

## CP-401 Entrepreneurship Development

**Time: 3 Hours**

**Max.Marks:100**

**External: 70**

**Internal: 30**

**Note:** - The examiner will set eight questions in all. Question No.1, Comprising of seven short answer type questions, shall be compulsory. In all, the students would be required to attempt five questions. All questions will carry equal marks.

### **Objectives**

The objective of this course is to expose the students to the growth of entrepreneurship in developing countries with special reference to India.

### **Course Contents**

Significance of Entrepreneur in Economic Development; Economic, social and psychological need for entrepreneurship; Characteristics, qualities and pre-requisites of entrepreneur; The function of the entrepreneur in economic development of a Country; Methods and procedures to start and expand one's own business; Life cycle of new business and relationship with large enterprises; Achievement motivation; Environmental Factors affecting success of a new business; Reasons for the failure and visible problems for business.

Feasibility Study – Preparation of Feasibility Reports : Selection of factory location, Demand Analysis, Market potential measurement, Capital saving and project costing, Working capital requirements, profit and tax planning; Economic, Technical, Financial and Managerial Feasibility of Project.

Govt. Support to new enterprise; Incentives; source of Finance; Role of Govt. and Promotional agencies in entrepreneurship development.

Entrepreneurship Development Programmes; Role of various institutions in developing entrepreneurship in India (A brief description only).

### **Suggested Readings:**

1. Clifton, Davis S and Fyfe, David E,: "Project Feasibility Analysis".1977 John Wiley, New York.
2. Desai, A.N.: "Entrepreneur & Environment".1990. Ashish, New Delhi.
3. Drucker, Peter,: "Innovation and Entrepreneurship", 1985.Heinemann, London.
4. Jain Raiv: "Planning a small Scale Industry: A Guide to Entrepreneurs". 1984. S.S.Books, Delhi.
5. Kumar, S A. : "Entrepreneurship in Small Industry". 1990, Discovery, New Delhi.
6. McClelland C and winter, W G.: "Motivating Economic Achievement".1969. Free Press, New York.
7. Pareek, Udai and Venkateswara Rao, T. : "Developing Entrepreneurship –A Handbook on Learning Systems" 1978, Learning System, Delhi.

The list of cases and specific references including recent article will be announced in the class at the time of launching of the course.

**CP-402 Research Project**

**Max.Marks:100**

**External: 100**

**CP-403 Comprehension Viva-Voce**

**Max.Marks:50**

**External: 50**

# **Specialization Finance**

## **FM-404: Financial Derivatives**

**Time: 3 Hours**

**Max.Marks:100**

**External: 70**

**Internal: 30**

**Note:** - The examiner will set eight questions in all. Question No. 1 is comprising of seven short answer type questions, shall be compulsory. In all, the students would be required to attempt five questions. All questions will be carry equal marks,

### **Objectives**

The objective of this course is to give and in-depth knowledge of the functioning of derivative securities market.

### **Course Contents**

Financial Derivatives – An Introduction. Forward Contracts; Future Contracts; Other Derivative Securities; Types of Traders; Futures Market and the use of Futures for Hedging ; Forward and Futures Prices; Interest Rate Futures; Swap; Options Markets; Properties of Stock Option Prices; Trading Strategies Involving Options; Black-Scholes Option Model; Binomial Model; Option on stock indices; Currencies Futures Contracts; General Approach to Pricing Derivatives Securities; Derivatives Market in India.

### **Suggested Readings:**

1. Bhalla, V.K.: Investment Management; Security Analysis and Portfolio Management, New Delhi, S.Chand, 2001.
2. Financial Derivatives: Delhi, S. Chand,2001.
3. Brennet, M.: Option Pricing : Theory & Applications, Toronto, Lexington Books, 1993.
4. Cox, John C and Rubinstein: Mark Option Markets, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1985.
5. Haung, Stanley S.C. and Randall, Maury R.: Investment Analysis and Management, London, Allyn and Bacon,1987.
6. Hull, John C.: Options, Futures and other Derivatives Securities, 2<sup>nd</sup> ed., New Delhi, Prentice Hall of India, 1996.
7. Sharpe William F. etc. : Investment, New Delhi, Prentice Hall of India, 1997.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

## FM-405: Management of Financial Services

**Time: 3 Hours**

**Max.Marks:100**

**External: 70**

**Internal: 30**

**Note:** - The examiner will set eight questions in all. Question No. 1 is comprising of seven short answer type questions, shall be compulsory. In all, the students would be required to attempt five questions. All questions will be carry equal marks,

### **Objectives**

The main objective of this course is to help students to learn the various financial services and their role in the overall financial system.

### **Course Contents**

Financial Services: Meaning, Nature and Types.

Leasing: Concept, Classification, Accounting, Legal and Tax Aspects of leasing; Financial Evaluation of Leasing.

Factoring: Meaning, Characteristics and Types of Factoring arrangements, Factoring in India, Factoring vs. Forfeiting.

Hire Purchase Finance and Consumer Credit: Conceptual Frame Work; Legal Aspects; Taxation; Accounting and Reporting; Financial Evaluation of Hire Purchase Finance, Features of Consumer Credit.

Housing Finance : Introduction, NHB's Housing Finance Companies Directions, Prudential Norms, Housing Finance Schemes.

Credit Rating: Meaning and Types; Benefits of Credit rating to investors and companies.

Credit Rating Agencies; Objectives and Functions.

Credit Cards: Concept and Significance; Types of Credit Cards, Credit Card Business in India.

Book Building : Concept and Mechanism of Book Building; Significance and Benefits of Book Building.

Bought out deals: Meaning and Nature; Mechanism of Bought out Deals; Advantages; The Present Scenario.

Securitisation: Concept, Mode, Mechanism and Beneficiaries of Securitisation; Securitisation in India.

Depository: Concept, Depository participants; Functions of depository system; Benefits of depository; Depository system in India.

Venture Capital: Meaning, Modes of Financing.

Role and Functions of Merchant Bankers.

### **Suggested Readings:**

1. Khan, M.Y.: Management of Financial Services, McGraw Hill, 2001.
2. Gordan, E and K.Natrajan : Emerging Scenario of Financial Services. Himalaya Publishing House,1997.
3. Medidan, Arthur Brennet, M.: Option Pricing: Theory & Applications, Toronto, Lexington Books, 1983.
4. Kim, Suk and Kim, Seung: Global Corporate Finance: Text and Cases, 2<sup>nd</sup> ed., Miami Florida, Kotb, 1993.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

## **FM-406: Project Management**

**Time: 3 Hours**

**Max.Marks:100**

**External: 70**

**Internal: 30**

**Note:** - The examiner will set eight questions in all. Question No. 1 is comprising of seven short answer type questions, shall be compulsory. In all, the students would be required to attempt five questions. All questions will be carry equal marks,

### **Course Contents**

Generations and Screening of Project Ides; Capital Expenditure; Importance and Difficulties; Market Demand and Situational Analysis; Technical Analysis, Financial Analysis; Analysis of Project Risks; firm Risk and Market Projects and Constraints; Network Techniques for Project Management; Project Review and Administrative Aspects; Project Financing in India; Problem of Time and Cost Overrun in Public Sector Enterprises in India; Assessment of the Tax Burden; Environment Appraisal of Projects.

### **Suggested Readings:**

1. Ahuja, G.K. & Gupta, Ravi: Systematic Approach to Income Tax, Allahabad Bharat Law house 1997.
2. Bhalla, V.K.: financial Management & Policym 2<sup>nd</sup> ed., New Delhi, Anmol, 1998.
3. Chandrs, Prassana : Projects: Presentation, Appraisal, Budgeting and Implementation, 3<sup>rd</sup> ed, New Delhi, Tata McGraw Hill, 1987
4. Dhankar, Raj S: Financial Management of Public Sector Undertaking New Delhi, Westvile, 1995.

The list of cases and specific references including recent article will be announced in the class at the time of launching of the course.

## **FM-407 Port Folio Management**

**Time: 3 Hours**

**Max.Marks:100**

**External: 70**

**Internal: 30**

**Note:** - The examiner will set eight questions in all. Question No. 1 is comprising of seven short answer type questions, shall be compulsory. In all, the students would be required to attempt five questions. All questions will be carry equal marks,

### **Objectives**

The objective of this course is to give the students an in – depth knowledge and practice of portfolio management.

### **Course Contents**

Introduction- Meaning, Need, Risk & Return determination of a portfolio, Markowitz Portfolio Theory, Sharp simple index Model and APT ; Optimal Portfolio : Selection and Problem; Efficient Frontier ; Meaning & construction and Investor utility efficient frontier (1) Risk Free & (2) Risky lending & Borrowing , leveraged portfolio; Market portfolio; capital market line; CAPM; Security Market Line; Characteristic Line; Portfolio Revision- Meaning, Need & Constrains ; formula Plan; constant- dollar-value, plan, constant ratio plan, variable ratio plan. Bond portfolio management strategies- passive portfolio strategies, Active portfolio strategies, Portfolio performance evaluation, and Risk adjusted performance measures

### **Suggested Reading**

1. Alexander, Gordon J. & Sharpe, William F., Fundamental of Investment, Englewood Cliffs, New Jersey, Prentice Hall Inc.
2. Kevin: Portfolio Management, Prentice Hall of India, New Delhi.
3. Sharpe: Investment, Prentice Hall of India, New Delhi.
4. Strong: Portfolio Management, Thomson Learning, Bombay.
5. Alton, Edwin J & Gruber, Martin J.: Modern Portfolio Theory & Investment Analysis, New York, John – Wiley.
6. Reily, Frank: Investment Analysis & Portfolio Management, Dryden Press.
7. Fisher Donald E. & Jordon, Reynold J.: Security Analysis & Portfolio Management.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of course.

# **Specialization HRM**

## **HRM-401: Counseling Skills for Managers**

**Time: 3 Hours**

**Max Marks: 100**

**External: 70**

**Internal: 30**

**Note:** - The examiner will set eight questions in all. Question No.1, comprising of seven short answer type questions, shall be compulsory. There would be one question in the form of case study. In all, the students would be required to attempt five questions. All questions will carry equal marks.

### **Objectives**

To develop basic skills among students to independently handle a wide range of employee counseling and performance counseling.

### **Course Contents**

Emergence and growth of consoling services; Approaches to counseling; Counseling process-beginning, developing and terminating a counseling relationship and follow up counselor's attitude and skills of counseling; coping with occupational stress in the organizations; Assessing client's problems; Selection counseling strategies and interventions – changing behavior through conselling; special problems in counselling; Application of counseling to organizational situations with a focus on performance counselling.

### **Suggested Readings:**

1. Corner, L.S. and Hackney, H. : The Professional Counsellor's Process guide Helping, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1987.
2. MacLennan, Nigel: Counselling for Manager, Aldershot, Grover, 1996.
3. Moursund, J.: The Process of Counselling and Therapy, 2<sup>nd</sup> ed., Englewood Cliffs, Prentice Hall Inc., New Jersey, 1990.
4. Munro, C. A. etc. : Counselling : A Skills Approaches Methuen, 1980.
5. Reddy, Michael: Counselling at Work, British Psychological Society and Methuen, London and New York, 1987.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.



## **HRM-403: Management Training and Development**

**Time: 3 Hours**

**Max.Marks:100**

**External: 70**

**Internal: 30**

**Note:** - The examiner will set eight questions in all. Question No. 1 is comprising of seven short answer type questions, shall be compulsory. In all, the students would be required to attempt five questions. All questions will be carry equal marks.

### **Objectives**

The purpose of this paper is to provide an in-depth understanding of the role of Training in the HRD, and to enable the course students to manage the Training system and process.

### **Course Contents**

Training process – an overview; Role, responsibilities and challenges to training manager; Organization and management of training function; Training needs assessment and action research; Instructional objectives and lesson planning; Learning process; Training climate and pedagogy; Training needs assessment and action research; Instructional objectives and lesson planning; Learning process; Training climate and pedagogy; Training methods and techniques; Training aids; Training communication; Training evaluation; Training and development in India.

### **Suggested Readings:**

1. Beunet, Roger ed.: Improving Training Effectiveness. Aldershot,1988.
2. Buckley, R.& Calpe, Jim: The Theory & Practice of Training, London Kogan & Page.1995.
3. Lynton, R, Pareddk, U.: Training for Development, 2<sup>nd</sup> ed., Vistaar, New Delhi, 1990.
4. Pepper, Allan D.: Managing the Training and Development Function. Aldershot, Gower, 1984.
5. Rae, L.: How to Measure Training Effectiveness, Aldershot, Gower, 1986.
6. Reid, M.A. etc.: Training Interventions; Managing Employee Development, 3<sup>rd</sup> ed., IPM, London, 1992.
7. Senge, P. : The Fifth Discipline: The Art and Practice of the Learning Organization, Century, London, 1992.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

## **HRM-404 Organizational Change and Intervention Strategies**

**Time: 3 Hours**

**Max Marks: 100**

**External: 70**

**Internal: 30**

**Note:** - The examiner will set eight questions in all. Question No.1, comprising of seven short answer type questions, shall be compulsory. In all, the students would be required to attempt five questions. All questions will carry equal marks.

### **Objectives**

The objective of this paper is to make the students learn about the organizational change and prepare them as change facilitators using the knowledge and techniques of behavioral science.

### **Course Contents**

Organizations change- an overview; Approaches to problem diagnosis; some major Techniques of planned change; Steps in OD, General OD competencies, OD skills, designing Evaluation of OD; Ethics of OD Professional; Future of OD; Internal and External consultant; Excellence of management by chief executives.

### **Suggested Readings:**

1. Abad, Ahmad, etc: Developing Effective Organization, Sri Ram Center for Industrial Relations, New Delhi, 1980.
2. De Nitish, alternative Designs of Human Organizations, Sage, London, 1988.
3. French, W. H. and Bell, CH.: Organisation Development, Prentice Hall of India, New Delhi, 1991.
4. French, W. L. et c.: Organization Development Theory, Practice and Research, 3<sup>rd</sup> ed., Univ. Books Stall, New Delhi, 1990.
5. Harvey, D. F. and Brown, D.R. : An Experimental Approach to Organization Development and Change, 3<sup>rd</sup> ed., New York, West, 1985
6. Hoyuse, F.. R. and Cummings, T.G. : Organization, Development and Change, 3<sup>rd</sup> ed., New York, West, 1985.
7. Sinha, Dharani, P. etc.,: Consultants and Consulting Styles, Vision, New Delhi, 1982.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

## **HRM-406: Global Human Resource Management**

**Time: 3 Hours**

**Max.Marks:100**

**External: 70**

**Internal: 30**

**Note:** - The examiner will set eight questions in all. Question No.1, comprising of seven short answer type questions, shall be compulsory. There would be one question in the form of case study. In all, the students would be required to attempt five questions. All questions will carry equal marks.

### **Objectives**

The objective of this course is to develop a diagnostic and conceptual undertaking of the cultural and related behavioral variable in the Human Resource Management of Global organizations.

### **Course Contents**

Human and cultural variables in global organizations; Cross cultural differences and managerial implications; Cultures in organizations and Hofstede's study; Structural evolution of global organization; cross cultural leadership; motivation and decision-making; Cross cultural communication and negotiation; Human resource management in global organizations: selection, source criteria for international assignment; Compensation and appraisal system.

#### **Suggested Readings:**

1. Adier, N.J.: International Dimensions of Organizational Behaviour, Kent Pub., Boston, 1991.
2. Bartlett, C and Ghoshal, S.: Transnational Management: Text, Cases and Readings in Cross Border Management, Irwin, Chicago, 1995.
3. Dowling, P.J.etc.: International Dimensions of Human Resource Managemtn, 2n ed., Wadsworth, Califronia, 1994.
4. Hofstede, G.: Cultures Consequence: International Difference in Work Related Values. 2<sup>nd</sup> edition, Sage, London, 2001.
5. Marcis, D and Puffer, S.M.: Management International: Cases, Exercise and Readings, West publishing, St. Paul, 1994.
6. Mead, R.: International Management: Cross Cultural Dimensions, Blackwell, Cambridge, 1994.
7. Ronen, S.: Comparative and Multinational Managements, John Wiley, New York, 1986.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

# **Specialization Marketing**

## **MM-401: International Marketing**

**Time: 3 Hours**

**Max.Marks:100**

**External: 70**

**Internal: 30**

**Note:** - The examiner will set eight questions in all. Question No. 1 is comprising of seven short answer type questions, shall be compulsory. In all, the students would be required to attempt five questions. All questions will be carry equal marks,

### **Objectives**

The basic objective of this course is to acquaint the students with environmental, procedural, institutional and decisional aspects of international marketing.

### **Course Contents**

International Marketing: Definitions, Nature, Scope and Benefits; reasons and motivations underlying International Trade and International Business; basic modes for entry; process of international Marketing; Domestic Marketing versus International marketing.

International Marketing Environment, WTO Framework and International marketing; Factors influencing International Market selection and segmentation, Selection strategies. International Marketing Planning and Control.

International Marketing Mix: International product policy and planning International product mix, Branding, labeling, packaging and organization of product warranties and services. International pricing policies strategies, the process of price setting, pricing decisions, information for pricing decisions.

International Advertising: International advertising strategy, elements of advertising strategy, media strategy. International Distribution Management: International Distribution Channels, International distribution policy, selecting distribution channels.

### **Suggested Reading:**

1. Vern Terpestra and Ravi Sarathy : International Marketing, Thosmson.
2. Simon Majaro : International Marketing.
3. John, Fayerweather: International Marketing.
4. R. L. Varshney and B. Bhattacharya : International Marketing; Sultan Chand Publications, N. Delhi.
5. Sak Onkvisit and John Shaw: International Marketing (Analysis and Strategy), PHI, N.Delhi.
6. Warren, J.Keegan: Global Marketing Management: Pearson Edu/PHI, N.Delhi.
7. Phillip R. Cateora : International Marketing, Tata McGraw Hill, New Delhi.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

## **MM-403: Servicing Marketing**

**Time: 3 Hours**

**Max.Marks:100**

**External: 70**

**Internal: 30**

**Note:** - The examiner will set eight questions in all. Question No. 1 is comprising of seven short answer type questions, shall be compulsory. In all, the students would be required to attempt five questions. All questions will be carry equal marks,

### **Objectives**

The objective of this course is to develop insights into emerging trends in the service in a developing economy and tackle issues involved in the management of services on national basis.

### **Course Contents**

The emergence of Service Economy; Nature of Services Difference in Goods and Services Businesses; Marketing Framework for Service Businesses' The Service Classification; Service Product Development; The Service Consumer Behaviour; Service Management Trinity; Service Vision and Service Strategies; Quality Issues & Quality Modals; Managing Productivity & differentiation in service organizations: Demand-Supply Management; Advertising; Branding & Packaging of Services; Recovery Management; Relationship Marketing; Employee empowerment, Customer Involvement in Services.

### **Suggested Readings**

1. Zeithaml, V.A. & Bitner, M.J. : Service Marketing, 3<sup>rd</sup> ed., McGraw Hill, New Delhi, 2002.
2. Lovelock, Christopher H. : Service Marketing, People, Technology Strategies, 4<sup>th</sup> ed., Pearson Education, New Delhi.
3. Hoffmann & Bateson: Essential of Service Marketing, Thomson Learning, Mumbai.
4. Shanker, Ravi : Service Marketing, Excel,2002.
5. Rampal M.K. & Gupta S.C.: Service Marketing; Galgotia Publishing Company, New Delhi.
6. Rust, Zahorik and Kenningham: Service Marketing.
7. McDonald, Malcom and Payne, A. : Marketing Planning Services, Butterworth, Heinemann, 1996.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

## MM-404 Direct Marketing

**Time: 3 Hours**

**Max.Marks:100**

**External: 70**

**Internal: 30**

**Note:** - The examiner will set eight questions in all. Question No. 1 is comprising of seven short answer type questions, shall be compulsory. In all, the students would be required to attempt five questions. All questions will be carry equal marks.

### **Objectives**

This course acquaints students with the need, significance, and operations of direct marketing.

### **Course Contents**

Direct Marketing: Definition, scope and importance of direct marketing; Direct Marketing Modes- Tale Marketing, Catalogue Marketing, Network Marketing, Data-base Marketing, Changing face of Direct Marketing.

Elements of Direct Marketing: Planning a direct marketing programme; Direct Marketing and developing new business; Guidelines for effective direct marketing – likely pitfalls, rules for success.

Institutional Direct Marketing: Industrial Direct Marketing; Retail Direct Marketing; Dealer-identified direct marketing.

Segmentation and Target Marketing; Marketing Mix for Direct Marketing: Product, price, place and promotion strategies.

Direct Marketing Operations: Planning direct marketing campaign; Communication for direct marketing; Media planning; Fulfillment and customer service- receiving and processing orders, inventory and warehousing decisions, and customer service.

Tools and Techniques: Role of information technology in direct marketing; Developing customer databases; Cost analysis and cost control of direct marketing; Evaluating effectiveness of direct marketing.

Applications of Direct Marketing: Financial services marketing; Fund raising; Customer loyalty programmes.

### **Suggested Readings:**

1. McDonald, William J.: Direct Marketing, TMH, New Delhi, 1998.
2. Bird Dryayton: Common Sense Direct Marketing, Kogan Page, London.
3. Bob Stone: Successful Direct Marketing Methods, NTC, Chicago.
4. Edward, Nash: The Direct Marketing Handbook, Tata McGraw Hill, New Delhi.
5. Edward, Nash: Direct Marketing, TMH, New Delhi, 1992.
6. Roberts, M.L. and P.D. Berger : Direct Marketing Management, Prentice HJall, New Jersey.
7. Stone, Martin, Derek Davies and Alison Bond: Direct Hit, Macmilian, New Delhi.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

## MM-405 Rural and Agricultural Marketing

**Time: 3 Hours**

**Max.Marks:100**

**External: 70**

**Internal: 30**

**Note:** - The examiner will set eight questions in all. Question No. 1 is comprising of seven short answer type questions, shall be compulsory. In all, the students would be required to attempt five questions. All questions will be carry equal marks.

### **Objectives**

The objective of the course is to explore the students to the rural market environment and the emerging challenges in the globalization of the economics.

### **Course Contents**

Nature, characteristics and the potential of rural markets in India, Socio-Cultural, economic & other environment factors affecting rural marketing; Attitudes and behavior of the rural consumers and farmers; Marketing of consumer durables and non-durable goods and services in the rural markets with special reference to product planning; Media Planning; planning of distribution channels and organizing personal selling in rural markets in India. Marketing of agricultural inputs with special reference to fertilizers, seeds, Farm input & Pesticides; Organization and functions of agricultural marketing in India. Classification of agricultural products with particular reference to seasonality and perish ability; Marketing structure and performance; processing facilities for different agricultural products. Role of warehousing; Determination of agricultural prices and marketing margins; Role of agricultural price commission. Role of central and state governments. Institutions and organizations in agricultural marketing; Unique features of commodity markets in India; Problems of agricultural marketing; Nature, scope and role of co-operative marketing in India.

### **Suggested Readings:**

1. Arora, RC: Integrated Rural Development, 1979, S.Chand, New Delhi.
2. Desai, Vasant. : Rural Development, 1988.Himalaya, Bombay.
3. Mishra, S.N.: Politics and Society in Rural India, 1980, Inter India, Delhi.
4. Porter, Michael, E.: Competitive Strategy, 1980.Free Press, New York.
5. Rudra, Ashok : Indian Agricultural Economics: Myths and Relaties, 1982, Alled, New Delhi.
6. Stalk, George: Competing Against Time,1990, Free Press, New Delhi.
7. Gopaldaswamy, T.P.: Rural Marketing, Wheeler Pub., New Delhi.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.