

OPJS UNIVERSITY, CHURU
MASTER OF BUSINESS ADMINISTRATION
SYLLABUS - 2013-14

MBA SEMESTER (I) - 2013-14

FIRST YEAR

Semester -I

Marks Mark's

OPJSMGT1 101 Management Process and Organizational Behaviour

OMGT - 102 Quantitative Methods

OMGT - 103 Managerial Economics

OMGT - 104 Computer Applications in Management

OMGT - 105 Human Resource Management

OMGT - 106 Marketing Management

OMGT - 107 Managerial Accounting

OMGT - 108 Computer Applications in Management (Practical)

OMGT - 109 Information System Management

Semester - II

Marks Mark's

OMGT - 201 Organization Effectiveness and Change

OMGT - 202 Business Environment

OMGT - 203 Human Resource Planning and Development

OMGT - 204 Financial Management

OMGT - 205 Indian Ethos and Values

OMGT - 206 Production and Operation Management

OMGT - 207 Research Methodology

OMGT - 208 International Business Management

OMGT - 209 Term Paper

SUMMER TRAINING

At the end of second semester, all students will have to undergo summer training of 8 - 10 weeks with an Industrial, Business or Service Organization by taking up a project

study. The conditions of successfully completing the programme shall not be deemed to have been satisfied unless student undergoes summer training under the supervision of the department in organizations as approved by the Department/Faculty from time to time. Each student will be required to submit a project report to the Department/Faculty for the work undertaken during this period within three weeks of the commencement of the third semester for the purpose of evaluation in the third semester.

SEMESTER - I (OMGT - 101 TO 109)

MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOUR

Paper No.: OMGT - 101 Maximum Marks:70

Evolution of Management Thought, Systems and Contingency, Approach for Understanding Organizations, Managerial Processes, Functions, Skills and Roles in an organization, Social Responsibility of Business.

Understanding and managing individual behaviour - personality, perceptions, values, attitudes, learning, work motivation, individual decision making and problem solving.

Understanding and managing group processes - interpersonal and group dynamics applications of emotional intelligence in organizations, communication, group decision making.

Leadership and influence process, Understanding and managing organizational system - organizational design and structure, work stress.

Case and Problems

QUANTITATIVE METHODS

Paper No.: OMGT - 102 Maximum Marks:70

Introduction to Quantitative Techniques, Concept Model Building for Business Decisions, Matrix Algebra, Solving Linear equations by using matrices, Output Model in Metrics.

Decisions Theory, Decision making under uncertainty. Decision making under risk Bayesian approach. Decision Tress Analysis. Game Theory - Types of Games. Two person zero sum games. Mixed strategy. Method of solution.

Transportation and Assignment problems and their methods of solution. Linear Programming, Problem formulation and geometric methods of solution. Simplex method.

Two phase method, Elementary ideas about duality.

Cases and Problems.

MANAGERIAL ECONOMICS

Paper: OMGT - 103 Maximum Marks:70

Concepts and Techniques - Nature of Business Decision - Making, Marginal Analysis.

Theory of Demand - Demand Functions, Income and Substitution Effects. Demand Forecasts; Production and Cost - Return to Scale, Cost Curves, Break - Even Analysis;

Theory of Firm - Profit Maximization. Market Structure - Competition, Monopoly, Oligopoly, Non- Price Competition.

Macro Economics Aggregates and Concepts - GNP and DGP - Aggregate Consumption - Gross Domestic Savings - Gross Capital Formation, WPI, CPI and inflation - Employment - Balance of Payments. Concept and Measurement of National Income; Determination of National Income.

Case and Problems

COMPUTER APPLICATION IN MANAGEMENT

Paper: OMGT - 104 Maximum Marks:70

Computer - An Introduction - Computers in Business; Elements of Computer System Set-up; Indian Computing Environment; Components of a Computer System; Generations of Computers and Computer Languages; Personal Computers in Business.

PC - Software Packages - An Introduction Disk Operating System and Windows; Text Processing Software, Introduction to a Spreadsheet Software; Creation of Spreadsheet Applications; Range, Formulas, Functions, Data Base Functions in Spreadsheets; Graphics on Spreadsheet, Models of Data Processing - Computer Software Systems; Software Development Process; File Design & Report Design.

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Data Files – Types/Organizations, Master & Transaction File; Relevance of Data Base Management Systems and Integration of Applications; Basics of Data Processing; Data Hierarchy and Data File Structures. Application Portfolio Development.

Introduction to a Micro Data Base Manager; Programme Development Cycle, Flow Charting; Input – Process – Output Analysis; Report Generation and Label Generation; Programming Concepts; Use a File in Programming. Presentation Graphics – Creating a presentation on a PC. Data communication; Networking – LAN WANS.

Management of Data Processing Systems in Business Organizations.

HUMAN RESOURCE MANAGEMENT

Paper: OMGT – 105 Maximum Marks:70

Human Resource Management. Introduction, Scope. HRM Environment in India.

Diagnostic Approach to HRM. Job Analysis. Job Description. Job Specification.

Human Resource Procurement – Recruitment, Selection and Induction.

Performance Appraisal – Uses, Process, Methods. MBO. Internal Mobility – Promotion. Transfer and Demotion. Discipline – Meaning , Forms. Process and Causes of indiscipline. Employee Grievances. Grievance Handling Procedure. Employee Compensation – Components. Voluntary Retirement. Managing Employee Exit – Workers. Managers, CEO.

Cases/ Problems

MARKETING MANAGEMENT

Paper: OMGT – 106 Maximum Marks:70

Nature and Scope of marketing, Corporate Orientation towards the Market place. The Marketing environment and Environment Scanning, Marketing Information System and Marketing Research- Concept, uses, process and application. Understanding Consumer and Industrial Markets.

Market Segmentation, Targeting and Positioning: Product Decisions – Product Mix, Product Life Cycle, New Product Development, Branding and Packaging Decisions, Pricing Methods and Pricing Strategies.

Promotion Decisions, Promotion Mix, Advertising, Sales Promotion, Publicity and Personal Selling, Channel Management - Selection, Co-operation and Conflict Management , Vertical Marketing Implementation and Systems, Organizing Implementing Marketing. Channel of Distribution.

Organization, Evaluation and Control of Marketing Efforts; New issues in Marketing - Globalization, Consumerism, Green Marketing, Legal issues.

Cases and Problems.

MANAGERIAL ACCOUNTING

Paper: OMGT - 107 Maximum Marks:70

Understanding incorporated and unincorporated organization, Basic Financial Accounting up to Balance sheets.

Management Accounting Introduction, Ratio Analysis, Inferences from published financial statements. funds flow and cash flow analysis - inferences from published cash flow and funds flow statement.

Concept of EVA.

Cost - Concept, Costing Techniques, Job Order, Process and Kaizen(Elementary). Activity Based Costing (ABC).

Marginal Costing - Budgetary Control. Variance Analysis. Concept of ZBB, ABC and Responsibility Accounts.

Case and Problems.

COMPUTER APPLICATION IN MANAGEMENT (PRACTICAL)

Paper: OMGT - 108 Maximum Marks:100

There will be no internal examination. The external examination (based on Introduction) to Windows, MS Word, MS Excel, MS Power Point & Internet) will be conducted in Computer Lab in presence of external examiner to be appointed by the University and Internal Examiner, being Director or his nominee.

INFORMATION SYSTEM MANAGEMENT

Paper: OMGT – 109 Maximum Marks:70

Introduction, Theory and Concepts of Information, Introduction to Information Technology, IT Infrastructure; Telecommunications, Networks and the Internet, The Wireless Revolution.

Introduction and Concept of MIS. Classification of Information: Strategic Information, Tactical Information, Operational Information, Characteristics of Information at different Managerial Levels. Knowledge Management; Knowledge Management Value Chain,

Introduction to various knowledge systems, Expert System. Information System: Introduction and concept of IS. Different kinds of Information Systems, Systems from a Functional Perspective, Organizations and Information Systems, Impact of IS on Organizations,

Information System and Business Strategy.

MBA SEMESTER – II (OMGT – 201 TO 209)

Note: In each theory paper seven questions in all will be set, out of which question no. 07 will be related to problem/case study and be compulsory. Out of the rest six questions candidates are required to attempt any four questions. Thus candidates are required to attempt five questions in all. Each question shall carry equal marks.

ORGANIZATION EFFECTIVENESS AND CHANGE

Paper: OMGT – 201 Maximum Marks: 70

An overview of concepts of Organizational Change Effectiveness and Development; Skills of Change Agent.

Organizational Climate and Culture; Power and Politics; The Process of Empowerment.

Organizational Learning; Creativity and Innovation; Conflict and Negotiation.

Inter – group Behaviour and Collaboration; Business Ethics and Corporate Governance;

Management of Gender Issues; Cross – Cultural Dynamics.

Case and Problems.

BUSINESS ENVIRONMENT

Paper: OMGT – 202 Maximum Marks:70

Business Environment – MACRO & MICRO Globalization – Process – Impact and Integration.

Dynamics of Social Change and impact on Business Environment

Salient provisions of Indian Companies Act, 1956 – regarding formation, company meetings, Roles and appointment of directors, Dividends, winding up of company – Salient features of latest monetary, fiscal and industrial policy.

Regulation of competition and corporate governance.

Case and Problems.

HUMAN RESOURCE PLANNING AND DEVELOPMENT

Paper: OMGT – 203 Maximum Marks:70

Human Resource Development – Concept, Need, Mechanism, HRD as a total system. Principles in designing HRD System.

Human Resource Planning --Concept, Process, Linking HRD with Strategic Planning, Job Design – Concept and Approaches. Job Characteristic, Model to work motivation .

Employee Training and Development – Training Phases, Need Assessment, Establishment of Training Objectives, Training Methods- Lecture, Case, Role Play, Business Games, In Basket, Sensitivity, Syndicate, T.A. Designing Training Programme, Evaluation of a training programme.

Employee Empowerment, Concept and Approaches, Human Resources Audit.

Case and Problems.

FINANCIAL MANAGEMENT

Paper: OMGT – 204 Maximum Marks:70

Introduction – Contemporary Financial Environment, Concept of time, risk, return and value,

Operating financial decision, working capital management – Inventory, cash and receivable management.

Financing Current Assets. Strategic financial decision – cost of capital, capital budgeting, estimating cash flows.

Analysis of capital budgeting, capital structure decision, leverage – Indian corporate finance – New Dimensions and Recent Trends.

Case and Problems.

INDIAN ETHOS AND VALUES

Paper :OMGT – 205 Maximum Marks:70

Model of Management in the Indian Socio – political Environment; Work Ethos; Indian Heritage in Production and Consumption; Indian Insight in to TQM; Problems Relating to Stress in Corporate Sector.

Management – Indian Perspective; Teaching Ethics; Trans – cultural Human Values in Management Education in Decision Making.

Need for Values in Global Change – Indian Perspective; Values for Managers; Holistic Approach for Managers in Decision Making; Secular Versus Spiritual Values in Management.

Personal Growth and Lessons from Ancient Indian Educational System; Science and Human Values.

Case and Problems.

PRODUCTION AND OPERATION MANAGEMENT

Paper: OMGT – 206 Maximum Marks:70

Nature and Scope of Production and Operations Management, Facility Location; Types of Manufacturing Systems & Layouts; Layout Planning and Analysis; Material Handling –

Principles – Equipments, Line Balancing – Problems; Operations Decisions – Production, Planning and Control – in Mass Production – in Batch/Job Order Manufacturing.

Capacity, Planning Models; Process, Planning – Aggregate, Planning Scheduling – Maintenance Management, Concepts – Work Study, Method Study, Work Measurement, Work Sampling, Work Environment – Industrial Safety, Material Management. An Overview of Material Management.

Material Planning and Inventory Control, JIT; Materials Planning Budgeting and Material Requirement Planning.

Purchase Management, Stores Management, Simulation – Application of Monte Carlo Technique; Maintenance Management, Safety Management.

Case and Problems.

RESEARCH METHODOLOGY

Paper: OMGT – 207 Maximum Marks:70

Nature and Scope of Research Methodology, Problem Formulation and Statement of Research Objectives; Value and Cost of Information – Bayesian Decision Theory, Organization Structure of Research.

Research Process; Research Design – Exploratory, Descriptive and Experimental Research Design; Methods and Data Collection – Observational and Survey Methods.

Questionnaire Design, Attitude Measurement Techniques; Motivational Research Techniques, Administration of Surveys; Sample Design, Selecting an Appropriate Statistical Technique; Field work and Tabulation of Data.

Analysis of Data; Use of SPSS and other Statistical Software Packages; Advanced Techniques of Data Analysis – ANOVA, Discriminate Analysis, Factor Analysis,

Conjoint Analysis, Multidimensional Scaling and Clustering Methods; Research Applications.

Case and Problems.

INTERNATIONAL BUSINESS MANAGEMENT

Paper : OMGT - 208 Maximum Marks: 70

International Business - Concept , Nature, Importance, Dimensions, domestic and

International Business, International Trade Theories, Foreign Direct Investment Theories - International Business Environment - Social, Political, Cultural and legal.

Role of Regional and International Institutions - WTO, IMF, SAARC - Theories and Determinants of International Investment, Methods of Entry in Foreign Markets - Licensing, Franchising, Joint Ventures, Subsidiaries, Acquisitions, Strategic Alliances, Contract manufacturing.

International Business - Product Decisions, Market Selection, Distribution, Promotion, International Pricing - Factors Process and Methods, Pre-requisites, Transfer pricing, Dumping, Control in International Business - Need, Objectives and Approaches.

Case and Problems.

TERM PAPER

Paper: OMGT - 209 Maximum Marks: 100

The student will choose any contemporary problem regarding Management, Business, Trade, Finance, Investment etc. in consultation with the Director. The candidate will have to defend his term paper in presence of external examiner (to be appointed by the University) and the Director or his nominee.

SECOND YEAR

During Second Year, in addition to compulsory and project and studies, a student shall have to choose six optional (Major) and three optional papers (Minor) in MBA Part-II from the list of optional papers at the beginning of each year.

Semester -III

CP-301 Business Policy and Strategic Analysis

CP-302 Decision Support System and Management Information System

CP-303 Business Legislation

CP-304 Network Techniques & Quality Management

CP-305 Summer Training Project (Plus 5 Optional Papers – 4 Major, 1 Minor)

Semester -IV

CP-401 Corporate Evolution and Strategic Management

CP-402 Project Formulation and Implementation

CP-403 Project Study (Equivalent to two papers or 200 Marks)

(Plus 2 Optional Papers – 2 Major, 2 Minor)

LIST OF OPTIONAL PAPERS

Finance Area

FM-01 Financial Decisions Analysis

FM-02 Security Analysis and Investment Management

FM-03 Portfolio Management

FM-04 Management of Financial Services

FM-05 Financial Derivatives

FM-06 Management of financial Institutions

Marketing Area

MM-01 Consumer Behaviour

MM-02 Advertising Management

MM-03 International Marketing

MM-04 Sales and Distribution Management

MM-05 Marketing of Services

MM-06 Brand Management

Organization Behaviour and Human Resource Development Area

OBH-01 Management of Industrial Relations

OBH-02 Manpower Development for Technological Change

OBH-03 Management for Training and Development

OBH-04 Organization Change and Intervention Strategies

OBH-05 Human Resource Development : Strategies & Systems

OBH-06 Human Resource Planning and Development

SEMESTER- III

BUSINESS POLICY AND STRATEGIC ANALYSIS

Paper: CP-301 Max. Marks: 70

I. Business Policy as a field of study ; General Management Point of View; Vision, Mission, Objectives and Policies.

II. Environment Analysis and Internal Analysis; SWOT Analysis.

III. Tools and Techniques for Strategic Analysis; Impact Matrix; The Experience Curve; BCG Matrix; GEC Model; Industry Analysis; Concept of Value Chain.

IV. Strategic Profile of a firm; Framework for Analysis Competition; Competition Advantage of Firm.

DECISION SUPPORT SYSTEM & MANAGEMENT INFORMATION SYSTEM

Paper: CP-302 Max.Marks : 70

I. Management Information System: Definitions-Basic Concepts Frameworks- Major Trends in Technology, Applications of Information Technology. System & Design : Systems Development Initiative Different Methodologies- Life Cycle & Prototype Approach Detailed Study on life Cycle Design & Implementation Case Study.

II. Managerial Decision Making: Decision making process problem solving techniques how decisions are being supported-decisions styles group decision making features of various CBIS. Decision Support System An Overview: Relevance scope of DSS characteristic and capabilities of OSS components of OSS classification of DSS. Database Management System: Sources of data - data file environment database environment - data models - relevance of relational data base design in DSS.

III. Model Base Management System: types of models Function, Time Certainty, Uncertainty, Risk, Structure or Models, Dichotomous model of mind - Simon's model in information system design simulation techniques.

IV. Dialog Generation Management System: User Interface Menus-Forms OSS tools-DSS Generators-Specific DSS, Constructing a DSS: Steps in Designing a OSS Identification of Decision, Building-of DSMS, Building of MSMS Building of DGMS, Implementation, Performance Testing.

BUSINESS LEGISLATION

Paper: CP-303 Max. Marks: 70

I. The Indian Contract Act. 1872: Essentials of a Valid Contract. Void Agreement, Performance of Contracts. Breach of Contract and its Remedies Quasi-Contracts.

II. The Sale of Goods Act, 1930: Formation of a Contract. Rights of an Unpaid Seller. Consumer Protection Act. And Cyber Laws.

III. The Negotiable Instruments Act, 1881: Nature and Types. Negotiation and Assignment Holder-in-Due Course, Dishonour and Discharge of a Negotiable Instrument Arbitration.

IV. the Companies Act, 1956 : Nature and Types of Companies. Formation. Memorandum and Articles of Association. Prospectus, Allotment of Shares, Shares and Share Capital, Membership, Borrowing Powers, Management and Meetings, Accounts and Audit, Compromise Arrangement and Reconstruction, Prevention of Oppression and Mismanagement, Winding Up.

NETWORK TECHNIQUES AND QUALITY MANAGEMENT

Paper : CP-304 Max.Marks : 70

I. Network Techniques-PERT and CPM Concept to time Estimates and Project costs. Resource Allocation.

II. Concept of Total Quality (TQ). International Quality Certification system-ISO 9000 and 14000 and other standers and their applicability in Design, Manufacturing, Humanistic and Marketing Aspects of TQ. Total Quality of Services. Total Quality and Safety. TPM, ERP

III. Managing for Quality-Statistical Quality Control Charts- Attributes, Variables, Charts for percent defective- P chart and C chart. Sampling Inspection. OC Curve, Average Outgoing Quality Limit.

SUMMER TRAINING PROJECT

Paper : CP-305 Max. Marks : 70

MBA-Sem. III Time : 3 Hrs

At the end of second semester, all students will have to undergo summer training of 8-10 weeks with an Industrial, Business or Service Organization by taking up a project study. The conditions of successfully completing the programme shall not be deemed to have been satisfied unless student undergoes summer training under the supervision of the department in organizations as approved by the Department/Faculty from time to time. Each student will be required to submit a project report to the Department/Faculty for the work undertaken during this period within three weeks of the commencement of the third semester for the purpose of evaluation in the third semester.

SEMESTER - IV

CORPORATE EVOLUTION AND STRATEGIC MANAGEMENT

Paper : CP-401 Max. Marks : 70

MBA-Sem. IV

I. Nature and Seeps of Strategic Management; Strategic Intent and Vision; Concept of Core Competence, Capability and Organizational Learning; Process of Strategy Planning and Implementation.

II. Strategy and structure; Organizational Values and their Impact on Strategy; Power Games amongst Competing Players; Chief Executive and Board; Work of Top Management.

III. Turnaround Management; Management of Strategic Change; Mergers and Acquisitions; Strategic Management in an International Firm.

IV. Strategy and Corporate Evolution in Indian Context.

PROJECT FORMULATION AND IMPLEMENTATION

Paper : CP-402 Max. Marks : 70

MBA-Sem. IV Time : 3 Hrs.

Objectives

The basic purpose of this course is to understanding the framework for evaluating Capital expenditure proposals, their planning and management in the review of the projects understanding.

Course Contents

Concept Characteristics, Life Cycle, Identification of Project Opportunities, Market, Technical and Financial Feasibility Analysis, NNVP, IRR and Payback. Sensitivity Analysis Social Cost Benefit Analysis-rational, Concept of Shadow Pricing. Value of Foreign Exchange, Shadow Price of Investment, Social Rate of Discount. Role of Development, Financial Institutions, Work Breakdown Structure (WBS), Contractor Schedule, Project Planning Programming Budgeting System (PPBS). Accomplishment Cost Procedure (ACP), Project Training and Control, Project Management Information System (PMIS), Project Audit. Ex-Post Evaluation.

PROJECT STUDY

Paper : CP-403 Max. Marks : 200

MBA-Sem. IV

The final project will be evaluated at the end of the fourth semester by internal and external Examiners. This would be equivalent to the marks of the two papers.

FINANCE AREA: FM-3101 to FM-3106

FINANCIAL DECISIONS ANALYSIS

Paper: FM-01 Max. Marks: 70

MBA-Sem. III/IV Time: 3 Hrs.

I. Application of Linear Programming; Goal Programming; Regression Analysis and Simulation Technique in Financial Decision Making Areas.

II. Corporate Debt Capacity Management Decision; Business Failure and Reorganization-Application of Multiple Discriminate Analysis; Decision Tree Analysis; Capital Expenditure Decision under Conditions of Risk and Uncertainty.

III. Cost-Volume-Profit Analysis under Conditions of Uncertainty. Leasing Vs. Borrowing Decisions; Sequencing of Decisions; Replacement Decisions.

IV. Mergers and Acquisitions; takeover code; Goodwill and Valuation of Shares; Dividend Valuation Model; Determination of the Exchange Ratio; Legal and Procedural Aspects of merger Decision; Specific Areas and Problems in the Area of Financial Decision Making; Estimation and Projection of Working Capital Decisions.

SECURITY ANALYSIS AND INVESTMENT MANAGEMENT

Paper : FM-02 Max. Marks: 70

MBA-Sem. III/IV Time: 3 Hrs.

I. Investment – Return and Risk; Operations of Indian Stock Market; New Issue Market; Listing of Securities; Cost of Investment in Securities.

II. Mechanics of Investing; Market and Brokers; Investment Companies; Market Indices and Return; Securities Credit Ratings; Objectives of Securities Analysis; Investment Alternatives.

III. Valuation Theories of Fixed and Variable Income Securities; the Return to Risk and the Investment Decision; Government; Securities; Non security Forms of Investment; Real Estate Investment Instruments of the Money Market.

IV. Stock Market Analysis – Fundamental and Technical Approach, Efficient Market Theory; Recent Development in the Indian Stock Market.

PORTFOLIO MANAGEMENT

Paper: FM-03 Max. Marks: 70

MBA-Sem. III/IV Time: 3 Hrs.

I. Introduction to Portfolio Management – An Optimum Portfolio Selection Problem Markowitz Portfolio Theory, the Mean-Variance Criterion (MVC) – The Nature of Investment Risk, MVC and Portfolio Selection, The Investment In Liquid Assets, Portfolios of Two Risky Securities.

II. A Three Securities Portfolio, The Efficient Frontier, Tracing the Efficient Frontier-The Relationship between the Unleveraged and Leveraged Portfolio, Sharpe: Single Index Model; Application of Market Model in Portfolio Construction.

III. Capital Asset Pricing Model, Characteristic Lines, Factor Models and Arbitrage Pricing Theory, Constructing Efficient Frontier, Optimum Portfolio- Constructing the Optimum Portfolio, Portfolio Investment Process.

IV. Bond Portfolio Management Strategies, Investment Timing and Portfolio Performance Evaluation; Corporate Management in India International Diversification.

MANAGEMENT OF FINANCIAL SERVICES

Paper : FM-04 Max. Marks : 70

I. Financial System and Markets; Concept, Nature and scope of Financial Services; Regulatory Framework for Financial Services; Management of Risk in Financial Services.

II. Stock Exchange Operations, Mutual Funds; Merchant Banking Services; Managing of Issue Shares and Bonds Mobilizing of Fixed Deposits-Inter- Corporate Loans- International Finance.

III. Other Financial Services - Leasing and Hire purchase; Debt Securitization; Housing Finance; Credit Rating; Credit Cards; Banking and Insurance.

IV. Venture Capital, Factoring for Failing and Bill Discounting, Insurance; The Tax Environment and Financial Services; Pricing Financial Services.

FINANCIAL DERIVATIVES

Paper: FM-05 Max. Marks: 70

I. Forward Contracts; Future Contracts; Other Derivative Securities Types of Traders; Futures Markets and the use of Future of Hedging.

II. Forward and Future Prices; Interest Rate Futures; Swaps; Options Markets; Properties of Stock Option Price.

III. Trading Strategies Involving Options; Black-Seholes Option Model; Binomial Model; Options on Stock Indices.

IV. Currencies and Futures Contracts General Approach to Pricing Derivatives Securities; Interest Rate Derivative Securities; Derivatives Market in India.

MANAGEMENT OF FINANCIAL INSTITUTIONS

Paper: FM-05 Max. Marks: 70

I. The Role and Importance of Financial Institutions; Financial management Models and their Application in Financial Institutions; Application of the Wealth Maximization Model to Financial Decisions; Evaluating Risks and Returns of Assets and Liabilities of Financial Institutions.

II. Flow of Fund Analysis of the Borrowing and Lending Behaviour of Financial Institutions, Interest Rate Analysis; Interest Rate in the Financial System; Yield Curve; Risk and Inflation; Financial Management of Commercial Banks; Banking Law and Regulation; Provisions of RBI's Operations; Credit and Monetary Planning

III. Insurance Companies; Thrift Institutions; Development Banks; Role of Development Banking in Industrial Financial in India; Capital Adequacy and Capital Planning; Strategy of Growth; Problem of Time and Cost Over Runs; Financial Planning of Financial Institutions; Financial Goals and Performance Statement.

IV. Working and Organization of Different Financial Institutions in India like IFCI, ICICI, IDBI, UTI, LIC, Mutual Funds, International Aspects of Financial Institutions.

MARKETING AREA: MM - 3201 to MM - 3206

CONSUMER BEHAVIOUR

I. Introduction to Consumer Behavior; Consumer Behaviour and Marketing Strategy; Consumer Involvement and Decision Making Information Search Process; Evaluative Criteria and Decision Rules.

II. Consumer Motivation; Information Processing and Consumer Perception; Consumer Attitudes and Attitude Change.

III. Influence of Personality and Self Concept on Buying Behaviour; Psychographic and Lifestyle; Group Influence; Diffusion of Innovation and Opinion Leadership Family Decision Making.

IV. Industrial Buying Behaviour; Models of Consumer Behaviour; Consumer Behaviour Audit; Consumer Behaviour Studies in India.

ADVERTISING MANAGEMENT

I. Advertising's role in the marketing Process; Legal Ethical and Social Aspects of Advertising; Process of Communication – Wilbur Schramm's Model, Two Step Flow of Communication.

II. Theory of Cognitive Dissonance and clues for Advertising Strategist: Stimulation of Primary and Selective Demand – Objective Setting and Market Positioning; Dagmar Approach Determination of Target Audience.

III. Building of Advertising Programme-Message, Headlines, Copy ,Logo, illustration, Appeal, Layout; Campaign Planning; Media Planning; Budgeting; Evaluation-Rationale of testing Opinion and Aptitude Test, Recognition, Recall, Recall, Experimental Designs.

IV. Advertising Organization – Selection Compensation and Appraisal of an Agency; Electronic Media Buying. Advertising Campaign- Advertising V/s Consumer Behaviour; Sales Promotion- Role of Creative Strategies; Advertising- Retails, National, Corporative, Political, International, Public. Service Advertising.

INTERNATIONAL MARKETING

I. International Marketing – Definition, Concept; Distinctions between International Trade, Marketing and Business; Economic Environment of International Marketing.

II. International Institutions – World Bank, IMF, UNCTAD,WTO, Customs Union, Common Marks, Free Trade Zones, economic Communities; Constraints on International Marketing – Fiscal and Non-Fiscal Barriers, Nontariff Barriers Trading Partners – Bilateral Trade Agreements, Commodity Agreements and GSP; India and World and Export Policy, Direction and Quantum of India's Exports.

III. Institutional Infrastructure for Export Promotion; Export Promotion Councils, Public Sector Trading Agencies, ECGC, Commodity Boards etc.; Procedure and Documents – Registration of Exporters, Export Quotations, Production and Clearance of Goods for Export, Shipping and Transportation, Insurance, Negotiation of Documents; Instruments of Payments – Open Account, Bills of Exchange, Letter of Credit – Export Finance.

IV. International Marketing Mix. – Identification of Markets, Product, Policy, International Product Life Cycle, Promotion Strategy, Pricing Strategy and Distribution Strategy; Various Forms of International Business; Marketing of Joint Ventures and Turnkey Projects.

SALES AND DISTRIBUTION MANAGEMENT

I. Nature and Scope of Sales Management; Setting and Formulating Personal Selling Objectives; Recruiting and Selecting Sales Personnel; Developing and Conducting Sales Training Programmes.

II. Designing and Administering Compensation Plans; Supervision of Salesman; Motivating Sales Personnel; Sales Meetings and Sales Contents; Designing territories and Allocating Sales Efforts; Objectives and Quotas for Sales Personnel; Developing and Managing Sales Evaluation Programme; Sales Cost and Cost Analysis.

III. An Overview of Marketing Channels, Their Structure, Functions and Relationship; channel Intermediaries – Wholesaling and Retailing; Logistics of Distribution; Channel Planning Organizational Patterns in Marketing Channels;

IV. Managing Marketing Channels; Marketing Channel Policies and Legal Issues Information System and Channel Management; Assessing Performance of Marketing Channels; International Marketing Channels.

MARKETING OF SERVICES

I. The Emergence of Service Economy; Nature of Services; Goods and Services Marketing; Marketing Challenges in Service Businesses; Marketing Framework for Service Businesses.

II. The Service Classification; Service Product Development; The Service Encounter; The Service Consumer Behaviour; Service Management Trinity.

III. Service Vision and Service Strategy; Quality Issues and Quality Models; Demand-Supply Management; Advertising, Branding and Packaging of Services; Recovery Management and Relationship Marketing.

IV. Service Marketing : Origin Growth - Classification of Services - Marketing of Financial Service the Indian Scene - Designing of Service Strategy.

BRAND MANAGEMENT

I. Understanding Brands - Brand Hierarchy, Brand Personality, Brand Image, Brand Identity, Brand Positioning; Brand Equity; Value addition from Branding - Brand-Customer Relationship, Brand Loyalty and Customer Loyalty.

II. Managing Brands; Brand Creation, Brand Extensions, Brand-Product Relationship, Brand Portfolio.

III. Brand Assessment through Research - Brand Identity, Position, Image, Personality Assessment and Change; Brand Revitalization.

IV. Financial Aspects of Brand; Branding in Different Sectors: Customer, Industrial, Retail and Service Brands.

ORGANISATION BEHAVIOUR AND HUMAN RESOURCE DEVELOPMENT AREA:
OBH-3301 to OBH-3306

MANAGEMENT OF INDUSTRIAL RELATIONS

I. Industrial Relations Perspectives; Industrial Relations and The Emerging Socio Economics Scenario; Industrial Relation and the State; Legal Framework of Industrial; Relations

II. Role and future of Trade Unions; Trade Union and the Employee; Trade Union and the Management.

III. Discipline and Grievance Management; Negotiation and collective Settlements; Participative Management and Co-Ownership.

IV. Productive Bargaining and Gain Sharing; Employee Empowerment and Quality Management; Industrial Relations and Technological Change.

MANPOWER DEVELOPMENT FOR TECHNOLOGICAL CHANGE

Paper: OBH-02 Max. Marks: 70

I. Manpower Management in the 21st Century;-Environmental Context of Human Resource Management; The Emerging Profile of Human Resources; Special Features of new Technology.

II. Concept and Process of Technological Innovation; Organizational Implications of Technological Change.

III. Human Resource Implications of Technological Change; Performance /Potential in the Context of New Technology.

IV. Technology Transfer with Human Face; New Issues in Manpower Training and Career Development.

MANAGEMENT FOR TRAINING AND DEVELOPMENT

I. Training Process-an Overview; Role Responsibilities and Challenges to Training Managers; Organization and Management of Training Function.

II. Training Needs Assessment and Action Research Instructional Objectives and Lesson Planning Learning Process.

III. Training Climate and Pedagogy; Development Training Modules; Training Methods and techniques.

IV. Facilities and Training Aids; Training Communication; Training Evaluation; Training and Development in India.

ORGANIZATIONAL CHANGE AND INTERVENTION STRATEGIES

I. Organization Change-an Overview; Approaches to Problems Diagnosis.

II. Some Major Techniques of Planned Change; Steps in OD.

III. General OD Competencies, OD Skills, Designing Interventions-Interpersonal Term, Intergroup and System.

IV. Evaluation of OD, Ethics of OD Professional, future of OD.

HUMAN RESOURCE DEVELOPMENT: STRATEGIES & SYSTEMS

I. Field of HRD- Concepts, Goals Challengers; HRD Climate and Practices in India.

II. Staffing HRD Function; Developing HR Strategies; HRD System Design Principles

III. Design & Administration of Select HRD System; HRD for Workers.

IV. HRD Intervention; HRD Approaches for coping with Organizational

Changers Case Studies of HRD in India Organizational.

HUMAN RESOURCE PLANNING AND DEVELOPMENT

I. Macro Level Manpower Planning and Labour Market Analysis; Organizational Human Resource Planning; Stock Taking; Work Force Flow Mapping; Age and Grade Distribution Mapping.

II. Model and techniques of manpower Demand and Supply Forecasting; Behavioural Factors in Human resource Planning-Wastage Analysis; Retention; Redeployment and Exit Strategies.

III. Career Management and Career Planning; Performance Planning; Potentials Appraisal and Career Development; HRD Climate; Culture.

IV. QWL and Management of Change; TQM and HRD Strategies; HRD in Strategic Organizations; Human Resource Information System; Human Resource Valuation and Accounting.