,

References-

1. Swapana Pradhan- Retailing Management
2. Dravid Gilbert- Retail Marketing
3. George H, Lucas Jr., Robert P. Bush, Larry G Greshan- Retailing
4. A. J. Lamba- The Art of Retailing
5. Barry Berman, Joel R Evans- Retail Management; A Strategic Approach

DR. K. N. MODI UNIVERSITY, NEWAI

Certificate Program in Retailing

FINANCIAL DETAILS IN RETAILING

Code: 01CR106

Objectives: This course aims at: Familiarizing the students with the financial environment of business, especially the financial markets

Imbibing knowledge about the decisions and decision variables involved in building the

liability side of balance sheet of the firm

Developing the analytical skills by associating the tools and techniques with the situation

UNIT 1

Working Capital Management , Working Capital Planning

Monitoring and Control of Working Capital , Working Capital Financing

Managing the Components of Working Capital , Cash Management

Receivable Management ,Inventory Management.

UNIT2

Cash and Credit Card Transactions, Merchandise Returns, Employee Purchases

UNIT 3

Apprehension Policy and Procedures, Petty Cash and Gift Certificates Audit
Protection of Employees & Customers

UNIT4

Inventory Protection, Cash Control, Fixed Assets , Proprietary Information

UNIT5

Cost Control , Annual Stocktaking , Merchandise Cycle Counts

References-

1. Swapana Pradhan- Retailing Management
2. Dravid Gilbert- Retail Marketing
3. George H, Lucas Jr., Robert P. Bush, Larry G Greshan- Retailing

DR. K. N. MODI UNIVERSITY, NEWAI

Certificate Program in Retailing

CUSTOMER SERVICE MANAGEMENT

Code: 01CR107

Objectives: The ultimate goal of this Customer Service Excellence training course is of course increased customer loyalty and retention. This requires the integration of many different parts of a business, from senior management to the sales force, from marketing to production and human resources.

UNIT-1

Human Resource Management in Retailing, Human Resource Planning, Role of Human Resources in Retail Organizations, Recruitment, Selection, Training needs for Employees, Motivation and Performance Appraisal.

UNIT-2

Customer Relationship Marketing in Retailing, Social Marketing in Retailing, Marketing of Services, Service Quality Management and Continuous Quality Improvement, Brand Management, Retail Marketing Mix, Target Market, Positioning, The Retail Communication Mix.

UNIT-3

Importance of Financial Management in Retailing, Financial Performances and Financial Strategy, Accounting Methods, Strategic Cost Management, Strategic Profit Model, Income Statement, Calculation of Profitability of Retail Stores, Financial Ratios in Retailing.

UNIT-4

Consumer Protection Act 1986, Consumer's Rights, Unfair Trade Practices

Unit 5

The Standard of Weights and Measures Act, Procedure and Duration of Registration,

Patent, Copyright and Trade Mark.

References-

1. Swapana Pradhan- Retailing Management
2. David Gilbert- Retail Marketing
3. George H, Lucas Jr., Robert P. Bush, Larry G Greshan- Retailing
4. A. J. Lamba- The Art of Retailing
5. Barry Berman, Joel R Evans- Retail Management; A Strategic Approach

DR. K. N. MODI UNIVERSITY, NEWAI

Certificate Program in Retailing

RETAIL MARKETING

Code: 01CR108

COURSE OBJECTIVE:

The objective of the course is to develop a marketing perspective of retail management. At the conclusion of the course, students will be aware and be able to respond to opportunities and challenges in the retail marketing environment.

UNIT-1

Marketing and its core concepts, Functions of Marketing, Importance of Marketing, Marketing Environment, Marketing Mix, Product, Product Life Cycle, Product Planning and Development, Brand, Trade Mark, Labeling, Packaging.

UNIT-2

Meaning and Significance of Price, Factors affecting Pricing Decisions, Pricing Policy and Strategies, Promotion Mix, Advertising, Sales Promotion, Personal Selling and Public Relations, Market, Market Segmentation.

UNIT-3

Sales Management- Nature, Scope, Importance, Salesmanship, Qualities of a Good Salesman, Selling Process, Recruiting and Selecting Sales Personnel's.

UNIT-4

Development and Conducting Sales training Programme, Designing and Administering Compensation Plans,

Unit 5

Motivating sales staff, Incentives planning, Evaluating sales force performances.

References-

1. Swapana Pradhan- Retailing Management
2. Dravid Gilbert- Retail Marketing
3. George H, Lucas Jr., Robert P. Bush, Larry G Greshan- Retailing

DR. K. N. MODI UNIVERSITY, NEWAI

Certificate Program in Retailing

RURAL RETAILING

Code: 01CR109

Course Objectives

To understand and appreciate the differences and similarities between urban and rural Indian markets. To understand and develop marketing strategies that are unique to rural India

UNIT-1

Introduction:

Definition, scope of rural marketing, concepts, components of rural markets, classification of rural markets, rural vs. urban markets Rural marketing environment:

Population, occupation pattern, income generation, location of rural population, expenditure pattern, literacy level, land distribution, land use pattern, irrigation, development programs, infrastructure facilities, rural credit institutions, rural retail outlets, print media in rural areas, rural areas requirement, problems in rural marketing, rural demand, rural market index

UNIT-2

Rural Marketing Strategies:

a) Segmenting, Targeting and Positioning

b) Product Strategy

Introduction, Marketing Mix Challenges, Product concepts classification- Five Levels Products, Classification of Products, Rural Product Categories – Fast moving Consumer goods, Consumer Durables, Agriculture Goods, Services,

c) New Product Development

Consumer Adoption Process, Product life cycle, Product Mix,

d) Branding in Rural India- Brand building in Rural India, Structure of competition in Rural India, Product warranty and After-sales service,

UNIT-3

Distribution Strategy:

Introduction: Accessing Rural Markets, Coverage Status in Rural Markets, Channels of Distribution, Evolution of Rural Distribution Systems- Wholesaling, Rural Retail System, Vans, Rural Mobile Traders, FMCG Companies, Other channels, Ideal distribution model for Rural

UNIT-4

Communication strategy:

Challenges in Rural Communication, A view of Communication Process, Developing Effective- Profiling the Target Audience, Determining communication objectives, designing the message, selecting the communication channels, deciding the promotion mix,

Unit 5

Creating advertisement for rural audiences rural media- Mass media, Non-Conventional Media, Personalised media.

RECOMMENDED BOOKS:

1. Rural Marketing, Pradeep Kashyap & Siddhartha Raut, Biztantra
2. Rural Marketing, T.P. Gopal Swamy, Vikas Publishing House, 2/e
3. Rural Marketing, Balaram Dogra & Karminder Ghuman, TMH, 1/e

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Certificate Program in Retailing

INFORMATION TECHNOLOGY IN RETAIL MANAGEMENT

Code: 01CR110

Objective: This eBook Success Guide is designed for Non-IT Retail Managers to familiarize themselves with Retail Information Technology fundamentals as well as to understand various systems and software and their functionality.

UNIT-1

Role of IT in Business, Influencing Parameters for use of IT in Retailing, IT Options Available to Retail, IT Application for Retail, Advantage of IT Application to Retail.

UNIT-2

Collection of Data/Efficiency in Operations help in Communication, Computer Awareness and Different Financial Packages, Issues Concerning the Use of Internet and Related Technology to Improve Retail Business.

UNIT-3

Emphasize Analysis of Consumer and Product/Service Types on Online Retailing, Effective Management of Online catalogues, Direct Retailing Methods that Involves Technology such as Interactive TV and Mobile Commerce.

UNIT-4

Electronic Data Interchange, Database Management, Data warehousing, Critical Analysis of E-Retailing Strategies, How Firms are using the Internet to expand their Markets

Unit 5

Customer Relationship Management ..

References-

1. Swapana Pradhan- Retailing Management
2. Dravid Gilbert- Retail Marketing
3. George H, Lucas Jr., Robert P. Bush, Larry G Greshan- Retailing