

**FACULTY OF MANAGEMENT SCIENCES,
MAHARS HI DAYANAND UNIVERSITY, ROHTAK**

External Marks: 70
Internal Marks: 30
Time: 3 hrs.

**MANAGEMENT CONCEPTS AND APPLICATIONS
Paper Code: 2101/50701**

COURSE OBJECTIVE:

The objective of this course is to expose the students to basic concepts of management and to enable them to gain appreciation for emerging ideas, techniques, procedures and practices in the field of management.

Unit-I

Introduction: concept and nature of management; managerial competencies – communication, team work, planning and administrative, strategic and global competencies; evolution of management thoughts – traditional, behavioural, system, contingency and quality viewpoints

Unit-II

Planning, decision making and organizing: nature and elements of planning, planning types and models, planning in learning organizations; strategic planning – an overview; decision making process, models of decision-making, increasing participation in decision-making, decision-making creativity; basic issues in organizing – work specialization, chain of command, delegation, decentralization, span of management, bases for departmentation

Unit-III

Leading: recognition of human factor, motivation models/approaches; leadership styles/behaviours, personal characteristics of effective leaders, leadership development; leadership for learning organizations

Unit-IV

Management control, managerial ethics and social responsibility: management control – concept and process, overview of control techniques, effective control system; managerial ethics, factors affecting ethical choices; ethical dilemma; social responsibility; evaluating corporate social performance; managing company ethics and social responsibility

Suggested Readings:

1. Robbins, S.P. and Decenzo, D.A. **Fundamentals of Management** , Pearson Education Asia, New Delhi
2. Hellreigel, **Management**, Thomson Learning, Bombay
3. Koontz, H and Wehrich, H; **Management**, Tata McGraw Hill
4. Stoner, J et. al, **Management**, New Delhi, PHI, New Delhi
5. Robbins & Coulter, **Management**, PHI, New Delhi
6. Satya Raju, **Management – Text & Cases** , PHI, New Delhi
7. Richard L. Daft, **Management**, Thomson South-Western

Note:

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section ‘A’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

MANAGERIAL ECONOMICS
PAPER CODE: 2102/50702

COURSE OBJECTIVE:

The paper seeks to equip the students with the analytical tools of Economics and apply the same to rational managerial decision-making. It further seeks to develop economic way of thinking in dealing with practical business problems and challenges.

Unit-I

Nature and scope of managerial economics; nature of marginal analysis; alternative objectives of business firms; cardinal utility theory; indifference curve technique and the theory of consumer choice; consumer surplus; price, income and substitution effects; demand elasticities; demand estimation and forecasting; relationship between price elasticity and marginal revenue.

Unit-II

Law of variable proportions; laws of return; optimal input combination; output-cost relations; engineering cost curves; technological change and production decisions; revenue curves of a firm; duopoly analysis using reaction curves; price-output decisions under alternative market structures; shut-down points; Baumol's sales maximization model; advertising and price-output decisions.

Unit-III

Collusive behaviour of firms; cartel behaviour; game theory and strategic behaviour; product differentiation and price discrimination; price-output decision in multi-plant and multi-product firms; managerial theories of the firm; general pricing strategies; special pricing techniques – limit pricing, peak load pricing and transfer pricing; dumping analysis; pricing of public utilities.

Unit-IV

Risk analysis; investment and capital replacement decisions; locational choice of a firm; measures of national income; business cycles; operative aspects of macroeconomic policies; inflation analysis; tariff analysis.

Suggested Readings:

1. Hirschey , Mark, Managerial Economics, Thomson Learning, Bangalore
2. Monroe, Kent B., Pricing-Making Profitable Decisions, MacGraw-Hill, New York
3. Keat, Paul B., and Philip K.Y. Young, Managerial Economics – Economic Tools for Today's Decision Makers, Pearson Education, Delhi
4. Salvatore, Dominick, Managerial Economics in a Global Economy, Thomson Learning, Hyderabad

Note:

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be **compulsory**. All the five questions will carry equal marks.

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**ORGANISATIONAL BEHAVIOUR
PAPER CODE: 2103/50703**

COURSE OBJECTIVE:

This course aims to provide insights necessary to understand behavioural processes at individual, team and organisational level enable students to learn how to influence the human behaviour in organisations

Unit-I

Foundation and background of OB, contemporary challenges -workforce diversity, cross-cultural dynamics, changing nature of managerial work, ethical issues at work, emotional intelligence in contemporary business

Unit-II

Individual behaviour and processes: individual differences – values and attitudes; Perception- concept, process and applications; Personality- concept, determinants and theories applications; Learning and Reinforcement, Stress – symptoms, causes, consequences and management

Unit-III

Interpersonal and team processes: group behaviour, group development, group dynamics, social loafing; developing teams – self directed work teams, virtual teams; team building; Empowerment - concept, significance, process, prerequisites, Conflict – concept, sources, types, management of conflict, Power – concept, sources, approaches; organizational politics

Unit-IV

Organizational processes and structure: organizational structure and design, Work and job design; organizational learning; organizational culture; organizational change and development.

Suggested Readings:-

1. Nelson, Debra L and James C Quick, **Organisational Behaviour**, Thomson Learning
2. Pareek, Udai, **Understanding Organisational Behaviour**, Oxford University Press, New Delhi
3. Robbins, S.P., **Organisational Behaviour**, Prentice Hall of India, New Delhi
4. Hellgiegel, D & J.W. Slocum, **Organisational Behaviour**, Thomson Learning
5. McSchane, **Organisation Behaviour**, TMH, New Delhi
6. Luthans, Fred, **Organisational Behaviour**, McGraw Hill, New York
7. New Storm and Keith Davis, **Organisation Behaviour**, TMH, New Delhi

Note:

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

**QUANTITATIVE ANALYSIS
Paper code: 2104/50704**

COURSE OBJECTIVE:

The objective of this paper is to acquaint the students with various statistical tools and techniques used to business decision making

Unit-I

Construction of frequency distributions and their analysis in the form of measures of central tendency and variations; types of measures, their relative merits, limitations and characteristics; skewness : meaning and co-efficient of skewness.

Unit-II

Correlation analysis - meaning & types of correlation, Karl Pearson's coefficient of correlation and spearman's rank correlation; regression analysis -meaning and two lines of regression; relationship between correlation and regression co-efficients. Time series analysis - measurement of trend and seasonal variations; time series and forecasting.

Unit-III

Probability: basic concepts and approaches, addition, multiplication and Bayes' theorem. Probability distributions - meaning, types and applications, Binomial, Poisson and Normal distributions.

Unit-IV

Tests of significance; Hypothesis testing; Large samples, Small samples: Chi-square test, Analysis of variance.

Suggested Readings:

1. Levin & Rubin, **Statistics for Business** , Prentice Hall of India, N.Delhi.
2. Gupta S.P. & Gupta M.P. **Business Statistics** , Sultan Chand & Sons, Delhi.
3. Anderson, **Quantitative Methods in Business** , Thomson Learning, Bombay.
4. Anderson, **Statistics for Business & Economics** , Thomson Learning, Bombay.
5. Chandan, J.S. **An Introduction to Statistical Methods** , Vikas Publishing House, New Delhi.
6. Bhardwaj, R.S, **Business Statistics** , Excel Books, 2000
7. Gupta C.B. & Gupta, **Vijay-Business Statistics** , S.Chand & Co. Delhi.
8. Kothari C.R., **Quantitative Techniques**, Vikas Publishing House, New Delhi
9. Hooda.R.P., **Statistics for Business & Economics**, McMillan India Ltd.

Note:

Instruction for External Examiner: The examiner will set 8 questions (2 questions from each unit). The students will be required to attempt any five questions (selecting at least one question from each unit). All questions will carry equal marks.

**ACCOUNTING FOR MANAGERS
PAPER CODE: 2105/50705**

COURSE OBJECTIVE

The objective of this course is to acquaint the students regarding various accounting concepts and its applications in managerial decision making

Unit-I

Financial Accounting-concept, importance and scope, accounting principles, journal, ledger, trial balance, depreciation (straight line and diminishing balance methods), preparation of final accounts with adjustments.

Unit-II

Analysis and interpretation of financial statements – meaning, importance and techniques, ratio analysis; fund flow analysis; cash flow analysis (AS-3)

Unit-III

Cost accounting-meaning, importance, methods, techniques; classification of costs and cost sheet; inventory valuation; an elementary knowledge of activity based costing

Unit-IV

Management accounting- concept, need, importance and scope; Budgetary control- meaning, need, objectives, essentials of budgeting, different types of budgets; standard costing and variance analysis (materials, labour); marginal costing and its application in managerial decision making.

Suggested Readings:

1. Singhal, A.K. and Ghosh Roy, H.J., **Accounting for Managers**, JBC Publishers and Distributors, New Delhi
2. Pandey, I.M., **Management Accounting**, Vikas Publishing House, NewDelhi
3. Horngren, Sundem and Stratton, **Introduction to Management Accounting**, Pearson Education, New.Delhi.
4. Anthony R.N. and Reece J.S., **Management Accounting Principles**, Homewood, Illinois, Richard D.Irwin, 1995.
5. Hansen & Mowen, **Cost Management**, Thomson Learning
6. Mittal, S.N., **Management Accounting and Financial Management**, Shree Mahavir Book Depot, NewDelhi.
7. Jain, S.P and Narang, K.L., **Advanced Cost Accounting** , Kalyani Publishers, Ludhiana.
8. Khan, M.Y. and Jain, P.K., **Management Accounting**, TMH, NewDelhi.

Note:

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section ‘A’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

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External Marks: 50
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**COMPUTER APPLICATIONS IN MANAGEMENT
PAPER CODE: 2106/50706**

COURSE OBJECTIVE:

Through this course it is intended to familiarize the students with the computer hardware and software applications for data/file management and exchange through net

Unit-I

Computer Organization: Introduction, components, classification, capabilities characteristics & limitations. Operating System; Storage devices: Application of Computer in Business, Computer Languages.

Unit-II

Use of MS-Office: Basics of MS-Word. MS-Excel and MS-Power Point; Applications in documentation preparation and making reports; preparation of questionnaires, presentations, tables and graphs.

Unit-III

Internet : Internetworking, Concepts, Internet Protocol Addresses, WWW Pages & Browsing, Security, Internet Applications, Analog & Digital Signals, Bandwidth, Network Topology, Packet Transmission, Long Distance communication, Network Applications. E-mail.

Unit-IV

Introduction to database: Concept, Characteristics, Objectives, Advantage & limitations, entity, attribute, schema, subschema.

Lab : Operating Systems Commands, Internet Surfing, MS Office, MS Word, MS Excel, MS Power point, Tally (latest version)

Suggested Readings:

1. Leon & Leon, **Introduction to Computers**, Vikas Publishing House, New Delhi.
2. June Jamrich Parsons, **Computer Concepts 7th Edition**, Thomson Learning, Bombay.
3. Comer 4e, **Computer networks and Internet**, Pearson Education
4. White, **Data Communications & Computer Network** , Thomson Learning, Bombay.

BUSINESS COMMUNICATION SKILLS
PAPER CODE: 2107/50707

COURSE OBJECTIVE:

To acquaint the students with fundamentals of communication, help them honing oral, written and non-verbal communication skills and to transform their communication abilities

Unit-I

Purpose and process of communication; myths and realities of communication; paths of communication; oral communication: noise, barriers to communication; listening – listening process, types of listening, deterrents to listening process, essentials of good listening; telephonic communication

Unit-II

Presentation skills: prerequisites of effective presentation, format of presentation; Assertiveness – indicators of assertive behaviour, strategies of assertive behaviour; Communication skills for group discussion and interviews

Unit-III

Non verbal communication: gestures, handshakes, gazes, smiles, hand movements, style of working, voice modulations, body sport for interviews; business etiquettes: business dining, business manners of people of different cultures, managing customer care

Unit-IV

Written communication: mechanics of writing, report writing, circulars, notices, memos, agenda and minutes; business correspondence – business letter format, style of letter arrangement, types of letters, telex manages, facsimiles, electronic mail; diary writing; developing resume

Suggested Reading:

1. Kaul, Asha, **Business Communication**, PHI, New Delhi
2. Kaul, Asha, **Effective Business Communication**, PHI, New Delhi
3. Chaturvedi, P.D., and Mukesh Chaturvedi, **Business Communication** , Pearson Education
4. McGrath, E.H., **Basic Managerial Skills for All**, PHI, New Delhi

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External Marks: 70
Internal Marks: 30
Time: 3 hrs.

**BUSINESS ENVIRONMENT
PAPER CODE: 2108/50708**

COURSE OBJECTIVE:

The objective of this course is to sensitize the students towards the overall business environment within which organization has to function and to provide insight to students of its implication for decision making in business organizations.

Unit-I

Nature and structure of business environment; macro and micro indicators; assessing risk in business environment; emerging sectors of Indian economy; relative size and growth of public and private sectors.

Unit-II

Design and strategy of economic reforms; current state of growth and investment; interest rate structure and present monetary policy; fiscal environment; current inflationary position and its impact on business sector; competitive environment; legislation for anti-competitive and unfair trade practices; consumer and investor protection.

Unit-III

Current industrialization trends and industrial policy; environment for the SME sector; infrastructure development and policy; public sector reforms and performance; public -private partnership; intellectual property regime and the R&D environment; trends in service sector growth; banking reforms and challenges; business opportunities in the rural sector.

Unit-IV

Globalisation trends and challenges; balance of payments trends; environment for foreign trade and investment; exchange rate movements and their impact; India's competitiveness in the world economy; external influences on India's business environment.

Suggested Readings:

1. Acharya, Shankar, **India's Macroeconomic Management in the Nineties**, ICRIER, New Delhi
2. Ahluwalia, I.J. and IMD Little, **India's Economic Reform and Development**, Oxford University Press, Delhi
3. Datt, R., **Second Generation Economic Reforms in India**, Deep and Deep, New Delhi
4. Khan, M.Y., **Indian Financial System**, TATA McGraw Hill, New Delhi

Note:

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

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**FINANCIAL MANAGEMENT
PAPER CODE: 2201/50801**

COURSE OBJECTIVE:

The objective of this course is to acquaint the students regarding financial management tools and techniques in financial decision making

Unit-I

Financial management-scope finance functions and its organisation, objectives of financial management; time value of money; sources of long term finance.

Unit-II

Investment decisions importance, difficulties, determining cash flows, methods of capital budgeting; risk analysis (risk adjusted discount rate method and certainty equivalent method); cost of different sources of raising capital; weighted average cost of capital.

Unit-III

Capital structure decisions-financial and operating leverage; capital structure theories - NI, NOI, traditional and M-M theories; determinants of dividend policy and dividend models -Walter, Gordon & M.M. models.

Unit-IV

Working Capital- meaning, need, determinants; estimation of working capital need; management of cash, inventory and receivables.

Note: The topic of capital budgeting, management of cash, inventory management, receivable management will cover theoretical concepts and simple numerical questions.

Suggested Readings:

1. Pandy, I.M., **Financial Management**, Vikas Publishing House, New Delhi
2. Khan M.Y, and Jain P.K., **Financial Management**, Tata McGraw Hill, New Delhi
3. Keown, Arthur J., Martin, John D., Petty, J. William and Scott, David F, **Financial Management**, Pearson Education
4. Chandra, Prasanna, **Financial Management**, TMH, New Delhi
5. Van Horne, James C., **Financial Management and Policy**, Prentice Hall of India
6. Brigham & Houston, **Fundamentals of Financial Management**, Thomson Learning, Bombay.
7. Kishore, R., **Financial Management**, Taxman's Publishing House, New Delhi

Note:

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

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Internal Marks: 30
Time: 3 hrs.

**MARKETING MANAGEMENT
PAPER CODE: 2202/50802**

COURSE OBJECTIVE:

This course is designed to promote understanding of concepts, philosophies, processes and techniques of managing marketing operation and to develop a feel of the market place

Unit-I

Nature and scope of marketing; corporate orientation towards marketplace; building and delivering customer value and satisfaction; retaining customers; marketing environment; marketing research and information system

Unit-II

Analyzing consumer markets and buyer behaviour; analyzing business markets and business buying behaviour; market segmentation, positioning and targeting; tools of product differentiation; marketing strategies in the different stage of the product life cycle

Unit-III

New product development process; product mix and product line decisions; branding and packaging decisions; pricing strategies and programmes; managing marketing channels; wholesaling and retailing

Unit-IV

Advertising and sales promotion; public relations; personal selling; evaluation and control of marketing effort; web marketing; green marketing; reasons for and benefits of going international; entry strategies in international marketing

Suggested Readings:

1. Kotler Philip and Keller; **Marketing Management**; PHI, New Delhi
2. Kotler, Philip, Kevin Keller, A. Koshy and M. Jha, **Marketing Management in South Asian Perspective**, Pearson Education, New Delhi
3. Kerin, Hartley, Berkowitz and Rudelius, **Marketing**, TMH, New Delhi
4. Etzel, Michael J, **Marketing: Concepts and Cases**, TMH, New Delhi

Note:

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

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External Marks: 70
Internal Marks: 30
Time: 3 hrs.

**HUMAN RESOURCE MANAGEMENT
PAPER CODE: 2203/50803**

COURSE OBJECTIVE:

The primary concern of this course is to develop an appreciation of effective management of human resources and to enable the students to meet HR challenges in present scenario

Unit-I:

Strategic importance of HRM; objectives of HRM; challenges to HR professionals; role, responsibilities and competencies of HR professionals; HR department operations; human resource planning – objectives and process; human resource information system

Unit-II

Talent acquisition: recruitment and selection strategies, career planning and management, succession planning, socialization and induction of new employees; training and development, investment in training, training need assessment, designing and administering training programme; executive development programme, evaluation of T & D programme

Unit-III

Appraising performance: developing and instituting performance appraisal system, assessment and development centres, potential appraisal; rewarding performance: linking rewards to organizational objectives, determine compensation structure, pay for performance and incentive plans, ESOP, executive compensation, designing and administering benefits and services

Unit-IV

HR in knowledge era: HR in knowledge industry, HR in virtual organizations, HR in mergers and acquisitions, outplacement, outsourcing HR functions, employee leasing, HR audit, international HRM

Suggested Readings:

1. Ivancevich, John M ., **Human Resource Management** , Tata McGraw Hill, New Delhi
2. Gomez. Megia, Luis, David Balkin, and Roberty Cardy, **Managing Human Resources**, Pearson Education
3. Dessler, Gary, **Human Resource Management**, Pearson Education
4. Mathis, Robert, and John Jackson, **Human Resource Management**, Thomson Learning Inc.
5. Shell, Scott and George Bohlander, **Human Resource Management** , Thomson Learning Inc.
6. Pattanayak, Biswajert, **Human Resource Management**, PHI, New Delhi
7. Jyothi P., and D.N.Venkatesh, **Human Resource Management**, Oxford University Press, New Delhi

Note:

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section ‘A’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

OPERATIONS AND SUPPLY CHAIN MANAGEMENT
PAPER CODE: 2204/50804

COURSE OBJECTIVE:

The objective of the subject is to explore the interlinkage between operations management and supply chain management. The course seeks to provide the key concepts and solutions in the design, operation, control and management of supply chains as integrated systems

Unit-I

Introduction operations management and supply chain management; important trends interlinking operations and supply chain management; cross-functional and inter-organizational linkages in operations and SCM; operations and supply chain strategies; business processes; mapping business processes; measuring process performance; reducing cycle times; bench marking; strategies for business process improvement; defining quality; total cost of quality; total quality management; continuous improvement tools; statistical quality control

Unit-II

Product design and development process; operations and supply chain perspectives on design; the development process; organizational role in product and service development; approaches to improving product and service design; types of manufacturing processes and their characteristics; product customization within the supply chain; service processes; layout decision models; capacity and capacity strategies; methods of evaluating capacity alternatives; forecasting – demand supply and price forecasts; laws of forecasting; forecasting methods – qualitative methods and time series forecasting methods

Unit-III

Importance of purchasing; sourcing decision; sourcing strategy; purchasing process; multicriteria decision models in sourcing and purchasing; trends in purchasing models; importance of logistics; logistics decision areas; logistics strategy; logistics decision models; sales and operations planning (S&OP) strategy; major approaches to S&OP planning; organizing for and implementing S&OP planning; services consideration

Unit-IV

Role of Inventory – its types, drivers and dependent demand inventory; periodic review system; continuous review system – economic order quantity, reorder points, safety stock and quantity discounts; single period inventory system; inventory in supply chain; master scheduling; material requirement planning; production activity control and vendor order management systems; synchronizing planning and control across the supply chain; just-in-time perspective on waste and inventory; kan-ban system; understanding the SCM information needs; diagnosing and improving SCM information flows; supply chain information system

Suggested Readings:

1. Bozarth, Cecil C. & Handfield, Robert B.; **Introduction to Operations and Supply Chain Management**; Pearson Education; New Delhi
2. Wisner, Joel D., Leong, G. Keong & Tan, Keah-Choon; **Principles of Supply Chain Management – A balanced approach**; Thomson Learning; New Delhi
3. Gaither, Norman & Frazier, Greg; **Operations Management**; Thomson Learning; New Delhi
4. Mahadevan, B.; **Operations Management – Theory and Practice**; Pearson Education; New Delhi
5. Krajewski, Lee J. & Ritzman, Larry P.; **Operations Management – Processes and Value Chains**; Pearson Education; New Delhi

Note:

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

BUSINESS RESEARCH METHODS
PAPER CODE: 2205/50805

COURSE OBJECTIVE:

The objective of this paper is to impart knowledge about various stages of the research processes and their application in decision making.

Unit-I

Business research; its concept, nature, scope, need and managerial value of business research; components of theory – definitions, concepts, constructs, variables, hypothesis, process of research and structure of research proposal

Unit-II

Research design – concept and types – exploratory, descriptive, diagnostic and experimental; sampling design; techniques, factors influencing sample size, measurement – concept, measurement scales – types and construction of scales and reliability and validity aspects in measurement

Unit-III

Methods of data collection – questionnaire/schedule; questionnaire designing, interview and observational methods; data analysis and interpretation, editing, coding, content analysis and tabulation; hypothesis testing – an overview of parametric and non-parametric tests (analysis of variance, X test, Wilcoxon Matched – pairs signed – rank test, Mann – Whitney test, Kruskal – Wallis H-test)

Unit-IV

An overview of dependent and interdependent methods (multiple regression, discriminant analysis, conjoint analysis, factor analysis, cluster analysis); ingredients and constructions of research report; procedure of preparation of reference and bibliography

Suggested Readings:

1. Zikmund, Millian G., **Business Research Methods**, Thomson Learning, Bombay
2. Cooper, Donald R- and Pamela Schindler, **Business Research Methods**, Tata McGraw Hills, New Delhi
3. Geode, Millian J. & Paul K. Hatl, **Methods in Research**, McGraw Hills, New Delhi
4. Sekran, Uma, **Business Research Method**, Miley Education, Singapore
5. Kothari, C.R., **Research Methodology**

Note:

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section ‘A’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

COMPUTER NETWORKS & INTERNET
PAPER CODE: 2206/50806

COURSE OBJECTIVE:

The primary objective of the course is to familiarize the students with technologies like networking and internet and to build skills in applying these technologies to various business processes

Unit-I

Introduction to Internet: Definition of networks, concepts of web page, website and web searching (browsing). Concepts of data transmission, half-duplex transmission, modems, client server computing, Introduction to OSI, TCP/IP reference models, cryptography.

Unit-II

Networked economy; Impact of computer networks on business, elements of networked economy, using IS functions to deal with business risks. Infrastructure of networked economy; Hardware, Software, sharing information and resources through networks, LAN WAN, and wireless networks,

Unit-III

Privacy and ethical issues in networked economy; treats to privacy, protecting privacy, ethical issues in networked economy, social and economic issues in networked economy, health issues in networked economy, future of the networked economy.

Unit-IV

HTML : Build a simple HTML document, tables, frames, links, adding multimedia documents, home page. Applications of networks in information sharing and dissemination: applications in banking, e-governance, ticket reservation etc.

Lab: Web Designing in HTML, Internet Surfing.

Suggested Readings:

1. McKeown, **Information Technology and the Networked Economy**, Thomson Learning
2. Forouzan , **Data Communication & Networking** , TMH, Delhi.
3. Miller, **Data and Network Communication** , Vikas Publishing House, New Delhi.
4. Tannenbaum, **Computer Networks**, PHI, Delhi.
5. Hagg, Baltzan & Philips, **Business Driven Technology**, TMH, N. Delhi.
6. Molly, **Using HTML 4**, PHI, Delhi.
7. Comer, E. Douglas, **Computer Networks and Internet 4e**, Pearson Education, Delhi.

Note:

Instruction for External Examiner: The examiner will set 8 questions (2 questions from each unit). The students will be required to attempt any five questions (selecting at least one question from each unit). All questions will carry equal marks.

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External Marks: 50
Practical Marks: 50
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**OPERATIONS RESEARCH
PAPER CODE: 2207/50807**

COURSE OBJECTIVE:

The objective of this paper is to acquaint the students with various quantitative techniques which are of great importance for quantitative decision-making.

Unit-I

Operations Research: Evolution, methodology and role in managerial decision making; Linear programming: Meaning, assumptions, advantages, scope and limitations; Formulation of problem and its solution by graphical and simplex methods; special cases in simplex method: infeasibility, degeneracy, unboundedness and multiple optimal solutions; duality.

Unit-II

Transportation problems including transshipment problems; Special cases in transportation problems: unbalanced problems, degeneracy, maximization objective and multiple optimal solutions; assignment problems including traveling salesman's problem. Special cases in assignment problems: unbalanced problems, maximization objective and multiple optimal solutions.

Unit-III

PERT/CPM: Difference between PERT and CPM, network construction, calculating EST, EFT, LST, LFT and floats, probability considerations in PERT, time -cost trade-off. Decision theory: decision making under uncertainty and risk, Bayesian analysis, decision trees.

Unit-IV

Game theory, pure and mixed strategy games; principle of dominance; two person zero sum game; Queuing theory: concept, assumptions and applications; analysis of queue system, Poisson distributed arrivals and exponentially distributed service time models (MM1 and MMK); Simulation; meaning, process, advantages, limitations and applications.

Suggested Readings:

1. Panerselvam, Operations Research, Prentice Hall of India, N.Delhi.
2. Taha, Operations Research: An Introduction, Prentice Hall of India, N.Delhi.
3. Vohra, N.D.; Quantitative Techniques in Management; Tata McGraw Hill Publishing Company Ltd., New Delhi.
4. Kapoor, V.K., Operations Research; Sultan Chand & Sons, New Delhi.
5. Sharma, J.K., Operations Research: Theory and Applications, Macmillan India Ltd, New Delhi.
6. Kalavathy, Operations Research, Vikas Publishing House, New Delhi .

Note:

Instruction for External Examiner: The examiner will set 8 questions (2 questions from each unit). The students will be required to attempt any five questions (selecting at least one question from each unit). All questions will carry equal marks.

**FACULTY OF MANAGEMENT SCIENCES,
MAHARS HI DAYANAND UNIVERSITY, ROHTAK**

External Marks: 70
Internal Marks: 30
Time: 3 hrs.

**INTERNATIONAL BUSINESS
PAPER CODE: 2208/50808**

COURSE OBJECTIVE:

The objective of the paper is to acquaint the students with the fundamentals of international business. The paper provides exposure to multiple dimensions of the field and imparts international perspective to business decisions.

Unit-I

Recent global trends in international trade and finance; dimensions and modes of IB; structure of IB environment; risk in IB; motives for internationalization of firms; organizational structure for IB; world trading system and impact of WTO; exchange rate systems; global financial system; barriers to IB; international business information and communication.

Unit-II

Foreign market entry strategies; country evaluation and selection; factors affecting foreign investment decisions; impact of FDI on home and host countries; types and motives for foreign collaboration; control mechanisms in IB.

Unit-III

Decisions concerning global manufacturing and material management; outsourcing factors; managing global supply chains; product and branding decisions; managing distribution channels; international promotion mix and pricing decisions; counter trade practices; mechanism of international trade transactions.

Unit-IV

Harmonizing accounting difference across countries; currency translation methods for consolidating financial statements; the LESSARD-LORANGE Model; cross cultural challenges in IB; international staffing decisions; compensation and performance appraisal of expatriate staff; ethical dilemmas and social responsibility issues.

Suggested Readings:

1. Daniels, J.D. and H. LEERadesbaugh, **International Business-Environment and Operations** (New Delhi; Pearson Education)
2. Hill, Charles W.L., **International Business -competency in the Global Marketplace** (New Delhi: Tata McGraw Hill)
3. Sundaram, Anant K and Steward J Black, **The International Business Environment: Text and Cases** (New Delhi: Prentice Hall of India)
4. Sharan, V., **International Business: Concept, Environment and Strategy** (New Delhi: Pearson Education)
5. Beth V. Yarbrough and Robert H. Yarbrough, **The World Economy – Trade and Finance**, Thomson Learning, Singapore

Note:

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

**FACULTY OF MANAGEMENT SCIENCES,
MAHARS HI DAYANAND UNIVERSITY, ROHTAK**

External Marks: 70
Internal Marks: 30
Time: 3 hrs.

**STRATEGIC MANAGEMENT
PAPER CODE: 2301/50901**

COURSE OBJECTIVE:

The objective of the course is to develop a holistic perspective of an organization and to enable the students to analyse the strategic situation facing the organization, to access strategic options available to the organization and to implement the strategic choices made by it.

Unit-I

Strategic Management Process: defining strategy, levels of approaches to strategic decision making, process of strategic management, roles of strategies, mission and objectives, strategic business unit, environment – concept, components and appraisal

Unit-II

Organization appraisal and strategy formulation: organizational dynamics and structuring organizational appraisal, SWOT analysis formulation – corporate level strategies and business strategies, strategy analysis and choice – the process, BCG matrix, GE matrix, SPACE approach, QSP matrix and strategic plan

Unit-III

Strategy implementation: aspects, structures, design and change; behavioural implementation – leadership, culture, value and ethics

Unit-IV

Functional implementation: functional strategies, plans and policies; marketing; financial, personal, operations, its plans and policies; strategic evaluation and control – an overview of strategic evaluation and control, techniques of strategic evaluation and control

Suggested Readings:

1. Kazmi, Azhar, **Business Policy and Strategic Management**, Tata McGraw Hill Publishing Company Ltd., New Delhi
2. David, Fred R. **Strategic Management – Concept and Cases**, Pearson Education, Delhi
3. Hitt, M.A., Ireland R.D. and Hos Kisson R.D., **Strategic Management Competitiveness and Globalisation**; Thomson Asia Pvt. Ltd.
4. Pearce II J A and Robinson Jr., R.B., **Strategic Management – Strategy Formulation and Implementation**, AITBS Publishers and Distributors, Delhi

Note:

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be **compulsory**. All the five questions will carry equal marks.

**FACULTY OF MANAGEMENT SCIENCES,
MAHARSHI DAYANAND UNIVERSITY, ROHTAK**

External Marks: 70
Internal Marks: 30
Time : 3hrs.

**MANAGEMENT INFORMATION SYSTEM
PAPER CODE: 2302/50902**

COURSE OBJECTIVE:

This course will equip students with skills to analysis information requirements for managerial decision making.

Unit-I

Data and Information. MIS- need and concepts, factors influencing MIS and characteristics of MIS. Technology of MIS. Structure of MIS. Decision Making and role of MIS. Data communication. Basic H/W required, Channel features and concept of Distributed Data bases
Decision Support System: Overview, components and classification, steps in constructing a DSS, role in business, group decision support system

Unit-II

Information system for strategic advantage, strategic role for information system, breaking business barriers, business process reengineering, improving business qualities.

Unit-III

Planning for MIS; System Development Methodologies; Conceptual and detailed designs of MIS. Information system analysis and design, information SDLC, hardware and software acquisition, system testing, documentation and its tools, conversion methods.

Unit-IV

System implementation Strategies and process; System Evaluation and Maintenance. Applications – cross –functional MIWS; ERP; CRM; SCM; Transaction Processing; Artificial Intelligence technologies in business: neural network, fuzzy logic, virtual reality; Executive information system.

Suggested Readings :

1. Jawadekar, **Management Information Systems** , TMH, N Delhi.
2. Brien, James, **Management Information System**, Tata McGraw Hill, Delhi.
3. Stair, **Principles of Management System**, Thomson Learning, Bombay.
4. Mckeown, **Information Technology and the Networked Economy**, Thomson Learning, Bombay.
5. Brady, **Cases in MIS** , Thomson Learning, Bombay.
6. Murdick & Ross, **Management Information System**, PHI, Delhi.
7. Kanter, J., **Management Information System**, PHI, Delhi.

Note:

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section ‘A’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

**FACULTY OF MANAGEMENT SCIENCES,
MAHARSHI DAYANAND UNIVERSITY, ROHTAK**

External Marks: 70
Internal Marks: 30
Time: 3 hrs.

**BUSINESS LEGISLATION
PAPER CODE: 2303/50903**

COURSE OBJECTIVE:

The course is designed to provide an understanding of legal processes involved in management of an organization. The main focus is on understanding basic laws affecting the operation of a Business Enterprise

Unit-I

The Indian Contract Act: Essentials of a valid contract, void agreements, performance of contracts, breach of contract and its remedies, Quasi-Contracts

Unit-II

The Sale of Goods Act: Contract of sale of goods, conditions and warranties, transfer of property, rights of an unpaid seller; the negotiable instruments act: nature and types; negotiation and assignment; holder-in-due course, dishonour and discharge of a negotiable instrument, arbitration

Unit-III

The Companies Act, 1956: Nature and types of companies; formation; memorandum and articles of association; prospectus, shares and share capital, allotment of shares

Unit-IV

Membership; borrowing powers; management and meetings; accounts and audit; compromise arrangements and reconstruction; prevention of oppression and mismanagement; winding up; Consumer Protection Act and Cyber Law

Suggested Readings:

1. Kuchhal, M.C. and Deepa Parkash, **Business Legislation Management**, Vikas Publishing House Pvt. Ltd.
2. Khergamwala, J.S., **The Negotiable Instrument Acts**, N.M. Tripathi, Bombay, 1980
3. Ramaiyam, A., **Guide to the Companies Act**, Wadhwa, Nagpur, 1992
4. Shah, S.M., **Business Law for Managers**, Sultan Chand, New Delhi, 1998
5. Tulisian P.C., **Business Law**, TMH, New Delhi

Note:

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

**FACULTY OF MANAGEMENT SCIENCES,
MAHARS HI DAYANAND UNIVERSITY, ROHTAK**

External Marks: 70
Internal Marks: 30
Time: 3 hrs.

**ENTREPRENEURSHIP
PAPER CODE: 2401/51001**

COURSE OBJECTIVE:

This course aims to acquaint the students with challenges of starting new ventures and enable them to investigate, understand and internalize the process of setting up a business

Unit-I

Entrepreneurship: Concept, knowledge and skills requirement; characteristics of successful entrepreneurs; role of entrepreneurship in economic development; entrepreneurship process; factors impacting emergence of entrepreneurship; managerial vs. entrepreneurial approach and emergence of entrepreneurship

Unit-II

Starting the venture: generating business idea – sources of new ideas, methods of generating ideas, creative problem solving, opportunity recognition; environmental scanning, competitor and industry analysis; feasibility study – market feasibility, technical/operational feasibility, financial feasibility: drawing business plan; preparing project report; presenting business plan to investors

Unit-III

Functional plans: marketing plan – marketing research for the new venture, steps in preparing marketing plan, contingency planning; organizational plan – form of ownership, designing organization structure, job design, manpower planning; Financial plan – cash budget, working capital, proforma income statement, proforma cash flow, proforma balance sheet, break even analysis

Unit-IV

Sources of finance: debt or equity financing, commercial banks, venture capital; financial institutions supporting entrepreneurs; legal issues – intellectual property rights patents, trade marks, copy rights, trade secrets, licensing; franchising

Suggested Readings:

1. Hisrich, Robert D., Michael Peters and Dean Shepherd, **Entrepreneurship**, Tata McGraw Hill, New Delhi
2. Barringer, Brace R., and R. Duane Ireland, **Entrepreneurship**, Pearson Prentice Hall, New Jersey (USA)
3. Lall, Madhurima, and Shikha Sahai, **Entrepreneurship**, Excel Books, New Delhi
4. Charantimath, Poornima, **Entrepreneurship Development and Small Business Enterprises**, Pearson Education, New Delhi

Note:

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

**FACULTY OF MANAGEMENT SCIENCES,
MAHARSHI DAYANAND UNIVERSITY, ROHTAK**

External Marks: 50
Practical Marks: 50
Time : 3hrs.

**ELECTRONIC COMMERCE
PAPER CODE: 2402/51002**

COURSE OBJECTIVE:

The objective of the course is to learn types, process of e-commerce, the tools, channels and the related issues in implementing the e-commerce practices.

Unit-I

Introduction to Electronic Commerce: origin and need; Framework, applications; network infrastructure (including internet), internet commercialization; factors affecting e-commerce; business and technological dimensions of e-commerce;

Unit-II

Electronic payment system, inter-organizational commerce & intra-organizational commerce, EDI, value-added network; digital library; smart card, credit card and emerging financial instruments.

Unit-III

B2B e-commerce; e-procurement, supply -chain coordination; on-line research; organizing for online marketing. Internet retailing; multi channel retailing, channel design; selling through online intermediaries. Mobile commerce: Introduction to mobile commerce; benefits of mobile commerce; mobile commerce framework; Internet advertising;

Unit-IV

Security; advertising & marketing in the internet, introduction to marketing & CRM, consumer search & resource discovery, computer based education & training, digital copyrights. Search engines & directory services; Agents in electronic commerce

Lab: Internet Surfing of E-Commerce Sites.

Suggested Readings:

1. Schneider P. Gary, Perry T.James, **E-Commerce**, Thomson Learning, Bombay.
2. Hanson & Kalyanam, **Internet Marketing & e-commerce**, Thomson Learning, Bombay.
3. Bharat Bhasker, **Electronic Commerce**, TMH, N Delhi.
4. Kosiur, **Understanding E-Commerce**, Prentice Hall of India, Delhi.
5. Kalakota, Whinston, **Frontiers of Electronic Commerce**, Addison Wesley.
6. Shurety, **E-business with Net Commerce (with CD)**, Addison Wesley.
7. Napier, **Creating a winning E-business**, Vikas Publishing House, New Delhi
8. Didar Singh, **E Commerce for Manager**, Vikas Publishing House, New Delhi
9. Whitely David, **Electronic Commerce**, TMH, Delhi.
10. Efraim Turban, Jay Lee, David King & H.Michael Chang, **Electronic Commerce: A Managerial Perspective**, Pearson Education, Delhi.

Note:

Instruction for External Examiner: The examiner will set 8 questions (2 questions from each unit). The students will be required to attempt any five questions (selecting at least one question from each unit). All questions will carry equal marks.

PERFORMANCE MANAGEMENT
PAPER CODE: 2305/50905

UNIT-I

Basics of Performance Management – Concept, essence, scope, need for performance management as a system, principles, PM vs. PA, performance management process, performance management and strategic planning linkages, performance and potential management

UNIT-II

Measuring Performance – Managing for results, managing behaviour, managing competencies, conducting performance reviews

UNIT-III

Designing and Implementing Performance Management Process – Performance Planning, defining objectives and performance standards, defining capability requirements, performance management system implementation, automation of performance management process, legal requirements

UNIT-IV

Key Issues – 360° feedback, feedback, counseling and coaching, strategy maps and balance score card, management team performance, managing organizational performance, performance management and pay, performance management training, evaluating performance management

SUGGESTED READINGS:

1. Armstrong, Michael, Performance Management – Key strategies and Practical Guidelines, Kogan Page
2. Cokins, Gary, Performance Management, Finding the Missing Pieces, John Wiley and Sons
3. Shields, John, Managing Employees Performance and Reward, Cambridge University, NODA
4. Aguinis, Herman, Performance Management, Pearson Education Inc.

NOTE:

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section ‘A’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

**FACULTY OF MANAGEMENT SCIENCES,
MAHARS HI DAYANAND UNIVERSITY, ROHTAK**

External Marks: 70
Internal Marks: 30
Time: 3 hrs.

**TRAINING AND DEVELOPMENT
PAPER CODE: 2306/50906**

COURSE OBJECTIVE:

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

Unit-I

Training – concept, and rationale; training process: role of stakeholders in training programme; Organization and Management of training function; Training needs assessment – organizational analysis, operational analysis, person analysis; competency mapping

Unit-II

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

Unit-III

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

Unit-IV

Evaluation of training – need for evaluation, principles of evaluation, criteria and approaches; return on investment in training, process of calculating ROI in training; emerging trends in training and development; new perspectives on training – cross cultural training, e-learning, knowledge management

Suggested Readings:

1. Agochia, Devendra, **Every Trainer's Handbook**, New Delhi; Sage Publications
2. De Simone, R.L. and Harris, D.M., **Human Resource Development**, Thomson Learning
3. Sahu, R.K., **Training for Development**, Excel Books, New Delhi
4. Blanchard, P Nick, and James W. Thacker, **Effective Training – Systems, Strategies, and Practices**, Pearson Education, New Delhi
5. Goldstein, **Training in Organization**, Thomson Learning, Bombay
6. McGrath, **Training for Life and Leadership in Industry**, Prentice Hall of India, New Delhi

Note:

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

ORGANISATIONAL CHANGE AND DEVELOPMENT
PAPER CODE: 2307/50907

COURSE OBJECTIVE:

This course is designed to provide in depth understanding of behavioural interventions and enable the students to apply these intervention for building individual, team, systems and process related competencies and helping organizational to achieve peak performance and become self sustaining

Unit-I

Organizational Change – meaning, nature, types; theories of planned change; Organizational Development – nature and characteristics; process of organizational development

Unit-II

Human Process Interventions – T-group, process consultation, third party interventions, team building; organizational confrontation meeting, coaching and mentoring, role focused interventions

Unit-III

Techno structural Interventions – restructuring organization, reengineering, employee involvement, work design; Strategic Interventions – Organization and environment relationships, organization transformation

Unit-IV

Contemporary issues and applications – Organizational development in global context, organizational development in service sector, OD Practitioners – role, competencies requirement, professional ethics and values and experiences; future trends in OD

Suggested Reading:

1. Cummings, Thomas G. and Christopher G. Worley, **Organisation Development and Change**, Thomson Learning
2. Ramnarayan S., T.V. Rao and Kuldeep Singh, **Organisation Development Interventions and Strategies**, Response Books, New Delhi
3. French, Wendell L. and Lecil H. Bell, **Organisation Development**, PHI, New Delhi
4. Chowdhury, Subir, **Organisation 2IC**, Pearson Education

Note:

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section ‘A’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

**FACULTY OF MANAGEMENT SCIENCES,
MAHARS HI DAYANAND UNIVERSITY, ROHTAK**

External Marks: 70
Internal Marks: 30
Time: 3 hrs.

**COMPENSATION MANAGEMENT
PAPER CODE: 2308/50908**

COURSE OBJECTIVE:

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

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

Statutory provisions governing different components of reward systems; working of different institutions related to reward system like wage boards, pay commissions, role of trade unions in compensation management; tax planning

Suggested Readings:

1. Milkovich, George T and Newman J.M., **Compensation**, Tata McGraw Hill
2. Henderson, R.O., **Compensation Management**, Pearson Education
3. Martocchio, J.J., **Strategic Compensation**, Pearson Education
4. Armstrong, M and Murlis H, **Reward Management**, Kogan Page, UK
5. Singh, B.D., **Compensation Reward Management**, Excel Books, New Delhi

Note:

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

**FACULTY OF MANAGEMENT SCIENCES,
MAHARSHI DAYANAND UNIVERSITY, ROHTAK**

External Marks: 70
Internal Marks: 30
Time: 3 hrs.

**TALENT MANAGEMENT
PAPER CODE: 2405/51005**

UNIT-I

Introduction – Concept of talent management, strategic importance of talent, talent imperatives, elements of talent management, workforce diversity and talent management, role of HR in talent management

UNIT-II

Talent Procurement and Deployment – Identifying talent needs, sourcing talent; developing talent, deployment of talent, establishing talent management system, talent multiplication

UNIT-III

Talent Retention – Cost and consequences of talent departure, diagnosing causes of talent departure, measuring and monitoring turnover and retention data, designing engagement strategies, drivers of engagements

UNIT-IV

Return of Talent – Measuring contribution of talent to business performance, talent metrics, measuring human capital investment, transformation and reorganization of HR, new imperatives, talent forces of tomorrow

SUGGESTED READINGS:

1. Cheese, Peter, Robert J Thomas and Elizabeth Craig, The Talent Powered Organization, Kogan Page Ltd.
2. Stringer, Hank & Rusty Rueff, Talent Force: A New Manifesto for the Human Side of Business, Pearson Education, Prentice Hall Upper Saddle River, New Jersey
3. Sears David, Successful Talent Strategies, American Management Association, AMACOM, Press, New York
4. Lawyer III, Edward E, Talent: Making People your Competitive Advantage, Dave Ulrich, Jossey-Bass, A Wiley Imprint
5. Phillips, Jack J, Lisa Edwards, Managing Talent Retention, An ROI Approach, Pfeiffer, A Wiley Imprint
6. David, Tony, Maggie Cutt, Neil Flynn, Peter Mowl and Simon Orme, Talent Assessment, Gower Publishing Ltd., Hampshire Ltd.

NOTE:

1. One case study be discussed – per unit – in the class.
2. Instruction for External Examiner: The question paper will have two sections. Section ‘A’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

**FACULTY OF MANAGEMENT SCIENCES,
MAHARSHI DAYANAND UNIVERSITY, ROHTAK**

External Marks: 70
Internal Marks: 30
Time: 3 Hrs

**INDUSTRIAL RELATIONS AND LABOR LEGISLATIONS
PAPER CODE: 2406/51006**

COURSE OBJECTIVE:

The objective of this course is to sensitize and expose students to critical tasks, functions and issues of industrial relations and to gain insight into the dynamics of employee management relations on the different job situations.

Unit-I

Industrial Relations: Concept, Scope, Objectives, emerging socio-economic and techno-economic profile; Impact of technological change on industrial relations; Role of State in managing industrial relations factors affecting industrial relations.

Unit-II

ILO and Trade Unions: Objectives and functions; Development of trade Union movement in India; Challenges of Trade Union movement; Forms of union; Trade Union response toward liberalization and change; Role and objectives of ILO. Prevention and settlement of disputes.

Unit III

Labor Legislations: Objectives, forms and significance; Grievance handling legislations: Social security legislations, Regulatory legislations and protective and employment legislations; Harmony and discipline

Unit- IV

Co-ownership management; Concept and significance; Involvement of workers with management processes; Strategic implementation of WPM; Collective bargaining and empowerment: role, methods and significance to quality management. Quality of worklife

Suggested Readings

1. Ramaswamy, E. **Managing Human Resources**, Oxford University Press, New Delhi
2. Venkataratnam, C.S. and Sinha, Pravin, **Trade Union Challenges at the Designing of 21st Century**, IIRA -Excel Books, New Delhi
3. Monappa, A. **Industrial Relations**, Tata McGraw Hill, New Delhi
4. Monappa, A. **Managing Human Resources**, Tata McGraw Hill, New Delhi
5. Sinha, Sinha, Sakher, **Industrial Relations, Trade Unions and Labour Legislations**, Pearson Education, New delhi
6. Venkataratnam, C.S., **Industrial Relations**, Oxford University Press, New Delhi
7. Dutta, S.K. **Guide to Disciplinary Action**, Tata McGraw Hill, New Delhi

Note:

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

**FACULTY OF MANAGEMENT SCIENCES,
MAHARSHI DAYANAND UNIVERSITY, ROHTAK**

External Marks: 70
Internal Marks: 30
Time: 3 hrs.

**STRATEGIC HUMAN RESOURCE MANAGEMENT
PAPER CODE: 2407/51007**

COURSE OBJECTIVE:

The primary concern to this course is to develop in depth understanding of the strategic role performed by HR in business organizations and to gain insight of the alignment between different HR systems and practices and organizational outcomes

Unit-I

HR environment; HRM in knowledge economy; concept of SHRM: investment perspective of SHRM, evolution of SHRM, strategic HR vs. traditional HR, barrier to strategic HR, role of HR in strategic planning

Unit-II

Strategic fit frameworks: linking business strategy and HR strategy, HR bundles approach, best practice approach; business strategy and human resource planning; HRM and firm performance linkages – measures of HRM performance; sustained competitive advantages through inimitable HR practices

Unit-III

HR Systems: staffing systems, reward and compensation systems, employee and career development systems, performance management systems

Unit-IV

Strategic options and HR decisions – Downsizing and restructuring, domestic and international labour market, mergers and acquisitions, outsourcing and off shoring

Suggested Readings:

1. Mello, Jeffrey A ., **Strategic Human Resource Management**, Thomson Learning Inc.
2. Agarwala, Tanuja, **Strategic Human Resource Management**, Oxford University Press, New Delhi
3. Dreher, George and Thomas Dougherty, **Human Resource Strategy**, Tata McGraw Hill
4. Greer, Charles, **Strategic Human Resource Management**, Pearson Education
5. Belcourt, Monica and Kenneth McBay, **Strategic Human Resource Planning**, Thomson Learning Inc.

Note:

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

**FACULTY OF MANAGEMENT SCIENCES,
MAHARSHI DAYANAND UNIVERSITY, ROHTAK**

External Marks: 70
Internal Marks: 30
Time: 3 Hrs

**CROSS-CULTURAL HUMAN RESOURCE MANAGEMENT
PAPER CODE: 2408/51008**

COURSE OBJECTIVE:

This course builds on the notions and frameworks in developing and understanding about the diverse nature of behavior patterns and issues involved in multivariate values and culture systems to maintain excellence of management.

Unit –I

Human Resource management in global organizations: Meaning and concept of Culture, dimensions, characteristics and elements; Human and cultural variables of organization; Culture diversity, models and attitudinal dimensions; cultural differences, similarities and managerial implications

Unit-II

Global HR issues: Cross-national differences; Differences in communication, work settings, negotiations, leadership, motivational context, standardization and adoption of work practice; Training and development of international staff

Unit III

Managing global staff: Recruitment, Selection criteria and issues; Retaining and motivating International staff; bargaining behavior and negotiation strategies; Culture caricatures, team development and co-operation

Unit IV

Compensation: Objectives, determinants and key components; Standards of performance management in global perspective; Issues and challenges in global perspective; Expatriate and repatriate issues in global context

Suggested Readings

1. Hodgetts, Richard M., Fred Luthans, and Jonethan P. Doh, International Management – Cultural, Strategy and Behaviour, Tata McGraw Hill, New Delhi
2. Holt, David H., **International Management – Text and Cases**, Dryden Press, Thomson Learning, Bombay
3. Harzing and Van Ruysseveldt, **International Human Resource Management** Sage Publication, New Delhi
4. Peter J. Dolling, Danice E. Welch, **International Human Resource Management**, Thomson Learning- Excel books
5. Cullen, **Multinational Management**, Thomson Learning, Bombay
6. Larry E. Sen and John R. Childress, **The Secret of a Winning Culture (Building High Performance Teams)** PHI (Pvt.) Ltd., New Delhi
7. Francesco, **International Organizational Behavior** , 2nd Edition, Pearson Education, New Delhi
8. Deresky, **International Management**, Managing Across Borders and Cultures, 5th Ed. Pearson Education, New Delhi

Note:

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section ‘A’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

**FACULTY OF MANAGEMENT SCIENCES,
MAHARSHI DAYANAND UNIVERSITY, ROHTAK**

External Marks: 70
Internal Marks: 30
Time: 3 hrs.

**MANAGEMENT OF FINANCIAL SERVICES AND INSTITUTIONS
PAPER CODE: 2309/50909**

COURSE OBJECTIVE:

The objective of this paper is to acquaint the students about major financial services and institutions

Unit-I

Financial Services: salient features, scope and problems; mutual funds; venture capital financing; regulatory and theoretical framework of leasing; issue management activities/procedures of merchant banking

Unit-II

Credit rating; factoring and forfeiting; housing finance; merger/amalgamation and acquisition/takeover; debt securitization

Unit-III

Development Banks - operational policies and practices of IDBI, ICICI, IFCI, SIDBI; EXIM BANK; UTI; LICI; segments/instruments of money market

Unit-IV

Mechanism of security trading, NSE, OTCEI, scripless trading, depository system and custodial services; SEBI – its objectives, functions and powers

Suggested Reading:

1. Bhole, L. M., **Financial Institutions and Markets**, Tata McGraw Hills, New Delhi
2. Khan, M. Y., **Financial Services**, Tata McGraw Hill, New Delhi
3. Pathak, **Indian Financial System**, Pearson Education
4. Khan, M.Y., **Indian Financial System**, Tata McGraw Hill, New Delhi
5. Machiraju, H.R., **Indian Financial System**, Vikas Publishing House
6. Machiraju, H.R., **Working of Stock Exchange in India**, New Age Publication
7. Shrivastava, R.M., and Nigam, Divya, **Management of Indian Financial Institutions**, Himalaya Publishing House

Note:

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

**FACULTY OF MANAGEMENT SCIENCES,
MAHARSHI DAYANAND UNIVERSITY, ROHTAK**

External Marks: 70
Internal Marks: 30
Time: 3 hrs.

**PROJECT MANAGEMENT AND INFRASTRUCTURE FINANCE
Paper code: 2310/50910**

COURSE OBJECTICE:

The objective of this paper is to acquaint the students about the project planning, appraisal and control and financing of infrastructure projects.

Unit-I

Phases and objectives of capital budgeting; generation and screening of project ideas; market, demand and situational analysis, technical analysis and financial analysis.

Unit-II

Special decision situations, analysis of project risk; appraisal criteria, firm risk and market risk.

Unit-III

Social cost benefit analysis, UNIDO approach, SCBA by financial institutions, project financing in India - project appraisal by financial institutions, environmental appraisal of Projects.

Unit-IV

Project management: organisation, planning, control, human aspects and pre-requisites. Financing infrastructure projects: Concept, rational and financial instruments; Public finance for infrastructure projects; BOOT/ BOT system for infrastructure projects.

Suggested Readings

1. Chandra, Prasanna, **Projects : Planning Analysis, Selection, Implementation and Review**, Tata McGraw Hill, New Delhi, 2002.
2. Bhavesh, M Patel, **Project Management**, Vikas Publishing House, New Delhi.
3. Machiraju, H. R., **Project Finance**, Vikas Publishing House, New Delhi.
4. Rao, P.C.K., **Project Management and Control**, Sultan Chand & Sons, N.Delhi.
5. Nijiru, Cyrus and Merna, Tony, **Financing Infrastructure Projects**, Thomas Telford, UK, ISBN

Note:

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

**FACULTY OF MANAGEMENT SCIENCES,
MAHARS HI DAYANAND UNIVERSITY, ROHTAK**

External Marks: 70
Internal Marks: 30
Time: 3 hrs.

**STRATEGIC COST MANAGEMENT AND CONTROL
PAPER CODE: 2311/50911**

COURSE OBJECTIVE:

This course aims to acquaint the students with concepts and various aspects of cost management from strategic perspective

Unit-I

Conceptual framework of SCM, environmental influences on cost management practices, role of SCM in strategic positioning; cost management tools - life cycle costing, target costing, kaizen costing, JIT & theory of constraints, BPR and bench marking

Unit-II

Nature of activity-based costing (ABC); benefits and limitations of ABC; limitation of volume -based costing system, indicates of ABC; activity hierarchies; cost drivers; designing an ABC system Activity-based management; operational and strategic application of ABC; customer profitability analysis, process value analysis, financial measures of activity efficiency; Nature of value-chain analysis; activity analysis and linkage analysis; application of linkage analysis in cost reduction and value addition

Unit-III

Functional-based planning and control; budgeting –nature, administration and effectiveness; budgeting cycle; activity-based budgeting; Kaizen approach; ZBB; performance budgeting; human aspects of budgeting; responsibility centers and financial control – nature and role of responsibility centres; accounting and evaluation of responsibility centers, measuring the performance of investment centre – ROI, RI, EVA; transfer pricing and its applications

Unit-IV

Strategic-based performance measurement system: balanced score card – prospectives and limitations; establishing objectives and performance measures in different perspectives of balance score card; productivity measurement and control; productivity efficiency; partial and total productivity measurement; measuring changes in activity and process efficiency; quality cost management and reporting system

Suggested Readings:

1. Drury, Colin, **Management Accounting and Control**, Thomson Learning
2. Horngren, Datar Foster, **Cost Accounting**, Pearson Education
3. Hansen and Mowen, **Cost Management**, Thomson Learning
4. Kaplan, Atkinson and Young, **Management Accounting**, Pearson Education
5. Kaplan, Atkinson, **Advanced Management Accounting**, Pearson Learning
6. Anthony, Robert N., and Govindrajan, Vijay, **Management Control System**, McGraw Hill

Note:

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section ‘A’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

**FACULTY OF MANAGEMENT SCIENCES,
MAHARSHI DAYANAND UNIVERSITY, ROHTAK**

External Marks: 70
Internal Marks: 30
Time: 3 hrs.

**MULTINATIONAL FINANCIAL MANAGEMENT
PAPER CODE: 2312/50912**

COURSE OBJECTIVE:

International boundaries are blurring therefore MNCs can raise funds from international financial management. The purpose of this paper is to equip the students with financial and investment decision of MNCs

Unit-I

An overview of multinational financial management; international monetary and financial systems, IBRD and development banks; finance function in a multinational firms; international flow of funds

Unit-II

International working capital management: international cash management; international receivable management, managing short term assets and liabilities; international capital money markets; euro dollar and currency market; financial market instruments – GDRs, ADRs, Euro issues, CP and ECB

Unit-III

Multinational capital budgeting, cost of capital and capital structure decisions; dividend policy of multinational firm

Unit-IV

Developments in foreign exchange markets; exchange rate determination; measuring and managing various risks and exposure; country risk analysis; taxation in multinational firms

Suggested Readings:

1. Madura Jeff, **International Financial Management**; Thomson Learning
2. Sharan, V., **International Financial Management**, PHI, New Delhi
3. Allen Shapiro, **Multinational Financial Management**, PHI, New Delhi
4. Levi, Maurice D., **International Finance**, McGraw Hill
5. Apte, P.G., **International Financial Management**, Tata McGraw Hill
6. Eiteman, David K., Stonehill, Arthur I., Moffett, Michael H. and Pandey, Alok, **Multinational Business Finance**, Pearson Education

Note:

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section ‘A’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

**FACULTY OF MANAGEMENT SCIENCES,
MAHARSHI DAYANAND UNIVERSITY, ROHTAK**

External Marks: 70
Internal Marks: 30
Time: 3 hrs.

**TAXATION LAWS AND PLANNING
PAPER CODE: 2409/51009**

COURSE OBJECTIVE:

The objective of this course is to acquaint the students with tax laws and tax planning

Unit-I

Basic concepts of income tax, residential status and its incidence on tax liability, incomes exempt from tax; income from the had salary; income from house property

Unit-II

Profits and gains of business and profession including depreciation; capital gains; income from other sources

Unit-III

Clubbing of incomes, setting off and carrying forward of losses; general deductions from gross total income, assessment of individuals and companies, computation of tax liability

Unit-IV

Tax planning/avoidance/evasion; tax planning with reference to managerial decisions – own or lease, make or buy, export or local, close or continue etc; tax planning in reference to employees' remuneration; returns of income and assessment of income; deduction and collection of tax at source; income tax authorities and their powers

Suggested Readings:

1. Singhania, V.K. and Singhania, Kapil, **Direct Taxes Law and Practice**, Taxman Publications
2. Mahrotra & Goyal, **Income Tax Law & Practice**, Sahitya Bhawan Publications, Agra
3. Singhania, V.K. and Singhania, Monica, **Student Guide to Income Tax**, Taxman Publications
4. Singhania, V.K., Singhania, Kapil and Singhania, Monica, **Direct Taxes Planning and Management**, Taxman Publications
5. Lal, B.B., **Direct Taxes**, Pearson Education
6. Study material of Institute of Company Secretaries of India

Note:

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

**FACULTY OF MANAGEMENT SCIENCES,
MAHARSHI DAYANAND UNIVERSITY, ROHTAK**

External Marks: 70
Internal Marks: 30
Time: 3 hrs.

**MANAGEMENT OF BANKING AND INSURANCE
PAPER CODE: 2410/51010**

COURSE OBJECTIVE:

The attempt of this paper is to impart knowledge of various functional areas and risk management in banking and insurance sectors

Unit-I

An overview of the banking sector- growth and structure; function and operations – RBI, Commercial Banks, RRBs, Cooperative Banks and NABARD; regulatory issues for governance of banking sector– role of RBI and Ministry of Finance; marketing in banking industry - component of bank marketing strategy; role of technology in banking

Unit-II

Component of ALM and their management; liquidity management, interest rate management, management of credit and operational risk; treasury operations and management; managing capital adequacy and profit planning; managing NPAs.

Unit-III

Origin and development of insurance sector; objective and process of risk management; types and structure of insurance plans; investment pattern and policies of insurance companies; challenges of insurance marketing; role of IRDA; pension funds in India

Unit-IV

Organizational forms, structure and administration of life and non life insurance companies; life and non-life insurance management – strategic management, planning and control cycle, use of life insurance in personal and business planning; life and non-life (health and motor vehicle) insurance underwriting; financial management of life insurance companies

Suggested Readings:

1. Black, Kenneth jr. & Skipper, Harold D. jr., **Life and Health Insurance**, Pearson Education, Delhi
2. Rejda, George E, **Principles of Risk Management and Insurance**, Pearson Education, Delhi
3. Shekhar, K.C. and Shekhar, Lekshmy , **Banking Theories and practices** , Vikas Publication
4. Besis Joel **Risk Management in Banking** , John Mily & Sons
5. **Risk Management**, Indian Institute of Banking and Finance, McMillan Publisher
6. **The New Basel Record**, ICAFI Publication
7. **Financial Intermediation**, Indian Institute of Banking and Finance
8. Trieschmann, **Risk Management & Insurance**, Thomson Learning

Note:

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section ‘A’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

**FACULTY OF MANAGEMENT SCIENCES,
MAHARSHI DAYANAND UNIVERSITY, ROHTAK**

External Marks: 70
Internal Marks: 30
Time: 3 hrs.

**SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
PAPER CODE: 2411/51011**

COURSE OBJECTIVE:

The objective of this paper is to acquaint the students about the investment decisions, Risks involved in them, theories of security valuation, fundamental and technical analysis and theories and concepts involved in portfolio management.

Unit-I

Investment-Meaning, nature, process and alternatives; return and risk; Concept and components of total risk; Measuring historical and expected return and risk; systematic and unsystematic risk. Measurement of systematic risk.

Unit-II

Objectives and benefits of investment analysis and security valuation ; theories of fixed and variable income securities; Efficient Market Theory; Fundamental Analysis - Economic, Industry and Company Analysis; Technical Analysis.

Unit-III

Portfolio – Meaning, advantages and selection; Selection Problems: Markowitz portfolio theory; expected return and standard deviation for portfolios; the efficient frontier; the efficient frontier and investor utility; the selection of the optimal portfolio; Sharpe single -index model; Capital Asset Pricing Model; Arbitrage Pricing Theory.

Unit-IV

Bond portfolio management strategies – passive portfolio strategies, active management strategies; Portfolio revision – meaning, need, constraints and strategies; formula plans - constant-dollar-value plan, constant ratio plan, variable ratio plan; Portfolio performance evaluation: risk adjusted measures of performance.

Suggested Readings

1. Reiley & Brown, **Investment Analysis & Portfolio Management**, Thoms on Learning, Bombay.
2. Pandian, **Security Analysis and Portfolio Management**, Vikas Publishing House, New Delhi
3. Sharpe, Alexander & Wiley, **Investment**.Prentice Hall of India, New Delhi.
4. Alexander, Gordon J. and Bailey, Jeffery V., **Investment analysis and Portfolio Management**, Dryden Press, Thomson Learning, Bombay.
5. Bodie ZVI, Kane Alex, Marcus, Alan J and Mohanty, Pitabas, **Investments**, TMH, New Delhi, 2006.
6. Elton, Edwin J. & Gruber, Martin J., **Modern Portfolio Theory & Investment Analysis** , John Wiley & Sons.
7. Haugen, Robert A., **Modern Investment Theory**, Pearson Education, New Delhi.

Note:

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section ‘A’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

FINANCIAL DERIVATIVES
PAPER CODE: 2412/51012

COURSE OBJECTIVE:

To acquaint the students with the basics of financial derivatives and their use in managing risk with their synergic effect on financial returns.

UNIT-I

Concept and type of derivatives; Participants – hedgers, speculators, arbitragers and scalpers; uses of derivatives; types of orders; derivative markets in India – current trends and future prospects.

UNIT-II

Fundamentals of futures and forwards - concept of futures; trading mechanics; basics of stock index future; interest rate futures; currency futures (basics); use of futures for hedging;; difference between forward and future contracts; clearing process.

UNIT-III

Types of options, trading strategies involving options; option pricing – black scholes option pricing model

UNIT-IV

Fundamental of swaps – introduction to swaps; interest rate swaps; currency swaps; mechanics of swap – interest rate swap and currency swaps; swap pricing

Suggested Reading:

1. Chance, Don M., **An Introduction to Derivatives and Risk Management**, Harcourt College Publishing
2. Robert A Strong, **Derivatives: An Introduction**, Thomson Learning, Bombay
3. Hull, John C., **Futures and other derivatives securities** , PHI, New Delhi
4. Redhead, **Financial Derivatives : An Introduction to Future/Forward, Options and Swaps**, Prentice Hall of India, New Delhi
5. Gupta, S.L., **Financial Derivatives**, PHI
6. Kumar, S.S.S., **Financial Derivatives**, PHI

Note:

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section ‘A’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

**FACULTY OF MANAGEMENT SCIENCES,
MAHARSHI DAYANAND UNIVERSITY, ROHTAK**

External Marks: 50
Practical Marks: 50
Time : 3hrs.

**OBJECT-ORIENTED ANALYSIS & DESIGN WITH PROGRAMMING IN
C++ PAPER CODE: 2313/50913**

COURSE OBJECTIVE:

The objective of this course is to acquaint the students with object oriented programme methodologies.

Unit-I

Object-oriented concepts, object and classes, links and associations, inheritance and multiple inheritance, grouping constructs, polymorphism, encapsulation.

Unit-II

Object modeling, dynamic modeling, functional modeling, object-oriented system development

Unit-III

C++ language: Classes and objects, functions, constructors and destructors, overloading, type conversions

Unit-IV

Inheritance: Extending classes, pointers, virtual functions and polymorphism, input-output operations.

Lab: Programming in C++ on above defined syllabus

Suggested Readings:

1. Deitel and Deitel , **C ++How to Program**, Pearson Education, New Delhi.
2. Robert Lafore, **Turbo C++**, Galgotia Publications, New Delhi.
3. Booch , **OOAD**, Add Wesley
4. Stroustrup , **C++** , Addison Wesley
5. Rumbaugh, **OOPS**, PHI, New Delhi.
6. Balagurusamy , **OOPS with C++**,TMH, New Delhi.
7. Herbert Schildt, **C++ The complete Reference**, TMH, New Delhi.
8. Satzinger, **Object Oriented Analysis and Design**, Thomson Learning, Bombay.

Note:

Instruction for External Examiner: The examiner will set 8 questions (2 questions from each unit). The students will be required to attempt any five questions (selecting at least one question from each unit). All questions will carry equal marks.

PROGRAMMING IN ORACLE
PAPER CODE: 2314/50914

COURSE OBJECTIVE:

The objective of the course is to understand the tools of Relational Data Base Management Systems.

Unit-I

Introduction to Oracle: DBMS, RDBMS, tools of oracle: SQL*PLUS.PL/SQL, forms, reports, SQL vs SQL*PLUS, data types in oracle, data definition language, data manipulation language, transaction control and data control language.

Unit-II

SQL functions, operators, joins, queries and sub queries, constraints.

Unit-III

Database Objects: Synonym, sequence, view and index; abstract data types, varying arrays, nested tables, concept of locks and types of locking.

Unit-IV

Introduction to PL/SQL: Advantages, PL/SQL block, declarations, executable commands: conditional logic, loops, goto statements; concept of exception handling, database triggers.

Lab: Programming in Oracle on above defined syllabus.

Suggested Readings:

1. Page, **Special Editions using Oracle 8/8i**, Prentice Hall of India, New Delhi.
2. Lemme & Colby, **Implementing and Managing Oracle Databases**, Prentice Hall of India, New Delhi.
3. Loney, **ORACLE 8i: The Complete Reference**, Tata McGraw Hill, New Delhi.
4. Phillip J. Pratt, **Guide to SQL**, Thomson Learning, Bombay.
5. Morrision, **Enhanced Guide to Oracle 8i**, Thomson Learning, Bombay.

Note:

Instruction for External Examiner: The examiner will set 8 questions (2 questions from each unit). The students will be required to attempt any five questions (selecting at least one question from each unit). All questions will carry equal marks.

**FACULTY OF MANAGEMENT SCIENCES,
MAHARSHI DAYANAND UNIVERSITY, ROHTAK**

External Marks: 50
Practical Marks: 50
Time : 3hrs.

**DATA BASE MANAGEMENT SYSTEM
PAPER CODE: 2315/50915**

COURSE OBJECTIVE:

The objective of the course is to understand the tools and techniques of data capturing, storing and disseminating for efficient working of organization.

Unit-I

Data models: Hierarchical and network, functions of data base management system, object oriented data base management system

Unit-II

Data Independence: Logical and physical, data base administration, relational data model, normalization, concurrency, deadlock, Codd rules, backup & recovery.

Unit-III

Distributed data base system: Introduction, options for distributing a database, objectives, problems of distributed system. Distributed data base system and internet

Unit-IV

Emerging Data base Technologies : Internet Databases, Digital Libraries, Multimedia Databases, Mobile Databases

Lab: Programming in any RDBMS package on above defined syllabus.

Suggested Readings:

1. Kroenke, **Database Processing** , Pearson Education
2. Garcia, Ullman, **Data Base Implementation**, Pearson Education
3. Garcia, Ullman, **Data Base The Complete Book** , Pearson Education
4. Kahate, **Introduction to Database Management System**, Garcia, Ullman, **Data Base Implementation**, Pearson Education
5. Rob, **Database System**, Thomson Learning.
6. Singh S. K., **Database Systems** , Pearson Education
7. Abraham, Korth , **Data Base System concepts**, McGraw Hill.
8. Pratt, **Concept of Data Base Management**, Thomson Learning, Vikas Publishing House, New Delhi
9. Elmsari Navathe , **Fundamental of Database system**, Pearson Education
10. Date , C.J., **Introduction to Database System 8e**, Pearson Education.
11. Fred R. McFadden, Jeffrey A. Hoffer & Marry B. Prescott, **Modern Data Base Management**, Pearson Education, New Delhi.

Note:

Instruction for External Examiner: The examiner will set 8 questions (2 questions from each unit). The students will be required to attempt any five questions (selecting at least one question from each unit). All questions will carry equal marks.

MULTIMEDIA AND WEB DEVELOPMENT
PAPER CODE: 2316/50916

COURSE OBJECTIVE:

The students shall learn the operational fundamental of multimedia and its application in web designing

Unit-I

Introduction to Multimedia: Multimedia devices, components of multimedia systems, authoring tools, creating multimedia, video-capturing, video on demand.

Unit-II

Data compression : Need for data compression, non-lossy and lossy compressions for images, color, gray scale and still-video image, video image, and audio compression JPEG standard, MPEG standard, DVI Technology, MIDI, brief survey of speech recognition and generation.

Unit-III

Data and file format standards, Multimedia applications design :Application classes, types of multimedia systems; Distributed multimedia systems : Components, distributed multimedia databases.

Unit-IV

Introduction to Web design: Web development process, site types and architectures, navigation theory and practice.

Introduction to Page: Page sizes, page types, web design tools; introduction to text: Fonts and text layout, formatting tags, text design issues for the web.

Lab: Each student is required to develop at least one website.

Suggested Readings:

1. Buford, **Multimedia Systems**, Pearson Education
2. Vaughan, **Multimedia Making IT Work**, Tata McGraw Hill
3. Villamil and Molina, **Multimedia: An Introduction**, Prentice-Hall of India
4. Shuman, **Multimedia in Action**, Vikas Publishing House, New Delhi
5. Senclair, **Multimedia on the PC**, BPB Publications.
6. Rosch, **Multimedia Bible**, Sams Publishing
7. Powell, **Web Design The Complete Reference**, Tata McGraw Hill, New Delhi.

Note:

Instruction for External Examiner: The examiner will set 8 questions (2 questions from each unit). The students will be required to attempt any five questions (selecting at least one question from each unit). All questions will carry equal marks.

SOFTWARE ENGINEERING
PAPER CODE: 2413/51013

COURSE OBJECTIVE:

The objective of the course is to familiarize the students with the software development process, software quality assessment, and testing for the optimum functionality at reasonable costing.

Unit-I

Concept of software engineering, software characteristics, software metrics : categories, areas of applications, token count, function point analysis, data structure metrics
Software Development : Phases,; Models : Waterfall model, Prototyping model, Spiral model, Rapid Application Development model

Unit-II

Software quality factors, cost estimations, COCOMO, project scheduling, quality assurance plans, project monitoring plans; Software risk management

Unit-III

System design, design objectives, effective modular design (coupling, cohesion), design tools and techniques, prototyping, structured programming.

Unit-IV

Coding, verification, monitoring and control, testing. testing fundamentals, test case design, functional and structural testing, test plan, activities during testing, unit and integration testing.

Suggested Readings :

1. Pressman , **Software Engineering: A Practitioner's Approach 6e**, Mc Graw Hill
2. Ghezzi, **Fundamentals of Software Engineering**, Prentice Hall of India, New Delhi.
3. Jalote, **An Integrated Approach to Software Engineering 3e**, Narosa
4. Leon & Leon, **Software Engineering**, Vikas Publishing House, New Delhi
5. Sommerville, **Software Engineering**, Pearson Education.
6. Fenton & Pfleeger, **Software Metrics** , Thomson Learning

Note:

Instruction for External Examiner: The examiner will set 8 questions (2 questions from each unit). The students will be required to attempt any five questions (selecting at least one question from each unit). All questions will carry equal marks.

**SYSTEMS ANALYSIS AND DESIGN
PAPER CODE: 2414/51014**

COURSE OBJECTIVE:

This set aims to help students understand the complexities involved in design and implementation of information systems in business organizations coupled with aligning IT strategies for developing strategic planning resources.

Unit-I

Concept of system, Business Information System, types of business information systems, overview of system development methodologies, role of systems analyst, CASE tools for systems analyst; feasibility study - economic, organizational and cultural, technological, schedule and resource.

Unit-II

System Development Life Cycle : Preliminary investigation - Information System Projects, evaluation of system requests, major steps in preliminary investigation; Systems Analysis - fact finding techniques, documentation, data flow diagrams, data dictionary; cost benefit analysis.

Unit-III

Systems Design : User interface design, input and output design, data design; Systems Implementation : Application development, quality assurance, structured application development - structure charts, cohesion, coupling, testing, program, system, operations, user documentation; Installation - Training, system changeover.

Unit-IV

Designing Distributed and Internet Systems : designing distributed systems - designing systems for LANs, for client / server architecture; designing internet systems - internet design fundamentals, design issues related to site management, managing online data.

Suggested Readings:

1. Hoffer et. al. , **Modern System Analysis and Design**, Thomson Learning
2. Shelly, Cashman, Rosenblatt, **System Analysis and Design 4e**, Thomson Learning
3. Satzinger, **System Analysis and Design**, Thomson Learning, Bombay.
4. Hawryszkiewycz, **I T. Introduction to Systems Analysis and Design. 2nd ed.**, New Delhi, Prentice Hall of India.
5. Whitten, J L. **System Analysis and Design Methods** . New Delhi, Galgotia.
6. Awad, Elias M. **Systems Analysis and Design**, Prentice Hall of India, New Delhi.

Note:

Instruction for External Examiner: The examiner will set 8 questions (2 questions from each unit). The students will be required to attempt any five questions (selecting at least one question from each unit). All questions will carry equal marks.

ARTIFICIAL INTELLIGENCE
PAPER CODE: 2415/51015

COURSE OBJECTIVE:

The aim of this course is to understand the complexities and tools of Artificial Intelligence to business world for structuring knowledge based expert systems.

Unit-I

Application-areas of artificial intelligence in business, solving problems, state space search, breadth first search, depth first search, expert systems: overview, components, steps in constructing expert system.

Unit-II

Heuristic search techniques: generate and test, hill climbing, best first search, problem reduction, constraint satisfaction, means-ends analysis.

Unit-III

Knowledge representation: predicate logic, resolution in predicate logic, semantic nets, frames, conceptual dependency.

Unit-IV

Symbolic reasoning under uncertainty, learning, introduction to Natural Language Processing and neural networks.

Suggested Readings:

1. Luger, **Artificial Intelligence**, Pearson Education
2. Rich. & Knight, **Artificial Intelligence**, TMH, New Delhi,
3. Patterson, **Introduction to AI & Expert Systems** , PHI, New Delhi
4. Winston, **Artificial Intelligence**, Pearson Education
5. Girantano, **Expert Systems** , Thomson Learning, Bombay.

Note:

Instruction for External Examiner: The examiner will set 8 questions (2 questions from each unit). The students will be required to attempt any five questions (selecting at least one question from each unit). All questions will carry equal marks.

**FACULTY OF MANAGEMENT SCIENCES,
MAHARSHI DAYANAND UNIVERSITY, ROHTAK**

External Marks: 50
Practical Marks: 50
Time : 3hrs.

**PROGRAMMING IN JAVA
PAPER CODE: 2416/51016**

COURSE OBJECTIVE:

The objective of the course is to introduce students to platform independent programme methodologies using JAVA forecasting both off line and on line web based application.

Unit-I

Programming through JAVA: JAVA history, JAVA features, JAVA and internet, JAVA and WWW, hardware and software requirements, JAVA environment, JAVA structure, JAVA tokens, JAVA virtual machine, constants, variables and data types, operators and expressions, decision making and branching, decision making and looping.

Unit-II

Classes, objects and methods, interfaces, packages, managing errors and exceptions, multithreading

Unit-III

Applet programming: local and remote applets, applets and applications, applet life cycle, creating an executable applet, applet tag, passing parameters to applets, i/o basics.

Unit-IV

String handling, event handling, AWT: Working with windows, graphics and text, controls, layout managers.

Lab: Java Programming and Internet Surfing.

Suggested Readings:

1. Wigglesworth, **Advanced Programming in Java**, Thomson Learning, Bombay.
2. Slack, **Problem Solving in Java**, Thomson Learning, Bombay.
3. Deitel and Deitel, **JAVA How to Program**, Pearson Education,
4. Decker, **Programming Java**, Vikas Publishing House, New Delhi
5. E.Balagursamy, **Programming in JAVA**, TMH, New Delhi.
6. Patrick Naughton, **JAVA Complete Reference**, TMH, New Delhi.
7. Herbert Schildt, **JAVA Complete Reference**, TMH, New Delhi.

Note:

Instruction for External Examiner: The examiner will set 8 questions (2 questions from each unit). The students will be required to attempt any five questions (selecting at least one question from each unit). All questions will carry equal marks.

**FACULTY OF MANAGEMENT SCIENCES,
MAHARS HI DAYANAND UNIVERSITY, ROHTAK**

External Marks: 70
Internal Marks: 30
Time: 3 hrs.

**FOREIGN EXCHANGE MANAGEMENT
PAPER CODE: 2317/50917**

COURSE OBJECTIVE:

The purpose of the paper is to skill the students in the instruments, techniques and applications of foreign exchange management. It exposes the students to the functional and operational aspects of foreign exchange market and the intricacies of the risks involved.

Unit-I

Nature of foreign exchange: sources of demand for and supply of foreign exchange-the balance of payments (bop) framework; nominal, real and effective exchange rates; determination of rate of exchange, monetary portfolio balance, purchasing power parity approaches; overvalued and under valued currencies; exchange rate systems.

Unit-II

General factors of exchange rate fluctuations; the Dornbusch Sticky -price theory of exchange rate volatility; exchange rate overshooting and the J-curve effect; central banking intervention for exchange rate stability; effect of depreciation on trade balance.

Unit-III

Nature functions and participants of foreign exchange market; spot and forward markets; forward premium; forwards in hedging and arbitrage; methods of quoting exchange rates; cross rates of exchange; arbitrage operations; bid -ask spreads; the Interest Rate Parity Theorem; the Expectation Theory; International Fisher Effect.

Unit-IV

Currency futures, options and determination of their market value, over-the-counter options; Fisher Black's Optional-Pricing model; currency and interest rate swaps; credit risk of swaps, Euro currency market and its instruments; measuring foreign exchange risk and exposure; basic techniques of exposure management; foreign exchange regulation in India.

Suggested Readings:

1. Giddy I.A.N., **Global Financial Markets**, AITBS, New Delhi
2. D. Levi Maurice, **International Finance, Prentice Hall of India**, New Delhi
3. Buckley, **Multinational Finance, Prentice Hall of India**, New Delhi
4. Roth Paul, **Mastering Foreign Exchange and Money Markets**, Pitman, London
5. Apte P.G., **International Financial Management**, Tata McGraw Hill, New Delhi

Note:

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

INTERNATIONAL MARKETING
PAPER CODE: 2318/50918

COURSE OBJECTIVE:

The course seeks to develop international marketing skills on a sound theoretical and conceptual foundation. It provides an insight into global marketing environment and the managerial decision making in the context of contemporary dynamics of the global markets.

Unit-I

Nature of international marketing; domestic vs. international and global marketing; benefits, tasks and challenges of international marketing; organizational structure for international marketing; WTO framework and the international marketer; international marketing environment; screening international marketing opportunities; techniques of foreign market selection; broad structure of an international marketing plan.

Unit-II

International marketing research and information system; foreign market entry modes; global marketing operations and strategies; product and banking decisions; international product life cycle; counterfeiting and IPR issues; pricing strategies; environmental factors affecting international prices; international dumping; financing international marketing transactions.

Unit-III

The structure of international distribution systems; channel selection decisions; managing channel conflicts; aspects of international supply chain management; international direct marketing; leveraging international distribution for competitive advantage.

Unit-IV

International promotion mix; push and pull strategies; aspects of international sales management; challenges of international advertising; global media strategy; organizational structure for international marketing planning; operations and control; managing risk in international marketing.

Suggested Readings:

1. Onkvisit Sak and John J. Shaw, **International Marketing – Analysis and Strategy**, PHI, New Delhi
2. Doole Isobel and Robin Lawe, **International Marketing Strategy**, Thomson Learning,
3. Keegan Warren J., **Global Marketing Management**, Pearson Education, Delhi
4. Joshi, Rakesh Mohan, **International Marketing**, Oxford University Press, New Delhi
5. Rajgopal, **International Marketing**, Vikas, New Delhi

Note:

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section ‘A’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

**FACULTY OF MANAGEMENT SCIENCES,
MAHARS HI DAYANAND UNIVERSITY, ROHTAK**

External Marks: 70
Internal Marks: 30
Time: 3 hrs.

**MULTINATIONAL BANKING
PAPER CODE: 2319/50919**

COURSE OBJECTIVE:

The objective of the course is to acquaint the students with the institutional and operational aspects of multinational banking. The course has special focus on international transactions and the role of multinational banks in money and capital markets at the global level.

Unit-I

Structure and growth of international banking; eurocurrency markets; growth of Eurocurrency deposits and credit; determination of eurocurrency interest rates; eurocurrency instruments; euro credit multiplier process; factors of multinationalization of banking; organizational characteristics of multinational banking.

Unit-II

Regulatory environment for international banking; international banking risks; capital adequacy; syndication techniques in international lending; transferability and trading of loans; international bank credit rating; role of Bank for International Settlements.

Unit-III

International payment systems; international asset and liabilities management; derivatives trading by multinational banks; bank asset portfolio management; strategies for managing non-performing assets; international credit appraisal techniques.

Unit-IV

Banks' participation in international money and capital markets; international banking mergers and acquisitions.

Suggested Readings:

1. Macdonald S. Scott and Timothy W. Koch, **Management of Banking**, Thomson Learning, Singapore
2. Fabozzi Frank J. , et. al., **Foundations of Financial Markets and Institutions**, Pearson Education, Delhi
3. Giddy Ian H., **Global Financial Markets**, AITBS, New Delhi
4. Robinson Stuart W., **Multinational Banking**, A.W. Sijthoff International, Leiden
5. Lees Francis A., **International Banking and Finance**, John Wiley, New York

Note:

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

**FACULTY OF MANAGEMENT SCIENCES,
MAHARS HI DAYANAND UNIVERSITY, ROHTAK**

External Marks: 70
Internal Marks: 30
Time: 3 hrs.

**INTERNATIONAL TRADE THEORY AND POLICY
PAPER CODE: 2320/50920**

COURSE OBJECTIVE:

The paper seeks to develop conceptual and analytical framework within which the students can analyse international trade problems and issues. It further enables the students to understand the practical parts of trade policy within which the business is required to make adjustments.

Unit-I

Growing importance of trade in world economy; trade as an agent of globalization; alternative bases and explanations of trade; gains from trade; term of trade – alternative concepts; trade equilibrium and determination of terms of trade; significance of conceptual understanding of trade theory for IB manager

Unit-II

Free trade versus protection; tariff classification; economic effects of tariff; tariff retaliation; export subsidies, countervailing duties and dumping; effects of a quota; international economic integration – forms and levels; trade creating and trade diverting effects of a custom union; repercussions of regional economic groupings on the strategy of international marketers

Unit-III

Components of international trade policy; export promotion strategies; import substitution; rationale and working of free trade zones; assessing export potential for specific products in specific markets; logic of state trading and canalized trade; trade fairs and exhibition; commercial intelligence

Unit-IV

Major quantitative and qualitative; trends in India's foreign trade since 1991; major schemes and incentives for exporters; import control regime; impact of WTO provisions on trade policy; overall assessment of India's trade policy

Suggested Readings:

1. Krugman, Paul R. and Maurice Obstfeld, **International Economics: Theory and Policy**, Pearson Education, Delhi
2. Bo Sodersten, **International Economics**, Macmillan, London
3. D. Salvatore, **Theory and Problems of International Economics**, McGraw Hill, New York
4. H. Robert Heller, **International Trade**, Prentice Hall of India, New Delhi
5. Govt. of India, Economic Survey (Latest Issue)

Note:

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be **compulsory**. All the five questions will carry equal marks.

GLOBAL STRATEGIC MANAGEMENT
PAPER CODE: 2417/51017

COURSE OBJECTIVE:

The objective of the paper is to offer an insight into the impact of globalization on business organization and how managers can take strategic decisions in the global context.

Unit-I

The phenomenon of globalization; drivers and obstacles to globalization; motives and determinants of internationalization of firms; components and challenges of international strategic management; developing a strategic planning model for an MNC; approaches to multinational corporate strategy; impact of personal values and corporate culture on international strategy.

Unit-II

Motives for strategic global alliances; strategic value of an alliance; partner analysis; criteria for successful alliances; cross-border mergers and acquisitions; managing integration, transition and consolidation phases; strategic considerations in foreign market identification, entry and exit; product strategies for global markets; strategic decisions over different stages of international product lifecycle; R&D networking and technology strategy; global knowledge management.

Unit-III

Strategic considerations in expatriate personnel management; HR strategies in cross-cultural environment; international control system; aspects of headquarter control over subsidiaries; challenges of multinational recruitment, selection and performance appraisal; integrating ethical and social responsibility concerns with strategic management; communication and negotiation strategies; e-commerce strategy.

Unit-IV

Risk strategies in multinational management; global capital structure decisions; international investment strategy; minimizing taxation burden; transfer pricing techniques; managing international intra-company accounts; management of blocked funds; managing project, working capital and trade finance; strategies for global competitive advantage.

Suggested Readings:

1. Cullen John B., **Multinational Management – A Strategic Approach**, South-Western, Ohio.
2. Sindhvani Trilok N., **The Global Business Game – A Strategic Perspective**, MacMillan, New Delhi
3. Daniels John D. et.al., **International Business – Environment and Operations**, Pearson Education, New Delhi
4. Lasserre Philippe, **Global Strategic Management**, Palgrave MacMillan, Hampshire

Note:

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

**FACULTY OF MANAGEMENT SCIENCES,
MAHARSHI DAYANAND UNIVERSITY, ROHTAK**

External Marks: 70
Internal Marks: 30
Time: 3 hrs.

**INTERNATIONAL FINANCIAL MANAGEMENT
PAPER CODE: 2418/51018**

COURSE OBJECTIVE:

The course emphasizes the managerial aspects of international finance and seeks to impart the skills needed by multinational financial managers.

Unit-I

Finance function in a multinational firm; structure of international financial markets; cost and availability of international financial flows; international financial instruments.

Unit-II

Aspects of international cash management; investment criteria and borrowing decisions; centralized versus decentralized cash management; optimizing cash flows; cash management and value of the firm.

Unit-III

International portfolio versus direct investment; international CAPM and Roll's critique; Arbitrage Pricing Theory; capital budgeting for foreign investment; strategic adjustment to international taxation; assessing and managing country risk in capital budgeting decisions.

Unit-IV

Multinational capital structure and cost of capital; strategic considerations in euro-equity issues; international bond financing; determining financial structure of foreign subsidiaries of MNCs; financial choices for an MNC and its foreign affiliates; international portfolio diversification-techniques and barriers; asset allocation policy; costs and risks of financing; strategies for managing currency risk.

Suggested Readings:

1. Levi Maurice D., **International Finance**, McGraw-Hill, New York
2. Buckley A., **Multinational Finance**, Prentice-Hall of India, New Delhi
3. Shapiro A.C., **Multinational Financial Management**, Prentice-Hall, New Delhi
4. Apte P.G., **International Financial Management**, TATA McGraw-Hills, New Delhi
5. Butler, K.C., **Multinational Finance**, Thomson Learning, Bombay

Note:

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

**FACULTY OF MANAGEMENT SCIENCES,
MAHARSHI DAYANAND UNIVERSITY, ROHTAK**

External Marks: 70
Internal Marks: 30
Time: 3 hrs.

**INTERNATIONAL LOGISTICS
PAPER CODE: 2419/51019**

COURSE OBJECTIVE:

The purpose of the paper is to expose the students to the practical aspects of international trade and the domestic and international institutional and regulatory arrangements for this part of international business.

Unit-I

Trends in world trade growth; nature, significance and components of international logistics; creating an export organization; registration and licensing; selecting export products and markets and channels; export costing and pricing procedures incoterms; deciding payment terms; export contracts; deciding currency of payment; export order processing; international logistics infrastructure.

Unit-II

Arranging pre -shipment finance; export procurement; quality control and pre -shipment inspection; packing and labeling of export consignments; basic procedure and documentation for excise and custom clearance; ADS; Cargo insurance; shipping modes procedures and documentation; role of forwarding agents.

Unit-III

Arranging post-shipment finance; documentary collection of export bills; UCPDC guidelines; negotiating documents under L/C; managing exchange earners' foreign currency accounts; availing foreign exchange facilities; protecting against adverse movements in exchange rates; role of EXIM Bank; major provisions of FEMA relating to exporters; export credit risk insurance and the role of ECGC.

Unit-IV

Major export promotion schemes in India; export assistance to export houses; SEZ units, EOUs, EHTP, STP and BTP units; facilities for deemed exports; marketing development assistance; trade information support; role of commodity boards and export promotion councils in trade promotion; facilities for service exports.

Suggested Readings:

1. Paras Ram, **Export: What, When, How**, Anupam Publications, New Delhi
2. Khurana, P.K., **Export Management**, Galgotia Publishing, New Delhi
3. Shavaramu, **Export Marketing – A Practical Guide for Exporters**, Wheeler Publishing, New Delhi
4. Govt of India, **An Overview of Customs**, Commissionate of Customs and ICDs, New Delhi
5. Govt. of India, **Ministry of Commerce and Industry – Handbook of Procedure**, Govt. of India, New Delhi

Note:

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

**FACULTY OF MANAGEMENT SCIENCES,
MAHARS HI DAYANAND UNIVERSITY, ROHTAK**

External Marks: 70
Internal Marks: 30
Time: 3 hrs.

**BRAND MANAGEMENT
PAPER CODE: 2321/50921**

UNIT-I

Branding concepts; branding challenges and opportunities; brand equity concept; strategic brand management process; customer based brand equity; building a strong brand and its implications; identifying and establishing brand positioning; defining and establishing brand values; internal branding

UNIT-II

Choosing brand elements to build brand equity; designing marketing programs to build brand equity; integrating marketing communication to build brand equity: information processing model of communication, marketing communication options, leveraging secondary brand knowledge to build brand equity: conceptualizing the leveraging process, country of origin; co-branding, licensing, celebrity endorsement, sporting, cultural and other events

UNIT-III

Developing a brand equity measurement and management system: establishing brand equity management system; measuring sources of brand equity – capturing customer mindset: qualitative research techniques, quantitative research techniques; measuring outcomes of brand equity; capturing market performance

UNIT-IV

Designing and implementing branding strategies: brand-product matrix, brand hierarchy, introducing and meaning new products and brand extensions; managing brands over time; managing brands over geographic boundaries and market segments

SUGGESTED READINGS:

1. Keller, Kevin Lane; **Strategic Brand Management**; Pearson Education; New Delhi
2. Kapferer, Jean Noel; **Strategic Brand Management**; Kogan Page; New Delhi
3. Kumar, S. Ramesh; **Marketing and Branding – The Indian Scenario**; Pearson Education; New Delhi
4. Kapoor, Jagdeep; **24 Brand Mantras**; Sage Publications; New Delhi
5. Sengupta subroto; **Brand Positioning: Strategies for competitive advantage**; Tata McGraw Hill; New Delhi
6. Clifton, Rita & Simmons, John; **Brands and Branding**; The Economist; Delhi

NOTE:

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section ‘A’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

**FACULTY OF MANAGEMENT SCIENCES,
MAHARSHI DAYANAND UNIVERSITY, ROHTAK**

External Marks: 70
Internal Marks: 30
Time: 3 hrs.

**INTEGRATED MARKETING COMMUNICATION
PAPER CODE: 2322/50922**

UNIT-I

Introduction – Concept of marketing communication, marketing communication mix, factor affecting marketing communication mix, drivers of integrated marketing mix; models of marketing communication – Blade Box Model, AIDAS model, Lavidge Steiner model, DAGMAR model, PCB model; marketing communication planning process

UNIT-II

Managing the Marketing Communication Process – Analysis of promotional opportunities, concepts of segmentation and target marketing, promotional strategy of formulation and competitive positioning, determination of promotional objectives, deciding promotional appropriation, integrating marketing communication programme, commissioning and contracting external resources

UNIT-III

Advertising and Media Planning – Advertising plan, creative strategy, advertising appeal, creative formats, stages of creative strategy – idea generation, copy writing, layout, copy testing and diagnosis; media planning – traditional and contemporary media; media objectives – reach, frequency, cost etc.; media strategy, media scheduling, media planning models, key issues in advertising – comparative advertising, web advertising; advertising agency – functions and types, outdoor advertising

UNIT-IV

Wider Issues and Dimensions – Sales promotions, personal selling, direct marketing, public relations, publicity and corporate advertising, unconventional promotional media, marketing communication budgeting, measuring promotional performance, global marketing communication, legal and ethical issues in integrated marketing communication

SUGGESTED READINGS:

1. Shah, Kruti and Alan D'Souza, Advertising and Promotion – An IMC Perspective, Tata McGraw Hill, New Delhi
2. Belch, George and Belch, Michael; Advertising and Promotion, Tata McGraw Hill, New Delhi
3. Wells, William, Burnett, John and Moriary, Sandra; Advertising Principles and Practice' Pearson Education, New Delhi
4. Jethwaney, Jaishree and Jain, Shruti; Advertising Management; Oxford University, New Delhi

NOTE:

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

**FACULTY OF MANAGEMENT SCIENCES,
MAHARS HI DAYANAND UNIVERSITY, ROHTAK**

External Marks: 70
Internal Marks: 30
Time: 3 hrs.

**SERVICE MARKETING
PAPER CODE: 2323/50923**

UNIT-I

Foundation of Service Marketing – Definition and concept of service marketing, distinctive characteristics and classification of services, growth in service, service marketing mix, emergence of service economy

UNIT-II

Customer Focus – Understanding customer needs and expectations, process of market segmentation, selecting customer portfolio, creating valued relations with customer, customer loyalty, service encounters, measuring customer satisfaction, SERVQUAL and GAP Model, handling complaints, service failure and recovery

UNIT-III

Designing and Delivery services – Positioning a service in the market, value addition to service product, planning and branding service product, new service development, pricing the service product, advertising, personnel selling and other communication in services industry, challenges in distribution of services, role of employees, customers and intermediaries in service industry

UNIT-IV

Special Issues in Service Marketing – e-services, online consumer behaviour, self service technologies, understanding specific service industries – financial, hospitality, health, telecom, retail, public utilities, NGOs, travel and tourism, professional services

SUGGESTED READINGS:

1. Zeithaml, Valarie A, Bitner, Mary Jo, Service Marketing – Integrating Customer Focus Across the Firm, Tata McGraw Hill, New Delhi
2. Lovelock, Christopher, Wirtz, Jocken and Chatterjee, Jayanta, Service Marketing – People, Technology, Strategy, Pearson Education, New Delhi
3. Verma, Harsh, Services Marketing – Text and Cases, Pearson Education
4. Apte, Govind, Services Marketing – OUP, New Delhi
5. Jauhari, Vinnie and Kirti Dutta, Services: Marketing, Operations and Management, Oxford University Press, New Delhi

NOTE:

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section ‘A’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

CONSUMER BEHAVIOUR
PAPER CODE: 2324/50924

COURSE OBJECTIVE:

The subject explores the mysterious world of the consumer's psyche and guidelines to the students to understand what makes consumers to purchase a particular product or avail a particular service

Unit-I

Consumer behaviour and consumer research; importance of consumer behaviour; evolution of consumer behaviour; methods of studying consumer behaviour; customer centric organizations; market analysis; market segmentation, marketing mix strategies; value of brands in marketing strategy; customer loyalty and retention strategy; global marketing strategy; global advertising effectiveness; consumer decision process model; variables affecting the decision process; types of decision process; factors influencing the extent of problem solving; purchase processes; need recognition; internal and external search; pre-purchase evaluation

Unit-II

Different types of purchase situations; retailing and the purchase process; determinants of retail success or failure; point -of-purchase materials; consumer logistics; location based retailing; direct marketing consumption behaviours; consumption experiences; importance of customer satisfaction; factors affecting satisfaction level; demographics and consumer behaviour; economic resources and consumer behaviour; personality and consumer behaviour; personal values; lifestyle motivational conflict and need priorities; motivational intensity; motivating consumer

Unit-III

Importance of consumer knowledge; types of consumer knowledge; sources of consumer knowledge; benefits of understanding consumer knowledge; consumer beliefs; consumer feelings; consumer attitudes; consumer intentions; culture and its effect on consumer behaviour; changing values and its effect on consumer behaviour; changing values and its effect on marketing; determinants of social class; social class and consumer behaviour; importance of families and households on consumer behaviour; role behaviour and its influence on the decision process; family life cycles; changing roles of women; children and household consumer behaviour

Unit-IV

Group and personal influences on individuals; reference group and its influence on individuals; transmission of influence through dyadic exchanges; word of mouth and opinion leaders in advertising and marketing strategy; diffusion of innovations; diffusion process; reaching the consumer; gaining consumer's attention; shaping consumer's opinion; opinions change; product's and advertising's role in shaping consumer opinion; cognitive learning; retrieval of information; company's role in helping consumers to remember

Suggested Readings:

1. Blackwell, Roger, Miniard, Paul & Engel, James; **Consumer Behaviour**; Thomson Learning; New Delhi
2. Loudon, David J. & DellaBitta, Albert; **Consumer Behaviour**; Tata McGraw Hill; New Delhi
3. Schiffman, Leon G. & Kanuk, Leslie Lazar; **Consumer Behaviour**; Pearson Education; New Delhi
4. Solomon, Michael R.; **Consumer Behaviour – Buying, Having and Being**; Pearson Education; New Delhi
5. Nair, Suja R.; **Consumer Behaviour in Indian Perspective**; Himalaya Publishing House; New Delhi

Note:

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

CUSTOMER RELATIONSHIP MANAGEMENT
PAPER CODE: 2421/51021

UNIT-I

Introduction – Origin, evolution and concept of CRM, strategic importance of CRM, goals of CRM, types of CRM, CRM Architecture

UNIT-II

Operational CRM – Sales force automation: lead management, contact management, field force automation; enterprise marketing automation: market segmentation, campaign management, customer service and support, contact and call centre operations

UNIT-III

Analytical CRM – Managing and sharing customer data: customer information database, ethics and legalities of data use, data warehousing and data mining; types of data analysis – online analytical processing, click stream analysis, collaborative filtering, CRM and business intelligence collaborative CRM

UNIT-IV

CRM Implementation – Establishing CRM performance monitoring, CRM readiness assessment, system, CRM audit, CRM project management, employee engagement in CRM project, CRM budget, key account management, evaluating CRM return on investment

SUGGESTED READINGS:

1. Buttle, Francis, Customer Relationship Management – Concept and Tools, Elsevier Butterworth – Heinemann, Oxford, UK
2. Payne, Adrian, Handbook of CRM – Achieving Excellence in Customer Management, Butterworth – Heinemann, Oxford, UK
3. Dyche, Jill, The CRM Handbook – A Business Guide to Customer Relationship Management, Pearson Education, New Delhi
4. Knox, Simon, Stan Maklan, Adrian Payne, Joe Peppard and Lynette Ryal, Customer Relationship Management, Butterworth – Heinemann, Oxford, UK
5. Greenlers, Paul, CRM at the Speed of Light, Tata McGraw Hill Publishing Ltd., New Delhi
6. Anderson, Kristen, and Carol J Kerr, Customer Relationship Management, Tata Mc Graw Hill

NOTE:

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section ‘A’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section ‘B’ will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

**FACULTY OF MANAGEMENT SCIENCES,
MAHARSHI DAYANAND UNIVERSITY, ROHTAK**

External Marks: 70
Internal Marks: 30
Time: 3 hrs.

**SALES & DISTRIBUTION MANAGEMENT
PAPER CODE: 2422/51022**

COURSE OBJECTIVE:

The objective of the course is to familiarize students with theories, techniques and practices related to sales and distribution management

Unit-I

Objective of sales management; Personal selling objectives; theories of selling; personal selling process; size of sales force; social and ethical responsibilities in sales management; compensation and motivation of sales force

Unit-II

Sales meetings; sales contests; sales quotas; sales territories; evaluating and controlling the sales personnel; analysis of sales, costs and profitability

Unit-III

Distribution management and marketing mix; marketing channels; channel institutions – wholesaling and retailing; designing channel system

Unit-IV

Channel management; channel information system; market logistics and supply chain management; international sales management

Suggested Reading:

1. Havaladar, Krishna K. & Cavale, Vasant M.; **Sales and Distribution Management**; Tata McGraw Hill, New Delhi
2. Khan, Mateen; **Sales and Distribution Management**; Excel Books; New Delhi
3. Still, Richard R., Cundiff, Edward W. & Govoni, Norman; **Sales Management – Decision, Strategies and Cases**; Pearson Education/Prentice Hall of India; New Delhi
4. Dalrymple, Douglas J.; Cron, William L. & Decarlo, Thomas; **Sales Management**; John Wiley & Sons (Asia) Pvt. Ltd; New Delhi
5. Futrell, Charles M.; **Sales Management – Team work, Leadership and Technology**; Thomson Learning.; New Delhi
6. Rosenbloom, Bert; **Marketing Channels: A Management View**; Thomson Learning; New Delhi
7. Stern, Louis W.; El-Ansary, Adel & Coughlan, Anne T.; **Marketing Channels**; Prentice Hall of India/Pearson Education; New Delhi
8. Kapoor, Satish K. & Kansal, Purva; **Basics of Distribution Management**; Prentice Hall of India; New Delhi
9. Kapoor, Ramnik; **Fundamentals of Sales Management**; McMillan India Ltd; New Delhi

Note:

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

**FACULTY OF MANAGEMENT SCIENCES,
MAHARS HI DAYANAND UNIVERSITY, ROHTAK**

External Marks: 70
Internal Marks: 30
Time: 3 hrs.

**RETAIL MANAGEMENT
PAPER CODE: 2423/51023**

COURSE OBJECTIVE:

The objective of the course is provide insights on retail operations. This will enable the students to become good retail planners and decision makers and help focus on change and adaption to change

Unit-I

Introduction to retail: retail in India; retail models and theories of retail development; understanding the retail consumers; ethical issues in retailing

Unit-II

Retail marketing strategy; retail franchising; retail store location and site selection; retail store design and visual merchandising; customer relationship management in retailing

Unit-III

Basics of retail merchandising; the process of retail merchandising; the method of merchandise procurement; retail pricing and evaluating merchandise performance; retail communication mix

Unit-IV

Retail store operations; servicing the retail customers; retail human resource management; financial aspects of retail management; retail information system; supply chain management in retailing

Suggested Reading:

1. Pradhan, Swapna; **Retailing Management**; Tata McGraw Hill; New Delhi
2. Bajaj, Chetan, Tuli, Rajnish and Srivastava, Nidhi; **Retail Management**; Oxford University Press; New Delhi
3. Berman, Barry & Evans, Joel R.; **Retail Management – A strategic approach**; Pearson Education/Prentice Hall of India; New Delhi
4. Levy, Michael & Weitz, Barton A.; **Retailing Management**; Tata McGraw Hill; New Delhi
5. Newman, Andrew J. & Cullen, Peter; **Retailing – Environment and Operations**; Thomson Asia Pvt. Ltd.; New Delhi
6. Dunne, Patrick M., Lusch, Robert F & Griffith, David A.; **Retailing**; Thomson Asia Pvt. Ltd; New Delhi
7. Lamba, A.J.; **The Art of Retailing**; Tata McGraw Hill; New Delhi

Note:

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.

**FACULTY OF MANAGEMENT SCIENCES,
MAHARSHI DAYANAND UNIVERSITY, ROHTAK**

External Marks: 70
Internal Marks: 30
Time: 3 hrs.

**BUSINESS MARKETING MANAGEMENT
PAPER CODE: 2424/51024**

COURSE OBJECTIVE:

The aim of the course is to familiarize the students with prevailing concepts in the present day business marketing. The course tries to focus on developing effective strategies targeted towards different types of industrial consumers

Unit-I

Business marketing; business marketing management; business markets vs. consumer goods market; characteristics of business markets; classifying goods for the business market; business marketing strategy; unique characteristics of commercial enterprises, government and institutional markets; e-procurement; the organizational buying process; forces affecting organizational buying behaviour; major elements of organizational buying process; relationship marketing; managing buyer-seller relationship; measuring customer profitability; customer relationship management; gaining customer relationship advantage

Unit-II

Business market segmentation requirements and benefits; bases for segmenting business markets; model for segmenting organizational market; organizational demand analysis; determining market and sales potentials; essential dimensions of sales forecasting; forecasting methods; marketing's strategic role; marketing's cross functional relationship; components of a business model; the balanced score card; capturing global advantage; mapping sources of global advantage; international market entry options; international strategy and the value chain; general framework for global strategy

Unit-III

Identifying and sustaining core competencies; product quality; product policy; planning industrial product policy; building a strong brand; technology adoption life cycle; management of innovation; managing technology; new product development process; determinants of new product performance and timelines; challenges of business service marketing; service quality; marketing mix for business service firms; developing new services; business marketing channel and its participants; channel design; channel administration; e-commerce and its key elements; strategic role of e-commerce; crafting an e-commerce strategy; internet strategy implementation; concept of supply chain management; competitive advantage of supply chain management; logistics and its strategic role; calculating logistics costs; business-to-business logistical service and its management

Unit-IV

Meaning of value in business markets; the pricing process in business markets; pricing across the product life cycle; responding to price attacks by competitors; competitive bidding; role of advertising; managing business-to-business advertising; measuring advertising effectiveness; foundations of personal selling; managing the sales force; account management process; sales administration; process of developing business marketing strategies; allocating resources; control at various levels; implementation of business marketing strategy

Suggested Readings:

1. Hutt, Michael D. & Speh, Thomas W.; **Business Marketing Management: B2B**; Thomson Learning; New Delhi
2. Reeder Robert R., Brierley, Edward G. & Reeder, Betty H.; **Industrial Marketing: Analysis Planning and Control**; Prentice Hall of India; New Delhi
3. Havaldar, Krishna K; **Industrial Marketing**; Tata McGraw Hill; New Delhi
4. Vitale, Robert P. & Giglierano, Joseph J.; **Business to Business Marketing**; Thomson Learning; New Delhi
5. Gross, Andrew C. & Banting, Peter et al; **Business Marketing**; A.I.T.B.S. Publishers & Distributors; Delhi

Note:

1. One case study be discussed – per unit – in the class.
2. **Instruction for External Examiner:** The question paper will have two sections. Section 'A' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions (one question from each unit). Section 'B' will contain one CASE STUDY which will be compulsory. All the five questions will carry equal marks.