

MBA 101: PRINCIPLES & PRACTICES OF MANAGEMENT

3 Credits per Week, 1 Credit= 1 Lecture per Week

UNIT I

Management: Concept, Nature, Importance; Management: Art and Science, Management as a Profession, Management vs. Administration, Management Skills, Levels of Management, Characteristics of Quality Managers.

Evolution of Management: Early contributions, Taylor and Scientific Management, Fayol's Administrative Management, Bureaucracy, Hawthorne Experiments and Human Relations, Social System Approach, Decision Theory Approach.

Social Responsibility of Managers and Ethics in Managing.

UNIT II

Introduction to Functions of Management

Planning: Nature, Scope, Objectives and Significance of Planning, Types of Planning, Process of Planning, Barriers to Effective Planning, Planning Premises and Forecasting, Objective Setting: Concept, Types and Process of Setting Objectives; Operational Planning Tools, M.B.O. : Concept, Process and Managerial Implications, Decision Making: Concept, Process, Types and Styles of Decision Making, Decision Making in Risk and Uncertainty.

Organizing: Concept, Organization Theories, Forms of Organizational Structure, Combining Jobs, Departmentation, Span of Control, Delegation of Authority, Authority & Responsibility, Principles of Organizational Designing, Contingency Approach to Organization Design, Learning Organizations.

UNIT III

Staffing: Concept, System Approach, Manpower Planning, Job Design, Recruitment & Selection, Training & Development, Performance Appraisal

Directing: Concept, Direction and Supervision.

UNIT IV

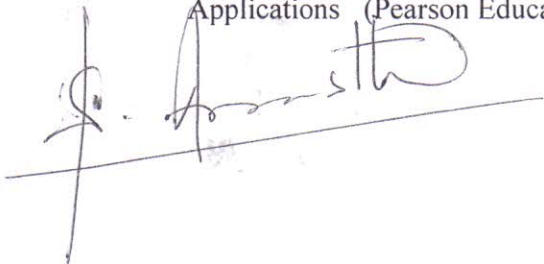
Controlling: Concept, Types of Control, Methods: Pre-control: Concurrent Control: Post-control, An Integrated Control System, The Quality Concept Factors affecting Quality, Developing a Quality Control System, Total Quality Control, Pre-control of Inputs, Concurrent Control of Operations, Post Control of Outputs. .

UNIT V

Cases study related to the entire syllabus.

Suggested Readings:

- 1 Stoner, Freeman & Gilbert Jr -Management (Prentice Hall of India, 6th Edition)
 - 2 Koontz Harold & Weihrich Heinz – Essentials of management (Tata McGraw Hill, 5th Edition 2008)
 - 3 Robbins & Coulter -Management (Prentice Hall of India, 9th Edition)
- Robbins S.P. and Decenzo David A. -Fundamentals of Management: Essential Concepts and Applications (Pearson Education, 6th Edition)



MBA 102: MANAGERIAL ECONOMICS

3 Credits per Week, 1 Credit= 1 Lecture per Week

UNIT I

Introduction to Economics; Nature and Scope of Managerial Economics, Significance in Decision-Making and Fundamental Concepts. Objectives of a firm.

UNIT II

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, Measurement of Elasticity of Demand, Demand Forecasting: Meaning, Significance and Methods, Supply Analysis: Law of Supply, Supply Elasticity, Analysis and its Uses for Managerial Decision Making, Production Concepts & Analysis: Production Function, Single Variable-Law of Variable Proportion, Two Variable-Law of Returns to Scale. Cobbs –Douglas Production Function

Cost Concept and Analysis, Short-Run and Long-Run Cost Curves and its Managerial Use.

UNIT III

Market Equilibrium and Average Revenue Concept.

Market Structure: Perfect Competition, Features, Determination of Price Under Perfect Competition.

Monopoly: Features, Pricing Under Monopoly, Price Discrimination.

Monopolistic: Features, Pricing Under Monopolistic Competition, Product Differentiation.

Oligopoly: Features, Kinked Demand Curve, Price Leadership.

Pricing Strategies: Price Determination, Full Cost Pricing, Product Line Pricing, Price Skimming, Penetration Pricing.

UNIT IV

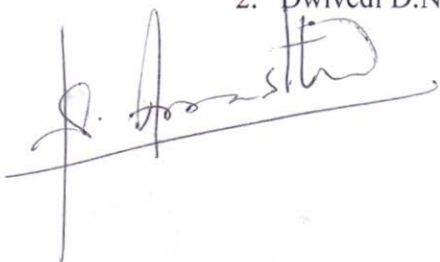
National Income; Concepts and Various Methods of its Measurement, Inflation, Types and Causes, Business Cycle, Profit Concept and Major Theories of Profits; Dynamic Surplus Theory, Risk & Uncertainty Bearing Theory and Innovation Theory.

UNIT V

Case study related to the entire syllabus.

Suggested Readings:

1. Damodaran Suma – Managerial Economics (Oxford 2006)
2. Dwivedi D.N. -Managerial Economics (Vikas Publication, 7th Edition)



MBA 103 : ACCOUNTING FOR MANAGERS

4 Credits per Week, 1 Credit= 1 Lecture per Week

UNIT I

Introduction to Accounting : Introduction and Scope of Accounting, Meaning, Scope, Functions, Importance, Advantages, Disadvantages of Financial, Cost and Management Accounting, Relation between Financial, Cost and Management Accounting, Concept Conventions and Principles of Accounting, Journal, Ledger, Trial Balance.

UNIT II

Financial Statements and Financial Analysis Financial Statements and Financial Analysis : Meaning, Objectives, Preparation of Final Account – Profit & Loss Account, Balance Sheet (with problems & Adjustments) comparative & common size statement, Ratio Analysis, Trend Analysis.

UNIT III

Financial Analysis & Introduction To Emerging Dimensions in Accounting Statement of Changes in Financial Position – Funds Flow Statement – Meaning, Significance, Limitations, Preparation. Cash Flow Statement – Meaning, Significance, Limitations, Preparation as per AS-3 (direct & indirect method). Introduction to International Financial Reporting Standards (IFRSs) Price Level Accounting & Human Resource Accounting.

UNIT IV

Cost Analysis, Control and Profit Planning Concept Elements and Classification of Cost, Methods and Techniques of Costing, Marginal Costing and Break-Even Analysis, Advantages & Disadvantages of Cost-Volume Profit Analysis. Concept of Responsibility Accounting & Corporate Governance.

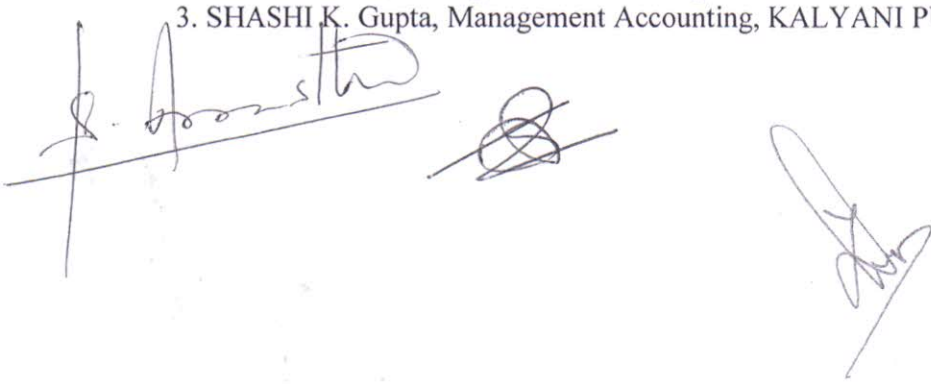
Control and Profit Planning Budgeting and Budgetary Control – Concept, Types, Advantages, Disadvantages, Preparation of Budget – Sales, Flexible, Cash Budget, Production Budget, Concept of Zero Based Budgeting and Performance Budgeting, Standard Costing and Variance Analysis-Material and Labour

UNIT V

Case study related to the entire syllabus.

Suggested Readings :

1. S.N .MAHESWARI, Corporate Accounting
- 2 .I.M. PANDEY, Management Accounting,
3. SHASHI K. Gupta, Management Accounting, KALYANI PUBLICATION



MBA 104: ORGANISATIONAL BEHAVIOUR

3 Credits per Week, 1 Credit= 1 Lecture per Week

UNIT I

Concept, Nature, Characteristics, Conceptual Foundation, Importance, Models of Organizational Behaviour, Historical Development of OB, Relationship with Other Fields, Organisational Behaviour: Cognitive Framework, Behaviouristic Framework and Social Cognitive Framework.

UNIT II

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

Attitude: Concept, Process and Importance, Attitude Measurement. Attitudes and Workforce Diversity.

Personality: Concept, Nature, Types and Theories of Personality Shaping, Determinants, Traits Major, Personality Attributes Influencing O.B Learning: Concept and Theories of Learning.

UNIT III

Motivation: Theories of Motivation: Early and Contemporary views, Three level Work Motivation Model, Motivating a Diverse Workforce.

Leadership: Style and Theories of Leadership-Trait, Behavioural and Situational Theories, Leadership styles in Indian Organisations.

Analysis of Interpersonal Relationship, Group Dynamics: Definition, Stages of Group Development, Group Cohesiveness, Formal and Informal Groups, Group Processes and Decision Making, Dysfunctional Groups.

UNIT IV

Organisational Power and Politics: Concept, Sources of Power, Distinction Between Power, Authority and Influence, Approaches to Power, Political Implications of Power: Dysfunctional Uses of Power.

Knowledge Management & Emotional Intelligence in Contemporary Business Organisation

Organisational Change : Concept, Nature, Resistance to change, Managing resistance to change, Implementing Change, Kurt Lewin Theory of Change.

Conflict: Concept, Sources, Types, Functionality and Dysfunctionality of Conflict, Classification of Conflict Intra, Individual, Interpersonal, Intergroup and Organisational, Resolution of Conflict, Meaning and Types of Grievance and Process of Grievance Handling.

Stress: Understanding Stress and Its Consequences, Causes of Stress, Managing Stress.

UNIT V

Case study related to the entire syllabus.

Suggested Readings:

1 Newstrom John W. -Organizational Behaviour: Human Behaviour at Work (Tata Mc Graw Hill, 12th Edition)

2 Luthans Fred -Organizational Behaviour (Tata Mc Graw Hill, 10th edition)

3 Robbins Stephen P. -Organizational Behaviour (Pearson Education, 13th Edition)

MBA 105: BUSINESS STATISTICS

4 Credits per Week, 1 Credit= 1 Lecture per Week

UNIT I

Role of Statistics: Applications of Inferential Statistics in Managerial Decision-Making; Measures of Central Tendency: Mean, Median and Mode and their Implications; Measures of Dispersion: Range, Mean Deviation, Standard Deviation, Coefficient of Variation (C.V.), Skewness, Kurtosis.

UNIT II

Time Series Analysis: Concept, Additive and Multiplicative Models, Components of Time Series, Trend Analysis: Least Square Method -Linear and Non-Linear Equations, Applications in Business Decision-Making.

Index Numbers:-Meaning, Types of Index Numbers, Uses of Index Numbers, Construction of Price, Quantity and Volume Indices:-Fixed Base and Chain Base Methods.

Correlation:-Meaning and Types of Correlation, Karl Pearson and Spearman Rank Correlation.

Regression:-Meaning, Regression Equations and their Applications, Partial and Multiple Correlation & Regression

UNIT III

Probability: Concept of Probability and its Uses in Business Decision-Making; Addition and Multiplication Theorems; Bayes' Theorem and its Applications.

Probability Theoretical Distributions: Concept and Application of Binomial; Poisson and Normal Distributions

UNIT IV

Estimation Theory and Hypothesis Testing: Sampling Theory; Formulation of Hypotheses; Application of Z-test, t-test, F-test and Chi-Square test.

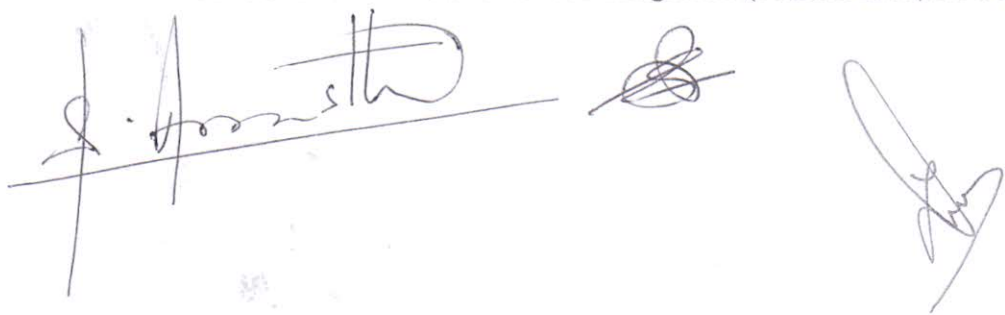
Techniques of association of Attributes & Testing

UNIT V

Case study related to the entire syllabus.

Suggested Readings:

1. Beri - Business Statistics (Tata Mc Graw Hill 2nd Edition).
2. Chandan J S -Statistics for Business and Economics (Vikas 1998.1st Edition).
3. Render and Stair Jr. -Quantitative Analysis for Management (Prentice-Hall, 7th edition)
4. Sharma J K -Business Statistics (Pearson Education 2nd Edition).
5. Gupta C B, Gupta V -An Introduction to Statistical Methods (Vikas1995, 23rd Edition).
6. Levin Rubin - Statistics for Management (Pearson 2000, New Delhi, 7th Edition).



MBA 106 :BUSINESS ENVIRONMENT

3 Credits per Week, 1 Credit= 1 Lecture per Week

UNIT I

The Concept of Business Environment, Significance and Nature. Environment Scanning: Meaning, Nature and Scope, Process of Environmental Scanning, Interaction between Internal and External Environments, Basic Philosophies of Capitalism and Socialism with their Variants. Concepts of Mixed Economy.

UNIT II

Overview of Political, Socio-cultural, Legal, Technological and Global environment. An introduction to MRTP, FEMA, SEBI Act, Consumer Protection Act; The Changing Dimensions of these Laws and their Impact on Business.

UNIT III

Philosophy and Strategy of Planning in India; Industrial Policy in Recent Years; Policy with regard to Small Scale Industries; Monetary Policy and Fiscal Policy, Stock Exchange-BSE-NSE. Depository System in India (Options, Futures and Derivatives) RBI-Role and Functions, Banking Structure Reforms; Narasimhan Committee Recommendations, Financial Sector Reforms.

UNIT IV

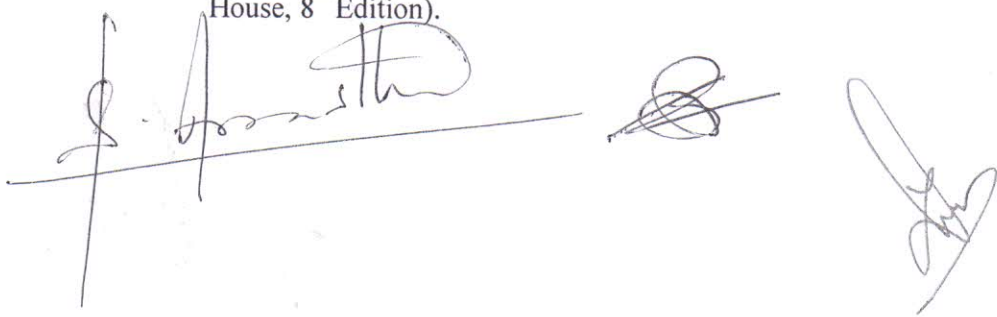
E-Banking in India-Objectives, Trends and Practical Uses-Recent Technological Developments in Indian Banking (ATM, Debit and Credit Cards, EMI, EFT) Consumerism, Social Responsibility of Business Enterprises, New Economic Policy, Globalisation, EXIM policy, FDI Policy, Multinational Corporation (MNCs) and Transnational Corporations (TNCs), Global Competitiveness.

UNIT V

Case study related to the entire syllabus.

Suggested Readings:

1. Mishra S K & Puri V K -Economic Environment of Business (Himalaya Publishing House, 3rd Edition).
2. Paul Justin - Business Environment Text and Cases (Tata Mc Graw Hill).
3. Shaikh & Saleem -Business Environment (Pearson, 1st Edition)
4. Suresh Bedi - Business Environment (Excel Books, 1st Edition).
Francis Cherunilam – Business Environment, Text and Cases (Himalaya Publishing House, 8th Edition).



**MBA 107: COMMUNICATION AND COMPUTER APPLICATIONS FOR
MANAGEMENT**

3 Credits per Week, 1 Credit= 1 Lecture per Week

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.

Employment Communication :

Writing CVs, Group Discussions, Interview, Types of Interview, Candidates Preparation, Interviewers Preparation; Impact of Technological Advancement on Business Communication; Communication Networks, Intranet, Internet, E mails, SMS, teleconferencing, videoconferencing

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, Paralanguage.

Written Communication

Purpose of Writing, Clarity in Writing, Principles of Effective Writing, Writing Technique, Electronic Writing Process.

UNIT III

Business Letter and Reports

Introduction to Business Letters, Types of Business Letter, Layout of Business Letters, Writing Memos, Purpose of Report, Kinds and Objectives of Reports, Writing Reports

Case Method of Learning

Understanding the Case Method of Learning, Different Types of Cases, Overcoming the Difficulties of the Case Method, Dos' and Don'ts for Case Preparation

UNIT IV

Presentation Skills

What is a Presentation: Elements of Presentation, Types of Visual Aid, Appearance & Posture, Practicing Delivery of Presentation.

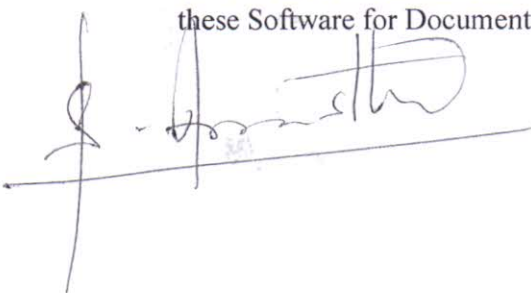
Group Communication

Meetings, Notice, Planning Meetings, Objectives, Participants, Timing, Venue of Meetings, Leading Meetings, Minutes of Meeting, Media Management, Press Release, Press Conference, Media Interviews, Seminars, Workshop, Conferences, Business Etiquettes.

UNIT V

Computer Networks: Overview of Computer Network, Types of Computer Networks (LAN, WAN and MAN), Network Topologies, Components of Computer Networks (servers, workstations, network interface cards, hub, switches, cables, etc..)

Use of MS-Office: Basics of MS-Word, MS-Excel and MS-PowerPoint; Application of these Software for Documentation and Making Reports; Preparation of Questionnaires,



P.T.O.

Presentations, Tables and Reports (Practical)

Database Management System : Overview of DBMS; Components of DBMS, Recent Trends in Database, RDBMS.

E-commerce: Introduction, Comparison between Traditional Commerce and E-commerce; Advantages & Disadvantages of E-commerce, Buying & Selling on Internet, Issues in Implementing Electronic Commerce.

Case Study related to the entire syllabus

Suggested Readings:

- 1 M.K. Sehgal & V. Khetrapal -Business Communication (Excel Books).
- 2 Rajendra Pal - Business Communication (Sultanchand & Sons Publication).
- 3 P.D. Chaturvedi – Busines Communication (Pearson Education, 1st Edition 2006).
- 4 Lesikar RV & Pettit Jr. JD – Basic Business Communication : Theory & Application (Tata Mc Grow Hill, 10th Edition).
- 5 Leon A. and Leon M -Introduction to Computers (Leon Vikas, 1st Edition).

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MBA 201: MARKETING MANAGEMENT

4 Credits per Week, 1 Credit= 1 Lecture per Week

UNIT I

Introduction, Definition, Importance and Scope of Marketing, Philosophies of Marketing Management, Elements of Marketing -Needs, Wants, Demands, Customer, Consumer, Markets and Marketers; Marketing Vs Selling, Consumer Markets and Industrial Markets. Concept of Marketing Management, Marketing – Mix, Functions of Marketing Management, Marketing Organisations, Qualities of Marketing Manager. Marketing Environment, Factors Affecting Marketing Environment, Marketing Information System and Marketing Research, Strategic Marketing Planning.

UNIT II

Market Segmentation, Segmenting the Market, Benefits / Purpose and Limitations of Market Segmentations, Market Segmentation Procedure, Basis for Consumer/Industrial Market Segmentation.

Market Targeting – Introduction, Procedure, Product Positioning -Introduction, Objectives, Usefulness.

Differentiating the Product, Product Positioning Strategy, Consumer Behaviour -Introduction, Importance & Process.

UNIT III

Marketing -Mix Decisions, Product Decisions, New Product Development-Concept and Necessity for Development, Failure of New Products, New Product Planning and Development Process, Product-Mix, Branding and Packaging Decisions, Product Life cycle -Stages and Strategies for Different Stages of PLC.

UNIT IV

Pricing Decisions, Pricing Objectives, Policies Methods of Setting Price, Pricing Strategies, Channels of Distribution for Consumer/ Industrial Products, Factors Affecting Channel Distribution, Management of Channels: Current Trends in Wholesaling and Retailing, Retail Distribution System in India.

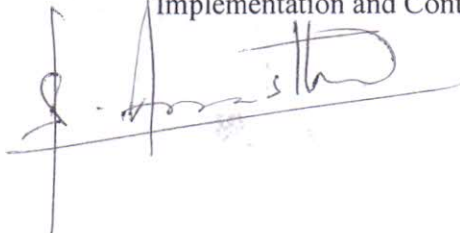
Promotion: Promotion-mix, Advertising, Sales Promotion, Personal Selling, Publicity and Public Relations. A Brief Account of Marketing of Services, Rural Marketing, CRM, Electronic Marketing; B2C, B2B and C2C, Direct Marketing through Internet, International Marketing etc.

UNIT V

Case study related to the entire syllabus.

Suggested Readings:

- 1.Kotler Philip -Marketing Management, Analysis, Planning, Implementations and Control (Pearson Education 12th Edition).
- 2.Kotler, Philip and Armstrong Graw -Principles of Marketing (Pearson Education, 11th Edition).
3. Kotler Philip, Keller Kevin Lane, Koshy Abraham and Jha Mithileshwar -Marketing Management: A South Asian Perspective (Pearson Education 12th Edition).
4. Ramaswamy V.S. and Namakumari S -Marketing Management: Planning, Implementation and Control (Macmillian 3rd Edition).



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MBA 202: BUSINESS LEGISLATIONS

3 Credits per Week, 1 Credit= 1 Lecture per Week

UNIT I

Introduction, Indian Contract Act, 1872-Meaning of Law, Object of law, Indian Contract Act, 1872, Definition of Contract, Valid Contract, Offer and Acceptance, Consideration, Capacity to Contract, Free Consent, Legality of Object, Discharge of Contract, Remedies for Breach of Contract, Quasi Contract, Contract of Agency- Modes of Creating an Agency, Rights and Duties of Agent and Principle, Termination of Agency.

UNIT II

Sale of Goods Act, 1930, Partnership Act, 1932, Consumer Protection Act, 1986 Sale of Goods Act, 1930-

Essentials of a Contract of Sale, Conditions and Warranties, Rights and Duties of Buyer, Rights of an Unpaid Seller and Buyer's Beware. Partnership Act 1932 Concept of Partnership and its Major Provisions-Partnership Deed, Incorporation and Dissolution.

Consumer Protection Act, 1986: Definitions, Objectives and Commissions and Provisions (District Forum, State Commission and National Commission).

UNIT III

Negotiable Instrument Act, 1881-Definition, Types and Characteristics of Promissory Note, Bills of Exchange and Cheque, Holder and Holder in Due Course, Endorsement, Instruments obtained by Unlawful Means, Dishonour and Discharge of Negotiable Instrument, Banker and Customer

Indian Companies Act, 1956- Definition, Characteristics and Kinds of Company, Formation of a Company, Memorandum of Association and its Contents, article of Association and its Contents, Prospectus, Registration of Prospectus, Statement in Lieu of Prospectus, rights and Liabilities of Members of Company, Company Management- Appointment of Directors, Powers, Duties and Liabilities of Director and Managing Director

UNIT IV


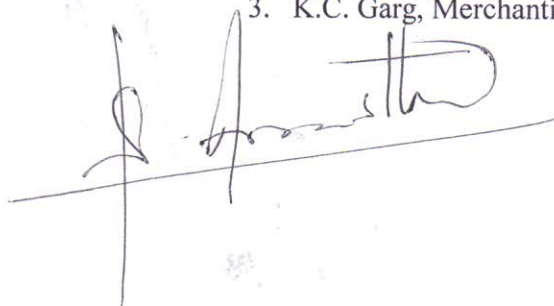
Intellectual Property Rights Acts-Meaning of IPR, The Patent Act 1970 – Introduction, History, Meaning of Patent, Kinds, Procedure for grant of patent, right of patentee, infringement of patent. The Copyright Act, 1957 – Introduction, History, Meaning of copyright, registration of copyright, terms of copyright, infringement of copyright.

UNIT V

Case study related to the entire syllabus.

Suggested Readings:

1. N.D. Kapoor- Merchantile Law- Sultan Chand and Sons
2. K.C. Kuchhal, Business Law- Vikas Publishing House Ltd.
3. K.C. Garg, Merchantile Law- Kalyani Publishers



MBA 203: RESEARCH METHODOLOGY

3 Credits per Week, 1 Credit= 1 Lecture per Week

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.

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, 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.

UNIT III

Analysis of Data: Coding, Editing and Tabulation of Data, Various Kinds of Charts and Diagrams Used in Data Analysis: Bar and Pie Diagrams and their Significance, Use of SPSS in Data Analysis, Application and Analysis of Variance (ANOVA). Measurement and Central Tendency, Measure of Dispersion and their Advantages.

UNIT IV

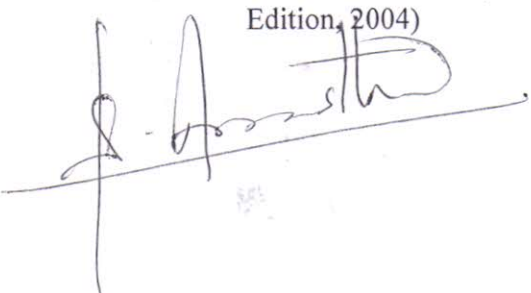
Report Preparation: Types and Layout of Research Report, Precautions in Preparing the Research Report. Bibliography and Annexure in the Report: Their Significance, Drawing Conclusions, Suggestions and Recommendations to the Concerned Persons.

UNIT V

Case study related to the entire syllabus.

Suggested Readings:

1. Cooper and Schindler -Business Research Methods (Tata Mc Graw Hill, 9th Edition)
2. Saunders -Research Methods for Business students (Pearson Education, 2nd Edition, 2007)
3. Panneer Selvam -Research Methodology (Prentice Hall of India, Edition 2008)
4. Gravetter -Research Method for Behaviourial Sciences (Cengage Learning)
5. Beri G.C -Marketing Research (Tata Mc Graw Hill, 4th Edition)
6. Kothari C R – Research Methodology Methods & Techniques (New Age International Publishers, 2nd Edition, 2004)



MBA 204: OPERATION RESEARCH

4 Credits per Week, 1 Credit= 1 Lecture per Week

UNIT I

Operations Research:-Uses, Scope and Applications of Operation Research in Managerial Decision-Making.

Decision-Making Environments:-Decision-making Under Certainty, Uncertainty and Risk Situations; Decision Tree Approach and its Applications.

UNIT II

Linear Programming: Mathematical Formulations of LP Models for Product-Mix Problems; Graphical and Simplex Method of Solving LP Problems; Sensitivity Analysis; Duality.

Transportation Problem: Various Methods of Finding Initial Basic Feasible Solution and Optimal Solution.

Assignment Model: Algorithm and its Applications.

UNIT III

Game Theory: Concept of Game; Two-Person Zero-Sum Game; Pure and Mixed Strategy Games; Saddle Point; Odds Method; Dominance Method and Graphical Method for Solving Mixed Strategy Game.

Sequencing Problem: Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines, Two Jobs and m -Machines Problems.

UNIT IV

Queuing Theory: Characteristics of M/M/I Queue Model; Application of Poisson and Exponential distribution in Estimating Arrival Rate and Service Rate; Applications of Queue Model for Better Service to the Customers.

Replacement Problem: Replacement of Assets that Deteriorate with Time, Replacement of Assets which Fail Suddenly.

Project Management: Rules for Drawing the Network Diagram, Applications of CPM and PERT Techniques in Project Planning and Control; Crashing of Operations.

UNIT V

Case study related to the entire syllabus.

Suggested Readings:

- 1) Vohra -Quantitative Techniques in Management (Tata McGraw-Hill, 2nd edition), 2003.
- 2) Kothari -Quantitative Techniques (Vikas 1996, 3rd Edition).
- 3) Taha Hamdy -Operations Research - An Introduction (Prentice-Hall, 7th edition)
- 4) Sharma J K -Operations Research (Pearson, 3rd Edition)
- 5) Kapoor V.K. -Operations Research (S. Chand, 4th Edition)

MBA 205: FINANCIAL MANAGEMENT

3 Credits per Week, 1 Credit= 1 Lecture per Week

UNIT I

Introduction: Concept of Finance, Scope and Objectives of Finance, Profit Maximization vs. Wealth Maximization, Functions of Finance Manager in Modern Age, Financial Management Process, Finance Functions: Investment Financing & Dividend, Time Value of Money, Risk and Return Analysis.

UNIT II

Investment Decision: Appraisal of Project; Concept, Process & Techniques of Capital Budgeting and its Applications; Risk and Uncertainty in Capital Budgeting; Leverage Analysis – Financial, Operating and Combined Leverage.

UNIT III

Financing Decision: Long-Term Sources of Finance, Potentiality of Equity Shares, Preference Shares, Debentures and Bonds as Sources of Long-Term Finance; Concept and Approaches of Capital Structure Decision : Cost of Capital Meaning & Significance Cost of Equity, Preference Shares, Debentures and Retained Earnings, Weighted Average Cost of Capital and Implications.

UNIT IV

Dividend Decision: Forms of Dividend Concept of Retained Earnings and Plough Back of Profits, Relevance and Irrelevance

Theories of Dividend Decision : Walter's Model, Gordon's Model and Modigliani Miller Model; Factors Affecting Dividend Decision.

Overview of Working Capital Decision: Concept, Components, Factors Affecting Working Capital Requirement, Working Capital Management: Management of Cash, Inventory and Receivables; Introduction to Working Capital Financing.

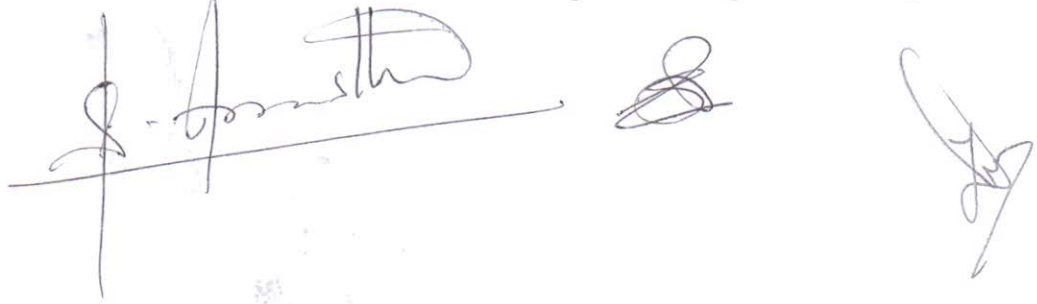
Special Topic in Finance: International Financial Management, Financial Planning and Forecasting, Green Finance, Venture Capital Finance, Financial Engineering

UNIT V

Case study related to the entire syllabus.

Suggested Readings:

- 1) Pandey I M -Financial Management (Vikas, 2004, 9th Ed.)
- 2) Van Horne -Financial Management and Policy (Pearson Education, 2003, 12th Ed.)
- 3) Knott G -Financial Management (Palgrave, 2004)
- 4) Khan and Jain -Financial Management (Tata McGraw Hill, 3rd Ed.)
- 5) Prasanna Chandra -Fundamentals of Financial Management (TMH, 2004)
- 6) R P Rustagi -Financial Management (Galgotia, 2000, 2nd revised ed.)
- 7) Lawrence J. Gitman - Principles of Managerial Finance (Pearson Education, 2004)



MBA 206- HUMAN VALUES – ELEMENTS OF INDIAN CULTURE

3 Credits per Week, 1 Credit= 1 Lecture per Week

UNIT I

Indian Culture and Value System- Aspects and Specialty, Importance of Values in Indian Culture, Civilization in India.

Qualities of Indian Culture- Dharma, Artha, Kama, Moksha.

Ancient Education Methodologies in India.

Vedic Age, Ramayana and Mahabharata Age, Buddhism Age, Maurya and Gupta Kal- Certain University of Ancient India-Takshila, Nalanda, Vikramshila, Varanasi-Valabhi-Udtantarpur, Kashmir.

Women Education in Ancient India.

UNIT II

Rituals (all sixteen)

UNIT III

Social Life and Imbibing Values:

Food, Clothing, Jewellery, Basic Facilities, Entertainment, Status of Women in Ancient India, Family Life.

Political Life and Preserving Values.

Home-Village, Society, Organization, Council, King, Governing Methodology in Ancient India, Parts of State, Minister-Cabinet, Administrative Management, Monarchy-Democracy or Republic, Justice & Penance Administration, Defense Management of Ancient India.

UNIT IV

Assimilation of Indian Culture with Foreign Culture and its Promotion in Other Countries, Sports & Entertainment (various sports activities), Festivals & Celebration, Poetry-Amusement, Entertainment, Fine Arts and Facts Associated to Protect and Preserve Values.

UNIT V

Discussions related to cases

Suggested Readings:

- Sharma, K.S., Bhartiya Vaghmaya per Divyadrishti.
- Shardendu, Bhartiya Sanskriti ke Samajik Sopan.
- Shastri, D.S., Bhartiya Sanskriti ke Tatva.

MBA-207: HUMAN RESOURCE MANAGEMENT

4 Credits per Week, 1 Credit= 1 Lecture per Week

UNIT I

Meaning of Human Resource Management, Evolution of HRM, Functions of HRM, Scope and Significance of HRM. Challenges Before HRM in Present –Changing environment

UNIT II

HR Planning, Job Analysis, Recruitment, Methods and Techniques of Selection. Induction Internal Mobility and Separation of Employees Transfer, Promotion, Demotion and Separation of Employees

UNIT III

HRD Concept ,Objectives & Importance Training –Concept, Training Process, Methods; Performance Appraisal – Concept, Process, Appraisal Techniques
Managing Employee Relations-Industrial Relations, Trade Unions Dispute and their Resolution, Collective Bargaining, Employee Welfare a Brief Introduction, Employee Grievances and their Redressal, Worker's Participation in Management.

UNIT IV

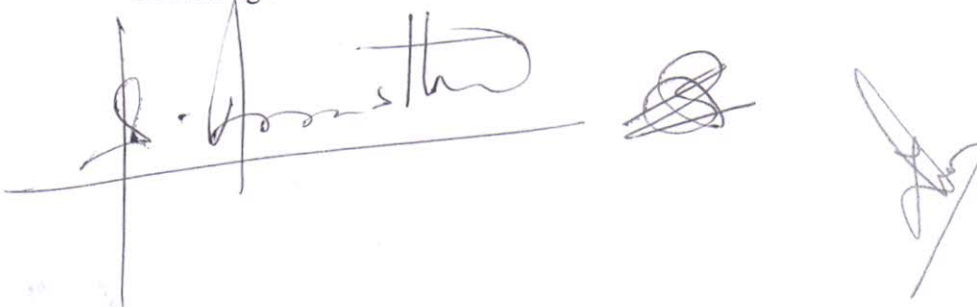
Other Contemporary Issues in HRM- Employee Compensation-Concept, Factors Affecting Employee Compensation, Components of Employee Pay, HR Audit, Human Resource Information System. Strategic HRM –Overview of SHRM , Integrating HR Strategy with HR, Corporate & Functional Strategy.

UNIT V

Case study related to the entire syllabus.

Suggested Readings:

1. Main Texts Gary Dessler -A framework for Human Resource Management, Pearson Education Ltd.
2. K . Aswathappa ,Human Resource and Personnel Management, Tata Mc-Graw Publishing .

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MBA 301: SUPPLY CHAIN MANAGEMENT

3 Credits per Week, 1 Credit= 1 Lecture per Week

UNIT I

Introduction: Basic Concept & Philosophy of Supply Chain Management; Essential Features, Various Flows (cash, value and information), Key Issues in SCM, Benefits

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.

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 III

Inventory Management: Concept, Various Costs Associated with Inventory, Various EOQ Models, Buffer Stock (trade-off 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 IV

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.

UNIT V

Case Study related to the entire syllabus

Suggested Readings:

- 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.)

MBA 302: PRODUCTION & OPERATIONS MANAGEMENT

3 Credits per Week, 1 Credit= 1 Lecture per Week

UNIT I

Operations Management – An Overview, Definition of Production and Operations Management, Production Cycle, Classification of Operations, Responsibilities of Operations Manager, New Product Development, Product Design, Plant Location, Layout Planning.

UNIT II

Forecasting as a Planning Tool, Forecasting Types and Methods, Exponential Smoothing, Measurement of Errors, Monitoring and Controlling Forecasting Models, Box-Jenkins Method. Productivity and Work Study, Method Study, Work Measurement.

UNIT III

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 IV

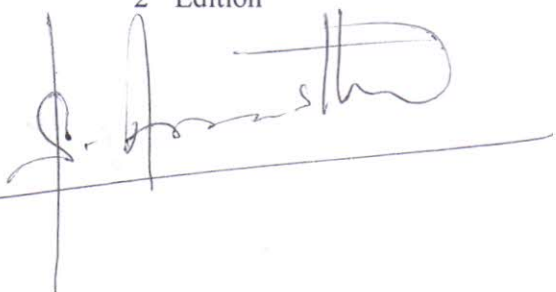
Basic Concepts of Quality, Dimensions of Quality, Juran's Quality Trilogy, Taguchi Techniques, Deming's 14 Principles, PDCA Cycle, Quality Circles, Quality Improvement and Cost Reduction-7QC Tools and 7 New QC Tools, ISO 9000-2000 Clauses, Coverage QS 9000 Clauses, Coverage. Six Sigma

UNIT V

Case study related to the entire syllabus.

Suggested Readings:

1. Adam Jr Everett 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. Bedi Kanishka - Production & Operations Management (Oxford University Press, 2nd Edition)



MBA-303: ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT

3 Credits per Week, 1 Credit= 1 Lecture per Week

UNIT I

Evolution and Concept of Entrepreneurship, Concept of Entrepreneur, Manager, Intrapreneur, Individual and Corporate Entrepreneurs, Characteristics of Successful Entrepreneurs. Need of Entrepreneurship Development, Entrepreneurship and Innovation, Invention, Creativity, Business Idea, Opportunities through Change, Entrepreneurship as a Career, Entrepreneurship as a Style of Management, Changing Role of Entrepreneur

UNIT II

Theories of Entrepreneurship:- Innovation Theory by Schumpeter & Imitating, Theory of High Achievement by McClelland, X-Efficiency Theory by Leibenstein, Theory of Profit by Knight, Theory of Social change by Everett Hagen Entrepreneurial Traits, External Influences on Entrepreneurship Development: Socio-Cultural, Political, Economical, Personal. Entrepreneurial Success and Failure: Reasons and Remedies. Scope of Small Business Activities; Place in National Economy; Institutional Support Programmes; Role and Functions of Major Support Institutions such as SIB, CSIO, SSDO, SISIs, etc; Entrepreneurship Development Programmes and Management Education for Entrepreneurs
Women Entrepreneurs: Challenges to Woman Entrepreneurs, Achievements of Woman Entrepreneurs, Role Models of Woman Entrepreneurs.

UNIT III

Different Aspects of Entrepreneurial Organisations. Entrepreneurship and Management; Training and Development Programme; Evaluation of Entrepreneurship Development; Development of Support System, Need of License, Capital Issues and Legal Environment of Business. Entrepreneurial Planning and Monitoring, Entrepreneurship Development During Planned Economy

UNIT IV

Creating Entrepreneurial Venture -Entrepreneurship Development Cycle, The Business Plan as an Entrepreneurial Tool, Elements of Business Plan, Objectives, Market Analysis, Development of Product / Idea, Marketing, Finance, Organization & Management, Ownership, Critical Risk Contingencies of the Proposal, Scheduling and Milestones.

Project Management-Technical, Financial, Marketing Personnel and Management Feasibility Reports, Financial Schemes Offered by Various Financial Institutions like -Commercial Banks, IDBI, ICICI, SIDBI, SFCs, Venture Capital Funding, Angel Capitalist.

Role of Central Government and State Government in Promoting Entrepreneurship with Various Incentives,

Subsidies, Grants etc. – with special reference to 'Export Oriented Units'

Role of the Following Agencies in the Entrepreneurship Development

1. DIC – District Industrial Center 2. SISI – Small Industries Services Institute, 3. EDII – Entrepreneurship Development Institute of India, 4. NIESBUD- National Institute of Entrepreneurship and Small Business Development, 5. NEDB- National Entrepreneurship Development Board

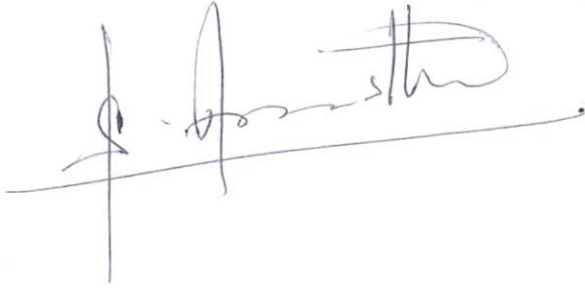
UNIT-V

Case Study related to the entire syllabus

P.T.O.

Suggested Readings:

- 1 Dynamics of Entrepreneurship Development – Vasant Desai.,
- 2 Entrepreneurship: New Venture Creation – David H. Holt,
- 3 Entrepreneurship Development New Venture Creation – Satish Taneja, S.L.Gupta,
- 4 Project management – K. Nagarajan,
- 5 Entrepreneurship: Strategies and Resources – Marc J. Dollinger,

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MBA 401: STRATEGIC MANAGEMENT

3 Credits per Week, 1 Credit= 1 Lecture per Week

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, 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 IV

Strategy Implementation through Structure, through Human Resource Management: through Values and Ethics. McKinsey's 7S Model, Organization Life Cycle, Management and Control, Activity Based Costing, Strategic Information System.

UNIT V

Case Study related to the entire syllabus.

Suggested Readings:

- 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.)
- 6 Thomson -Strategic Management: Concepts and Cases (Tata Mc Graw Hill)
- 7 Cliff Bowman -Business Policy and Strategy (Prentice Hall of India)
- 8 Mc Carthy D.J., Minichiello Robert J., and Curran J.R. -Business Policy and Strategy (AITBS).

MBA 402: INFORMATION SYSTEMS MANAGEMENT

3 Credits per Week, 1 Credit= 1 Lecture per Week

UNIT I

An Overview MIS – Definition of MIS, MIS as an Evolving Concept, MIS and other Academic Disciplines, Subsystems of an MIS, Operating Elements of an Information System, MIS Support for Decision Making,

UNIT II

Management Information System Structure Based on Management Activity– Hierarchy of Management Activity, Information Systems for Operation Control, Information Systems for Management Operation Control, Information Systems for Strategic Planning.

Based on Organizational Function– Sales and Marketing Subsystems, Production Subsystem, Logistics Subsystem, Personnel Subsystem, Financial and Accounting Subsystem, Information Processing Subsystem, Top Management Subsystem, Synthesis of MIS Structure, Some Issues in MIS Structure.

UNIT III

Concept of Information: Definition, Information Presentation, Quality Information, Value of Information in Decision Making and Other Value, Age of Information Human as an Information Processor – General Model, Newell Simon Model, Limits and Characteristic of Human Information Processing Managers as Information Processors

UNIT IV

System Concepts: Definition, General Model and Types of System, Subsystems, System Stress, System Change, Preventing System Entropy, System Concept and Organization, System Concept Applied to MIS,

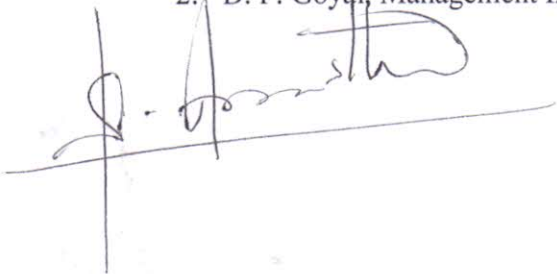
Systems Analysis and Design: System Development Life Cycle Stages – Initiation/ Planning, System Analysis, Design, Coding and Testing Implementation and Training, Prototyping, Rapid Application Development (RAD), End – User Computing, Object Oriented Programming.

UNIT V

Case Study related to the entire syllabus

Suggested Readings:

1. Gordan B. Davis and Margrethe H. Olson, Management Information Systems – Conceptual Foundation, Structure and Development, McGraw Hill.
2. D. P. Goyal, Management Information Systems, McMillan. E. M. Awad, System



MBA MK 01: CONSUMER BEHAVIOR

3 Credits per Week, 1 Credit= 1 Lecture per Week

UNIT I

Introduction to Consumer Behavior: -Nature and Importance of CB, Application of CB in Marketing

Consumer Research Process: Various Methods and Techniques of Consumer Research, Consumer Research Process, New developments in the Field of Consumer Research.

UNIT II

Individual Determinants of CB:-Perception: Elements of Perception, Dynamics of Perception, Consumer Imagery ,Learning: Principles, Theories, Personality: Theories, Personality and Understanding Consumer Diversity, Brand Personality, Self and Self Image, Attitude: Structural Model of Attitude, Attitude Formation & Change, Motivation: Needs/Motives & Goals, Dynamic

UNIT III

Group Determinants of CB:-Reference Group Influence: Types of Consumer Relevant Groups, Factors Affecting Group Influence, Applications of Reference Group Concept., Family: Functions of Family, Family Decision Making, Family Life Cycle (FLC), Opinion Leadership and Personal Influence, Diffusion of Innovation: Adoption Process, Diffusion Process

UNIT IV

Communication and Persuasion:-Components of Communication, The Communication Process, Designing Persuasive Communication

Consumer Decision making Process:-Problem Recognition, Information Search and Evaluation, Outlet Selection and Purchase Post Purchase Behavior, Customer Satisfaction and Customer Commitment

Models of CB: -Traditional Models of Consumer Behavior: Economic, Social and Psychological Contemporary Models of Consumer Behavior: Nicosia, Howard & Sheth, Engel-Kollat Blackwell Input Process Output Model

Industrial Market& and Consumer Behavior-Meaning, Scope and Characteristics of Industrial Markets, Factors Affecting Industrial Buying, Participants in Industrial Buying, Industrial Buying Process

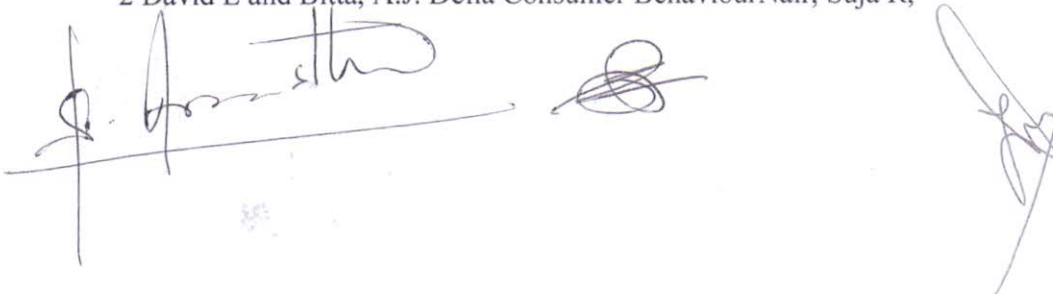
UNIT V

Case Study related to the entire syllabus

Suggested Readings :

1 .Schiffman LG and Kanuk LL Consumer BehaviourEngel, Kollat and Blackwell

2 David L and Bitta, A.J. Della Consumer BehaviourNair, Suja R,



MBA MK 02: SALES AND DISTRIBUTION MANAGEMENT

3 Credits per Week, 1 Credit= 1 Lecture per Week

UNIT I

Introduction: Selling as a Part of Marketing, Sales Management Process, Role of Sales Manager, Concept of Personal Selling, Sales Management and Salesmanship, The Ones of Personal Selling, Process of Personal Selling, Qualities of a Successful Salesman.

Goals in Sales Management: Goal Setting Process in Sales Management, Analyzing Market Demand and Sales Potential, Techniques of Sales Forecasting, Preparation of Sales Budget, Formulating Selling Strategies, Designing Sales Territories and Sales Quota.

UNIT II

Sales Force Management: Organising the Sales Force, Designing the Structure and Size of Sales Force, Recruitment and Selection of Sales Force, Leading and Motivating the Sales Force, Training and Compensating the Sales Force, Sales Contests, Evaluation and Analysis.

UNIT III

Introduction to Distribution Management: Concept of Distribution Channel, Importance of a Channel, Types of Channels, Primary Distributors, Specialized Distributors and Participants, Distributors: Policies and Strategies.

UNIT IV

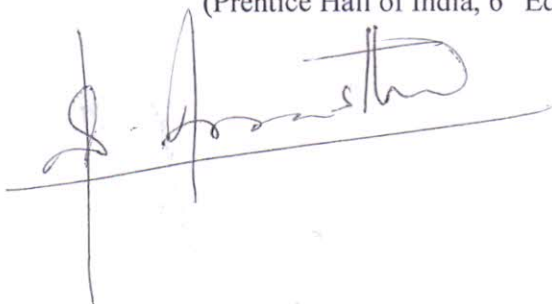
Channel Management: Forces of Distributing Systems, Distributors Selection and Appointment, Channel Conflicts and their Resolutions, Training the Distributors Sales Team.

UNIT V

Case study related to the entire syllabus.

Suggested Readings:

- 1 Donaldson B - Sales Management : Theory and Practice (Palgrave)
- 2 Jobber David and Lancaster Geoff -Selling and Sales Management (Pearson Education)
- 3 Spiro -Sales Force Management (Tata Mc Graw Hill, 11th Ed.)
- 4 Still Richard R, Cundiff Edward W. and Govoni Norman A.P -Sales Management: Decisions, Strategies and Cases (Pearson Education, 5th Ed.)
- 5 Rosenbloom – Marketing Channels (Cengage Learning, 7th Ed.)
- 6 Johnson and Marshall - Sales Force Management (Tata Mc Graw Hill, 8th Ed.)
- 7 Coughlan A.T., Stern Louis W., EL-Ansary A.I. and Anderson E -Marketing Channels (Prentice Hall of India, 6th Ed.)



MBA MK 03: RETAIL MANAGEMENT

3 Credits per Week, 1 Credit= 1 Lecture per Week

UNIT I

Overview of Retailing Environment and Management: Retailing, Definition and Concept, Functions of Retailing Driving Forces for Retailing, Building and Sustaining Relationships, Strategic Planning, Structural Change, Type of Retail Outlets, Market Structure, Retail Planning, Development and Control.

The Customer and Retail Business: Knowing your Customers, Focusing on the Consumer, Mapping Out Society, Learning, Attitude. Motivation and Perception.

UNIT II

Situational Analysis: Retail Institutions by Ownership. Retail Institutions by Store-based Strategy-Mix, Web, Nonstore-Based and other Forms of Non Traditional Retailing. Targeting Customers and Gathering Information. Communicating with Customers. Promotional Strategies Used in retailing.

Choosing a Store Location: Trading Area Analysis, Site Selection,. Store Design and Layout, The Store and its Image, The External Store, Internal Store, Display, Visual Merchandising and Atmospherics.

UNIT III

Managing Retail Business: Retail Organization and HRM, Retail Organisation and Operations Management, Financial Dimensions, Managing Retail Services. Service Characteristics, Branding, Perceptions of Service Quality.

UNIT IV

Delivering the Product: Retail Information Systems, Merchandise Management Retail Pricing, Development and Implementing Plans, People in Retailing.

International Retailing: Internationalization and Globalization, Shopping at World Stores, Going International, The Internalization Process, Culture, Business and International Management.

UNIT V

Case study related to the entire syllabus.

Suggested Readings:

- 1 Newman A.J. and Cullen P -Retailing : Environment and Operations (Vikas, 1st Ed.)
- 2 Berman B and Evans J.R -Retail Management (Pearson Education, 9th Ed.)
- 3 Michael Levi M and Weitz BW -Retailing Management (Tata McGraw Hill, 5th Ed.)
- 4 Dunne Patrick M., Lusch Robert F. and Griffith David A -Retailing (Cengage Learning, 4th Ed.)
- 5 Cox Roger and Brittain Paul -Retailing: An Introduction (Pearson Education, 5th Ed.)
- 6 Newman and Cullen -Retailing (Cengage Learning, 1st Ed.)

MBA MM 04: SERVICE MARKETING

3 Credits per Week, 1 Credit= 1 Lecture per Week

UNIT I

Basics of Services:

Service Sector and Economic Growth, Service Concept, Characteristics and Classification of Service, Challenges & Strategic Issues in Service Marketing: Segmentation, Differentiation and Positioning of Services

UNIT II

Marketing Mix in Services Marketing:

Product, Price, Place, Promotion, People, Physical Evidences and Process Decisions.

UNIT III

Service Management Process; Internal, External and Interactive Marketing Strategies. Consumer Behavior in Service Encounter; Demand Management in Services.

UNIT IV

Managing Service quality and Productivity

Concept, Dimensions and Process; Service Quality Models (Gronnos and Parasuraman) Application and Limitations, Productivity in Services.

Applications of Service Marketing and CRM

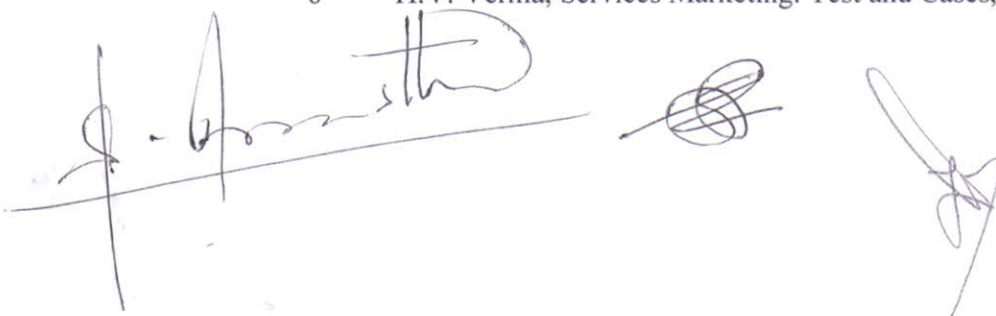
Marketing of Financial, Hospitality, Health, Educational and Professional Services, Marketing for Non- Profit Organizations and NGOs; Relationship Marketing (CRM) and Customer Satisfaction Measure

UNIT V

Case study related to the entire syllabus.

Suggested Readings:

- 1 M.K. Rampal and S.L. Gupta: Service Marketing Concepts, Applications and Cases
- 2 Zeithmal, Bitner, Service Marketing (SIE), 4e Tata Mcgraw Hill
- 3 Hoffman, Marketing of Service 1st 2008 Cengage Learning
- 4 Lovelock, Wright, Principles of Service marketing and Management Prentice hall
- 5 Nimit Chowdhary, Service Marketing, McMillan India.
- 6 H.V. Verma, Services Marketing: Test and Cases, Pearson Education.



MBA FM 01: INDIAN FINANCIAL SYSTEM

3 Credits per Week, 1 Credit= 1 Lecture per Week

UNIT I

Framework of Indian Financial System

Financial System – Significance, Components, Designs, Nature and Role, Financial System & Economic Development

Financial Markets – Money and Capital Market, Recent Trends in Indian Money Market and Capital Market, Derivative Market

UNIT II

Factoring and Forfeiting – Distinctive Functions of Factors, Types, Difference Between Factoring and Forfeiting, Legal Aspects, Advantages, Factoring V/s. Bills Discounting, International Factoring.

UNIT III

Consumer Finance and Lease Financing

Bills Discounting – Types of Bills, Discounting of Bills, Purchasing of Bills, Drawer & Drawee Bills. **Credit Cards** – Functioning of Credit Cards.

Lease Financing : Meaning and Types, Financial Evaluation from Lessor & Lessee Point of view, Economic Aspect of Lease.

Hire Purchase : Meaning and Legal Aspect/Position. Hire Purchase V/s. Lease Finance, Hire Purchase V/s Installment Payment.

UNIT IV

Financial Intermediaries

Insurance : Introduction, Significance, , IRDA, Insurance Intermediaries, Reinsurance, Life Insurance, General Insurance, Pension Fund and Pension Plans Today.

Mutual Funds : Significance, Types & Organization, Association of Mutual Funds in India, UTI Disinvestment of PSUs

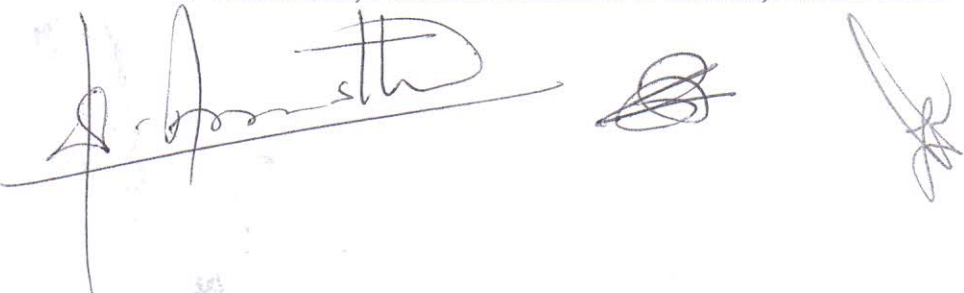
Credit Rating: Need, Rating Methodology, Rating Symbols, Credit Rating Agencies – CRISIL, CARE, MOODY, Standard & Poor's fifth rating.

UNIT V

Case study related to the entire syllabus.

Suggested Readings:

- 1 Pathak, Indian Financial System, Pearson Pub.
- 2 S. Guruswamy, Financial Market and Instruments, Thomson.
- 3 Mishikin, Financial Market & Institutions, Pearson Pub.
- 4 M.Y. Khan, Financial Services, Tata Mc-Graw Hill.
- 5 L.M. Bhole, Financial Institutions & Markets, Tata Mc-Graw



MBA FM 02: SECURITY ANALYSIS AND INVESTMENT MANAGEMENT

3 Credits per Week, 1 Credit= 1 Lecture per Week

UNIT I

Introduction: Concepts of Investment-Financial and Non-Financial Forms of Investment – Objectives of Financial Investment, Types of Instruments, Financial Markets – Primary and Secondary Markets, Major Players and Instruments in Secondary Market -Functioning of Stock Exchanges, Trading and Settlement Procedures at NSE & BSE. Functions of SEBI, International Stock Exchange

UNIT II

Utility Analysis : Analysis of Risk & Return, Types of Risk, Valuation – Bond and Fixed Income Instruments Valuation –Bond Pricing Theorems, Duration of Bond and Immunisation of Interest Risk, Term Structure of Interest Rate, Determination of Yield Curves, Capital Allocation Between Risky & Risk free assets-Utility Analysis

UNIT III

Investment Analysis: Fundamental & Technical Analysis of Equity Stock, Concept of Intrinsic Value, Objectives and Beliefs of Fundamental Analysts., Economy-Industry-Company Framework, Economic Analysis and Forecasting, Theory of Technical Analysis, Points and Figures Chart, Bar Chart, Contrary Opinions Theory, Confidence Index RSA, RSI, Moving Average Analysis, Japanese Candlesticks. Behaviour of Stock Market Prices – The Market Mechanism, Testable Hypothesis about Market Efficiency, Implications of Efficiency Market Hypothesis for Security Analysis and Portfolio Management, Asset Pricing Theories CAPM & Arbitrage Pricing Theories

UNIT IV

Modern Portfolio Theory Asset Allocation Decision, Dominant & Efficient Portfolio – Simple Diversification, Markowitz Diversification Model, Selecting an Optimal Portfolio – Sharpe Single Index Model. Determination of Corner Portfolio. Process of Portfolio Management – International Diversification.

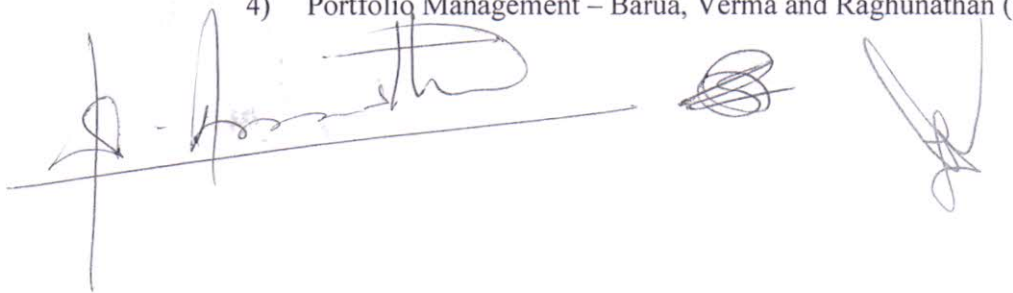
Portfolio Performance Evaluation, Sharp & Treynor & Jensen's Measure, Portfolio Revision – Active and Passive Strategies & Formula Plans in Portfolio Revision, Mutual Funds-Types, Performance Evaluation of Mutual Funds, Functions of Asset Management Companies.

UNIT V

Case study related to the entire syllabus.

Suggested Readings:

- 1) Investment Analysis & Portfolio Management – Reilly – 8/e –Thomson / Cengage Learning.
- 2) Security Analysis & Portfolio Management – Fisher and Jordan , 6/e Pearson, PHI
- 3) Investment science – David G.Luenberger. Oxford.
- 4) Portfolio Management – Barua, Verma and Raghunathan (TMH), 1/e, 2003



MBA FM 03: PROJECT MANAGEMENT

3 Credits per Week, 1 Credit= 1 Lecture per Week

UNIT I

Project Management

Meaning of Project Management, Forms of Project Organization, Project Planning, Project Control, Human Aspects of Project Management, Project Life Cycle, Pre-Requisites for Successful Project, Implementation and its Stages, Role and Responsibilities of Project Managers.

UNIT II

Generation and Screening of Project Ideas

Generation of Ideas, Monitoring the Environment, Corporate Appraisal, Scanning for Project Ideas, Preliminary Screening.

SCBA – Rationale and Approaches to it (UNIDO and L.M. approach)

UNIT III

Project Formulation and Network Techniques

Project Formulation – Marketing, Technical, Financial Aspects of Project Formulation, Development of Project Network, Time Estimation, Determination of the Critical Path, PERT Model, CPM Model

UNIT IV

Project Review and Administrative Aspects

Initial Review, Performance Evaluation, Administrative Aspects of Capital Budgeting, Evaluating the Capital Budgeting System of Organization and, Economic Life of Projects.

Financial Analysis

Cost of Project, Means of Finance, Working Capital Requirement and its Financing, Profitability

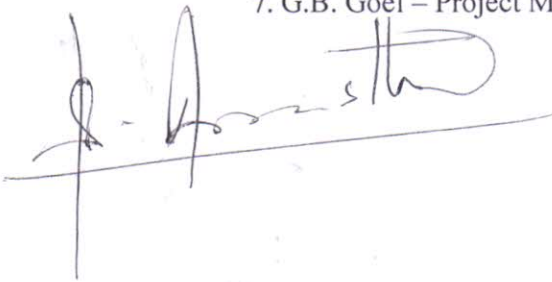
Projections and Projected Cash Flow Statement and Balance Sheet.

UNIT V

Case study related to the entire syllabus

Suggested Readings:

1. Prasanna Chandra – Project Planning Analysis Selection Implementation and Review –
2. Tata Mc Graw Hill Publishing Co. Ltd.
3. Supplementary Text - H.P.S. Pahwa – Project Reports and Appraisals – Bharat Law House.
4. Vasant Desai – Project Management – Himalaya Publishing House.
5. Bhavesh M. Patel – Project Management – Vikas Publishing House.,
6. K.R. Sharma - Project Management, National Publishing House.
7. G.B. Goel – Project Management (Principles and Techniques) Deep and Deep



MBA FM 4: STRATEGIC TAX PLANNING AND TAX MANAGEMENT

3 Credits per Week, 1 Credit= 1 Lecture per Week

UNIT I

Introduction

Concept of Income and its Components, concepts of Tax Planning-Tax Avoidance, Tax Evasion, Tax Management, Tax Planning with Reference to Location, Nature of Business, Forms of Business Organization.

UNIT II

Tax Planning – Financial Management Decisions and Managerial Decisions

Taxes Planning in respect of Capital Structure Decision, Dividend Policy, Inter Corporate Dividend, Bonus, Share, Own or Lease, Make or Buy Decisions, Repair, Replacement, Renewal, Renovation of an Assets, Shut Down or Continue Decision

UNIT III

Computation of Total Income

Tax Liabilities of Companies, Minimum Alternate Tax, Dividend Tax ,Dividend Tax on Mutual Funds, Double Taxation Avoidance Agreements, Fringe Benefit Tax and Taxation of International Transactions

UNIT IV

Tax Provision

Tax Provision Relating to FTZ, Infrastructure Sectors, Backward Areas, Tax Incentives to Exporters

Tax Management

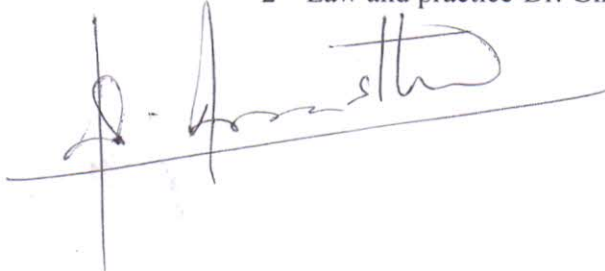
Return of Income and Assessment Procedure, Tax Deducted at Source, Tax Collection of Source, Advance Payment of Tax, Collection and Recovery of Tax, Refund of Tax, Appeals and Revisions, Income Tax Authorities and their Powers

UNIT V

Case study related to the entire syllabus

Suggested Readings:

1. V.P.Gaur, corporate tax planning and management-Dr. H.C. Mehrotra
- 1 V.P.Gaur, corporate tax planning and management-Dr. H.C. Mehrotra
- 2 Law and practice-Dr. GirishAhuja and Dr. Ravi Gupta



MBA HRM-01: HUMAN RESOURCE AND ORGANISATIONAL DEVELOPMENT

3 Credits per Week, 1 Credit= 1 Lecture per Week

UNIT I

HRD Concept & Definition, Goals of HRD, Importance of HRD, History of HRD in India, HRD Departments and their Tasks, Qualities of HRD Professionals, Present Status of HRD in India.

UNIT II

Interventions of HRD – Role – Concept & Analysis, Performance Management System, 360 Degree ,Feedback, Training and Development.

UNIT III

Interventions of HRD – Potential Appraisal, Competency Mapping, Career Planning and Development, Mentoring, Assessment Centers.

UNIT IV

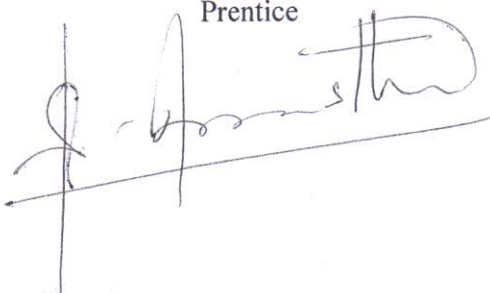
HRD Audit – Concept and Objectives, Methodology, Preparation of HRD Audit, HRD Score Card, HRD Audit Failures, Case Studies, Current Status of HRD Audit in India, Organization Development – Concept and Definition, Objectives, Process of OD, Interventions of OD- Sensitivity Training, Survey Feedback, Process Consultation, Team Building, Intergroup Development, Appreciative Inquiry

UNIT V

Case study related to the entire syllabus

Suggested Readings:

1. TV Rao and Udai Pareek ,Designing and Managing HR Systems, Oxford & IBH Publishing Co. Pvt. Ltd.
2. Gareth R Jones ,Organizational Theory, Design and Change 5th Edition ,Pearson Educations
3. Wendell L. French and Cecil H. Bell ,Organizational Development 6th Edition, Prentice



MBA HRM 02: LEGAL FRAMEWORK GOVERNING HUMAN RELATION (PART -I)

3 Credits per Week, 1 Credit= 1 Lecture per Week

UNIT I

The Factories Act, 1948 – Major Provisions of Factories Act with Licensing, Registration, Health Safety and Welfare , Working Hours of Adult, Penalties and Procedure

UNIT II

Trade Union Act,1926 – Definition of a Trade Union ,Registration of Trade Union, Right and Duties of Registered Trade Union, Regulation , Penalties.

UNIT III

The Industrial Dispute Act ,1947- Concept ,Settlement of Industrial Dispute Procedure, Power and Duties of Authorities, Stikes and Lockouts ,Retrenchment and Lay Off Provisions.

UNIT IV

The Employee Provident Fund ACT,1952

Industrial Employment (standing orders) Act, 1946- Certificate , Applicability , Interpretation Appeal , Disciplinary Action and Grievance Procedure.

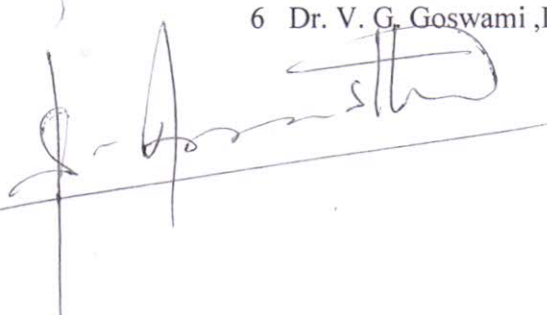
The Apprentices Act,1961

UNIT V

Case study related to the entire syllabus

Suggested Readings:

- 1 P.K. Padhi , Labour and Industrial Law , Prentice Hall of India Ltd.
- 2 P.L. Malik ,Handbook of Industrial Law ,Eastern Book
- 3 N.D. Kapoor ,Handbook of Industrial law , Sultan Chand & Sons
- 4 Sinha, Sinha & Shekhar , Industrial Relation, Trade Union and Labour Legislation ,Pearson Education,Ltd.
- 5 Ratna Sen , Industrial Relation in India , MacMillan India.
- 6 Dr. V. G. Goswami ,Labour and Industrial Law ,Central Law Agency.



MBA HRM 03: COMPENSATION PLANNING

3 Credits per Week, 1 Credit= 1 Lecture per Week

UNIT I

Introduction

Compensation- Concept, Factor Affecting Employee Compensation, Dimensions, New Trends in Compensation Management, The 3-P Compensation Concept, components of Remuneration

UNIT II

Wages and Salary Administration at Macro (national) Level

Economic Objectives of Wage Policy, Social Objectives, Key Considerations, Wage Concept, Minimum Wages & ILO Five Year Plans and Wage Policy, Pay Commissions, Wage Boards, Adjudication, Pay Revision in Public Sector – Issues and Considerations.

Industry's Compensation Policy (micro level).

Compensation Strategy at Micro (company) Level, Concept of Internal Equity and External Parity

UNIT III

Job Evaluation

Methods and Systems of Job Evaluation, Job Pricing, Designing Pay Ranges and Bands.

Compensation Structure –Indian Practices.

Salary Progression, Methods of Payment

UNIT IV

Concept of reward

Financial and Non Financial Compensation System

Incentives

Merits and Demerits of Incentives, Types of Incentives- Individual & Group

Fringe benefits - Need, Objective, Types

Wage Laws in India

Performance & Skill Based Pay Systems

Voluntary Retirement Scheme

Managerial/ Executive Remuneration

UNIT V

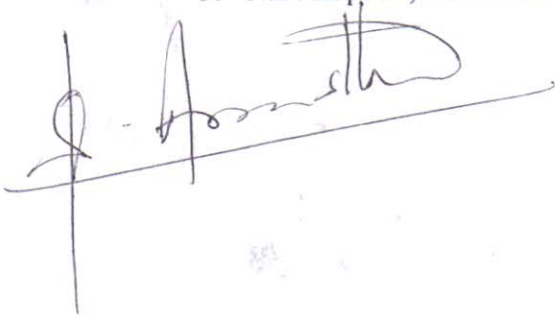
Case study related to the entire syllabus.

Suggested Readings:

1. George T Mulkovich & Jerry M. Newmann, Compensation Planning, Mc Graw Hill Publishing Co

2. B.D. Singh, Compensation and Reward Management, Excel Books.

3. N.D. Kapoor, Hand Book of Industrial Law, Sultan Chand and Sons.



MBA HRM 04: LEGAL FRAMEWORK GOVERNING HUMAN RELATION (PART -II)

3 Credits per Week, 1 Credit= 1 Lecture per Week

UNIT I

Employee State Insurance Act, 1948

UNIT II

The Payment of Wages Act, 1936

The Minimum Wages Act, 1948

UNIT III

The shops & Establishment Act,

The Workmen's Compensation Act 1923

UNIT IV

The Payment of Bonus Act, 1965

The Payment of Gratuity Act, 1972

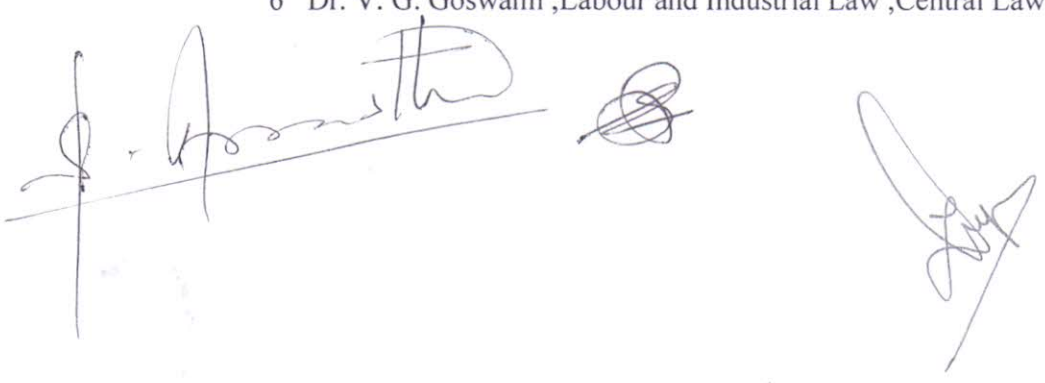
The Waternity Benefit Act, 1961

UNIT V

Case study related to the entire syllabus.

Suggested Readings:

- 1 P.K. Padhi , Labour and Industrial Law , Prentice Hall of India Ltd.
- 2 P.L. Malik ,Handbook of Industrial Law ,Eastern Book
- 3 N.D. Kapoor ,Handbook of Industrial law , Sultan Chand & Sons
- 4 Sinha, Sinha & Shekhar , Industrial Relation, Trade Union and Labour Legislation ,Pearson Education,Ltd.
- 5 Ratna Sen , Industrial Relation in India , MacMillan India.
- 6 Dr. V. G. Goswami ,Labour and Industrial Law ,Central Law Agency.



MBA IB 01: INTERNATIONAL MARKETING

3 Credits per Week, 1 Credit= 1 Lecture per Week

UNIT I

Overview of World Business and Framework of International Marketing:

Definition of International Marketing, International Dimensions of Marketing, Domestic v/s International Marketing, Process of Internationalization, Benefits of International Marketing.

World Market Environment:

Political Environment-Political Systems, Political Risks, Indicators of Political Risk, Analysis and Measures to Minimize Political Risk.

Legal Environment-Legal Systems, Legal Form of Organization, Multiplicity of Legal Environment, Bribery, Branch v/s Subsidiary, Counterfeiting, Gray Market.

Cultural Environment-Culture and its Characteristics, Influence of Culture on (a) Consumption (b) Thinking (c) Communication Process, Cultural Universals.

UNIT II

Planning for International Marketing:

Marketing Research, Marketing Information Sources, Marketing Information System, Market Analysis Foreign Market Entry Strategies – Exporting, Licensing, Joint Ventures, Strategic Alliances, Acquisitions Franchising, Assembly Operations, Management Contracts, Turnkey Operations, Free Trade Zones

UNIT III

International Marketing Decisions - I:

Product Policy and Planning-Product Design and Standardization, Developing an International Product Line, Foreign Product Diversification, International Branding Decisions, International Packaging, International Warranties and Services.

International Pricing Strategy-Role of Pricing, Price Standardization, Pricing Decisions, Price Distortion, Transfer Pricing, Counter Trade, Terms of Sale, Methods of Financing and Means of Payment International Channels of Distribution – Channel Members, Channel Management, Retailing in International Scenario, International Physical Distribution

UNIT IV

International Marketing Decisions -II:

International Promotion Strategies-Promotion Mix, Promotion and Communication, Personal Selling, International Sales Negotiations

International Advertising – Patterns of Global Advertising, Global Advertising Regulations, Advertising Media, Standardized International Advertising

International Organizational Control

UNIT V

Case study related to the entire syllabus.

Suggested Readings:

- 1 Onkvisit .S,Shaw.J -International Marketing (Pearson, 3rd Ed.)
- 2 Cherunilam F -International Trade and Export Management (Himalaya, 2007)
- 3 Varshney R.L, Bhattacharya B -International Marketing Management (Sultan Chand & Sons, 9th Ed.)



**MBA IB 02: INTERNATIONAL BUSINESS ENVIRONMENT AND FOREIGN
EXCHANGE ECONOMICS**

3 Credits per Week, 1 Credit= 1 Lecture per Week

UNIT I

An Overview of International Business: Introduction, Definition of International Business, Changing Environment of International Business, Globalization of Markets, Trends in Globalization, Effects and Benefits of Globalization.

UNIT II

International Business Theories: Introduction Mercantilism, Absolute Advantage Theory Comparative Cost Theory, Hecksher-Ohlin Theory, Product Cycle Theory.
Instruments of Trade Policy-Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy.

UNIT III

Foreign Exchange Determination Systems: Basic Concepts Relating to Foreign Exchange, Various types of Exchange Rate Regimes, Factors Affecting Exchange Rates, Brief History of Indian Rupees Exchange Rates.

UNIT IV

International Institution: UNCTAD, Basic Principles and Major Achievements, IMF, Role of IMF, IBRD, Features of IBRD, WTO, Role and Advantages of WTO.

Regional Economic Integration: Introduction, Levels of Economic Integration, Regional Economic Integration in Europe, Regional Economic Integration in U.S.A., ASEAN, SAARC, Integration for Business.

UNIT-V

Case study related to the entire syllabus.

Suggested Readings:

- 1) Agarwal Raj -International Trade (Excel, 1st Ed.)
- 2) Hill C.W. -International Business (TMH, 5th Ed.)
- 3) Daniels -International Business (Pearson, 1st Ed.)
- 4) Black J -International Business Environment (Prentice Hall)



MBA IB 03: EXPORT MANAGEMENT AND DOCUMENTATION

3 Credits per Week, 1 Credit= 1 Lecture per Week

UNIT I

Introduction to Export Management:

Introduction, Definition of Export, Benefits Arising from Export, Export Prospect for Small Firms, Importance of Exports to India, Process of Export Marketing, Sources of Export Information, Important Publications, Important Organizations, Direction of Exports from India, Recent Trend in India's Export.

Selection of Products and Identification of Export Markets:

Choosing a Product, Methods of Identifying Export Winners, Suitability of a Product for a company, Selecting Products for Manufacturing and Export, Selection of Export Markets, Criteria for Grouping Countries.

UNIT II

Export Marketing Channels and Export Sales Contract:

Concepts of Distribution Channels, International Channels Distribution, Agents in Exporting, Methods of Locating and Selecting an Agent, Signing the Agreement, Nature of Exports Sales Contract, Settlement of Disputes, Terms of Payment in Export.

UNIT III

Export Finance and Pricing

Pre-shipment Finance, Post-shipment Finance, Special Financial Facilities, Export Import Bank of India, E.C.G.C. Export Pricing, Mechanism of Price Fixation, Benefits to India Exports.

UNIT IV

Formalities of Registration and Export Documentation

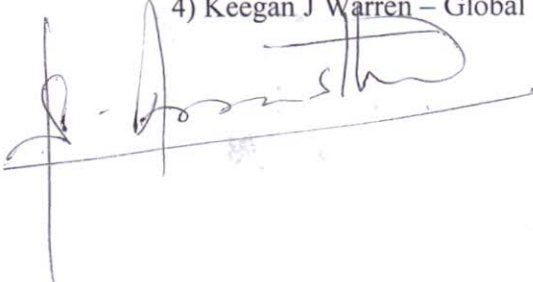
Naming the Enterprise, Form of Ownership, Opening a Bank Account, General Registrations, Registrations with RBI, Registration with Licensing Authorities, Registration with Appropriate EPC' /CB's Defining Export Documentation, Main Commercial Documents, Additional Commercial Documents, and Statutory Documents for Export's Country, Statutory Documents for Imports Country and Documents for Claiming Export Benefits.

UNIT V

Case study related to the entire syllabus.

Suggested Readings:

- 1) Cherunilam, F -International Trade and Export Management (Himalaya, 2007)
- 2) Varshney R.L, Bhattacharya B-International Marketing Management (Sultan Chand & Sons, 9th Ed.)
- 3) Govt. of India -Hand Book of Export Import Policy 2002-2007 (Ministry of Commerce, India)
- 4) Keegan J Warren – Global Marketing Management (Pearson)



MBA IB 04: INTERNATIONAL LOGISTICS MANAGEMENT

3 Credits per Week, 1 Credit= 1 Lecture per Week

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

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

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

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

Case study related to the entire syllabus.

Suggested Readings:

- 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)

MBA OP 01: RURAL MANAGEMENT

3 Credits per Week, 1 Credit= 1 Lecture per Week

UNIT I

Introduction to Rural Management, 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 II

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 III

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,

UNIT IV

Marketing Research, Major Techniques of Market Research, Methods of Collection of Information, Dissemination of Market Information, Advantages of Market Report and Market Report.

Introduction to Rural Financing, Sources of Finance, Requisites of a Good Finance System, National Level Credit Agency-NABARD, Functions of NABARD, Schemes and Patterns of NABARD.

UNIT V

Case study related to the entire syllabus.

Suggested Readings:

- 1 Warren M -Financial Management for Farmers and Rural Managers (Blackwell Publishing)
- 2 PragP A -Rural Diversification (EG Books)
- 3 Thorner Daniel and Morner Alice -Land and Labour in India (Asia Publishing House)
- 4 Deu S. Mahendra and Basu K.S. - Economic and Social Development (Academic Foundation)
- 5 Gopaldaswamy T.P. -Rural Marketing Environment, Problems and Strategies (Vikas, 1st Ed.)

MBA OP 02: INSURANCE & RISK MANAGEMENT

3 Credits per Week, 1 Credit= 1 Lecture per Week

UNIT I

Introduction and Scope of Insurance- Historical perspective, Conceptual Framework, Meaning, Nature and Scope of Insurance, Classification of Insurance Business viz., Life Insurance and General Insurance. Role of Insurance in Economic Development & Insurers' Obligation towards Rural and Social Sectors.

Principles of Life Insurance and Governance of Insurance Business.

UNIT II

Financial Aspects of Insurance Management- Role of Financial Institutions, Insurance Companies, Financial Market, Structure and functions, Mutual Funds, Housing Finance. Important Life Insurance Products and General Insurance Products Determination of Premiums and Bonuses, Various Distribution Channels

UNIT III

Risk Management and Underwriting

Role of Actuaries- Product framing, Underwriting Guidelines, Re-insurance Preparation of Insurance Documents Policy Conditions

UNIT IV

Settlement of Claims

Insurance Laws and Regulations with respect to Following Acts.

Insurance Act 1938, Life Insurance Corporation Act 1956, IRDA Act 1999, Consumer Protection Act 1986, Ombudsman Scheme, Income Tax Act, Wealth Tax Act 1957, Married Women's Property Act 1874.

Code of Conduct in Advertisement, Financial Planning and Taxation, Bank Deposit Schemes, Unit Trust and Mutual Funds, Shares, Tax Benefits under Life Insurance Policies .

UNIT V

Case study related to the entire syllabus.

Suggested Readings:

- 1 Mishra M.N. -Insurance Principle & Practice (Sultan Chand & Company Ltd., New Delhi)
- 2 Ganguly Anand -Insurance Management (New Age International Publishers, New Delhi)
- 3 Vaughan & Vaughan -Fundamentals of risk & Insurance (John Wiley & Sons, New York)
- 4 Srivastava D.C., Srivastava Shashank -Indian Insurance Industry Transition & Prospects (New Century Publications, Delhi)
- 5 Kakkar, Bisen -Insurance & Risk Management (New Age Publication, New Delhi)