

M.B.A. (Business Economics)

ORDINANCE AND SYLLABUS

2018-19

BOS held on 8th OCT, 2018

W.E.F 2018-19



Department of Business Economics
Faculty of Management Studies

V.B.S. Purvanchal University, Jaunpur

FACULTY OF MANAGEMENT STUDIES

Department of Business Economics

M.B.A. (BUSINESS ECONOMICS)

Ordinances Governing Two Year (Four Semesters)

Post-Graduate Degree Course

w.e.f. Session 2018-19

The following ordinances have been framed governing the admission, course structure, examination, research and other allied matters relating to the two year (four semester) M.B.A. (Business Economics) Post Graduate Degree Course of department of business Economics, Faculty of Management Studies, Veer Bahadur Singh Purvanchal University. Jaunpur.

1. ADMISSION

- 1.1 All matters relating to admission in the M.B.A. (Business Economics) course shall be dealt with the Admission Committee constituted by the University.
- 1.2 The M.B.A. (Business Economics) course is open to graduates in any discipline with a minimum of 45% marks (40% for SC/ST/OBC), from a recognized University. Those who are appearing in final examination of graduate degree may also apply for admission and shall be eligible to appear in the Admission Test but they will have to produce proof of being graduate with minimum percentage of marks at the time of admission.
- 1.3 Those who failed to secured 45% marks in undergraduate level but have passed postgraduate examination in any discipline with at least 55% marks (50% for SC/ST/OBC) are also eligible for appearing in the admission test of the M.B.A. (Business Economics) course.
- 1.4 The intake to the M.B.A. (Business Economics) course shall be 60 students. However, University can reconsider for increasing the number if necessary. Out of 60 seats 50% admission to the M.B.A. (Business Economics) course shall be made through combined test organized by UP Technical University and 50% seats will be filled strictly in order of merit on the basis of the combined result of the Written of the Purvanchal University combined admission test (PUCAT) and Vacant seats after UPSEE/PUCAT will be filled through open advertisement in which those who come first will get admission first after fulfilling required education Qualification.
- 1.5 The reservation norms for admission shall be as per Govt. notification issued from time to time.
- 1.6 On the selection for admission to the M.B.A. (Business Economics) course, the candidates shall deposit the fees prescribed for the purpose to get his/her admission confirmed within the time period fixed by the UPTU/Admission Committee of Faculty of Management Studies. If a candidate fails to do so, his/her offer for admission shall be automatically cancelled and the seat falling vacant shall be offered to other candidate in the merit list. There is no provision of Fee concession/exemption under any circumstances except the cases related to Social welfare department. The fee of the course is non-refundable and non-transferrable.

1.7 Admission in the M.B.A. (Business Economics) course cannot be claimed by any candidate as the matter of right. The admission Committee of the M.B.A. (Business Economics) programme of the University shall have a power to refuse, reject or cancel any Admission if it possesses sufficient reason to do so.

2. COURSE OF STUDY AND EXAMINATION

2.1 With a view to conducting the M.B.A. (Business Economics) course systematically and within a time-bound frame, the Deptt of the University shall draw up an “Academic Calendar” with the consultation of the Dean in the beginning of the academic session with the approval of the Vice-Chancellor for its implementation.

2.2 A candidate admitted to the M.B.A. (Business Economics) course shall pursue a regular course of study in all the four semesters and attend at least 75% of the classes held to be eligible to appear in the examination however, the Dean and Vice-Chancellor for cogent reasons may condone 5% and 10% shortage in attendance respectively.

2.2.1 A candidate admitted in MBA (Business Economics) course shall taught common core paper in first semester of other MBA programme run by the university and second semester onward super specialization will be taught to the students.

2.3 All the four semester examination of M.B.A. (Business Economics) course shall be conducted through theory papers, sessionals, practical project reports, viva-voce and such other assignments as may be prescribed for the purpose from time to time.

2.4 Matters pertaining to the amendment in the ordinance, syllabus, introduction of new course/paper and conduct of examination, assignments etc. shall be dealt with the board of Studies constituted by the Vice-Chancellor. The constitution of the Board of Studies shall be as follows:

2.4.1 The Convener of the BOS will be as per the statutory provisions of the University.

2.4.2 Head of the Deptt. will be the ex-officio member of the BOS, and

2.4.3 Two external experts of the related field whose names are proposed by Convener of BOS and approved by V.C.

2.4.4 Dean, Faculty of Management studies

2.4.5 By rotation two senior faculty members of the Deptt. (Not less than Reader / Associate professor level).

2.5 The Board of Studies constituted as above shall recommend the panel of paper setters /examiners to the Vice-Chancellor. After getting approval from the Vice-Chancellor, the appointment letters shall be issued be to the concerned paper setters/examiners by the Registrar/Controller of examinations of V.B.S. Purvanchal University.

- 2.6 The Registrar/Controller of the Examinations, with the approval the Vice-Chancellor shall associate one or two members of the Board of Studies for the moderation of the papers. The moderated papers shall have to be got printed by the Registrar/Controller of the Examinations well before commencement of the Examinations.
- 2.7 After printing the papers in sealed covers, shall be handed over to the Examination Superintendent who will ensure the smooth and fair conduct of the examinations.
- 2.8 For appearing in the M.B.A. (Business Economics) semester Examination each student shall have to deposit a prescribed Examination fee along with a filled in an Examination application form.
- 2.9 The student of course shall be examined in the subjects in accordance with course curriculum. The detailed syllabus of each theory paper is given after Table.
- 2.10 In each of the M.B.A. (Business Economics) theory papers there shall be two components:
- 2.10.1 Semester Examination: The semester examination in each theory paper shall be of 3 hours duration and shall carry 75 marks (10 questions, each should be answered in 50 words of 1.5 marks each, 05 questions of 6 marks for each questions should be answered in 200 words and two questions, each should be answered in 500 words of 15 marks each).
- 2.10.2 Sessionals: In each theory paper, there shall be sessionals of 25 marks, which will be organized by the teachers concerned in consultation with the head of Deptt. ordinarily, the break-up of sessionals-marks shall be as follows:
- (1) Class Test: 10 marks
 - (2) Assignments/Seminars: 10 marks
 - (3) Class Attendance: 5 marks

Note: There will be no internal assessment in case of summer training reports evaluation and viva, project report presentation, comprehensive viva and computer papers

- 2.10.3 External marks of M.B.A. (Business Economics) for 107 contain 50% theory and 50% practical. There will be no internal marks in 107 papers.
- 2.11 The marks in the sessionals shall be awarded by the teachers concerned and submitted to the Head of Deptt. who will after due approval send the same to the Registrar/Controller of Examinations, VBS Purvanchal University, for being in the examination results.
- 2.12 **Summer Training Report:** Every M.B.A. (Business Economics) student shall be required to undergo practical training/Project work for a period of 6 to 8 weeks in any organization connected with Industry/Trade/Commerce/Business approved by the head of the Business Economics Deptt. of the University. The student will submit a training report, which shall be evaluated out of 100 marks including 50 marks in report presentation and 50 marks in evaluation and viva which will be evaluated by one External Examiner and an internal member nominated by the Vice Chancellor from the name of experts suggested by the HOD shall constitute a part of the M.B.A. (Business Economics) IInd Semester examination of the University.
- 2.13 **Project work:** In the fourth semester examination students were to do some project work on the topic decided with consultation of the subject experts in the department. The project should be innovative problem solving, research oriented which give ultimate benefit to the

industry and society. The report will be evaluated out of 100 marks by one External Examiner and an internal member nominated by the Vice Chancellor from the name of experts suggested by the HOD.

2.14 Viva-Voce: In fourth semester of M.B.A. (Business Economics) course there shall be Viva-voce examination of 100 marks on his overall understanding. The Viva shall be conducted out of 100 marks by one External Examiner and an internal member nominated by the Vice Chancellor from the name of experts suggested by the HOD.

2.14.1 In any area of the project work there should not less than 3 and more than 15 students who will be selected on the basis of their II nd semester marks.

3. DECLARATION OF RESULTS

3.1 The maximum and minimum marks for each theory paper, sessionals, project report and viva-voce in the semester examination shall be as followed:

	Maximum marks	Minimum Percentage
Theory paper + Sessionals	75+25 (100)	36% in agg.
Theory paper + Practical	50+50 (100)	36% in agg
Summer training Report evaluation and Viva	100	36% in agg
Comprehensive Viva-Voce	100	36% in agg
Project report	100	36% in agg

3.2 The candidates who secure at least 36% of marks in each papers includes aggregate of theory and sessional/practical and at least 40% of the aggregate of all papers in semester, shall be declared pass in the semester examination. Therefore on the basis of the above structure the candidates result will be declared on the following manner:-

3.2.1 Pass: Those who secure 36% percent marks in each paper separately and 40% in aggregate.

3.2.2 Promoted: (Category 1): Those who secure at least 36% in at least 3 papers and 40% in aggregate.

(Category 2): Those who secure at least 36% in all the papers but fail to secure

40% in aggregate.

3.2.3 Failed: Students who do not fall under the pass and promoted categories shall be declared as failed.

3.3 Students in the failed category in 1st, 2nd & 3rd semester examination shall have to re-appear in the next year in the theory papers, in which they failed. They will be allowed to continue their course as a regular student thereafter. The period of completion of the course shall be two years and can be extended for another two years in case of failed/promoted students, thus the maximum period of the course shall not be more than four years in any case.

3.4 The promoted student will have to re-appear, in the papers in which they have not qualified, along with the concerned forthcoming semester examination within the stipulated period of next two years.

3.5 The sessional marks of failed and promoted candidates shall, however, be carried forward as such to the next examination in which they re-appear.

3.6 The result of the M.B.A. (Business Economics) 4th semester shall be declared on the basis of the combined marks secured by a candidate in all four Semesters of the M.B.A. (Business Economics) course in the following categories:

Passed	40% and above but less than 45%
2nd class	45% and above but less than 60%
1st class	60% and above but less than 75%
Distinction	75% and above

3.7 Those who failed in any paper of the 1st, 2nd, 3rd & 4th semester Examination shall not assigned any rank while declaring the final result of the M.B.A. (Business Economics) course.

3.8 In view of the fast advancement in the field of management and information technology, the course curriculum shall be revised at regular intervals.

4 Ph.D Programme:

4.1 Research programme: Since the inception of the deptt., serious efforts has been made to promote the research activities in the emerging areas of Business Economics. For this purpose a Research Degree Committee (RDC) is formed in the Deptt.

4.2 RDC members: A five members committee will be constituted comprising two external experts of the field department. and HOD will be the convener the committee.

4.2.1 Head of the Deptt. will be the convener, and

4.2.2 Two external experts of the related field whose names are proposed by HOD and approved by V.C.

4.2.3 Dean, Faculty of Management studies

4.2.4 By rotation One Professor, One Reader/associate professor and One Lecturer/Assistant professor (those who are eligible for guiding research) of the Deptt.

4.3 Major Area of Research: The major areas of the research programme in the Deptt. are: Economics, Finance, Marketing, International Business, Human Resource, Rural Marketing & entrepreneurship development, E-Business and the relevant field.

4.4 Eligibility for Admission to the Ph.D. Programme: The candidates seeking for admission to the Ph.D programme in the Department must be postgraduate in Business Economics, Mathematics, all branches of Business Administration, M.A. (Economics), M.Com with 55% marks and the candidate has qualified the Combined entrance test organized by the state Government or University.

COURSE CURRICULUM			
SEMESTER-I	Total Marks		
	External		Internal
	Theory	Practical	
FMS--101. Principles of Management	75	-	25
FMS --102. Communication for Manager	75	-	25
FMS --103. Accounting and Financial Analysis	75	-	25
FMS --104. Managerial Economics	75	-	25
FMS --105. Research Methodology	75	-	25
FMS --106. Business Environment	75	-	25
FMS --107. Computer Application	50	50	-
Total Marks		700	
SEMESTER-II	Total Marks		
	External		Internal
	Theory	Practical	
BE --201. Industrial Economics and Law	75	-	25
BE --202. Organization Behaviour	75	-	25
BE --203. Corporate finance	75	-	25
BE --204. Marketing Management	75	-	25
BE --205. Management and Cost Accounting	75	-	25
BE --206. Business Law	75	-	25
BE --207. Business Forecasting	75	-	25
Total Marks		700	

SEMESTER-III	Total Marks		
	External		Internal
	Theory	Practical	
BE --301. Project Appraisal and Investment Planning			
BE --302. Operation Research and Decision Methods	75		25
BE—303. Rural Management and Entrepreneurship Development	75		25
BE -304. International Finance	75		25
BE -305. International economics and Trade Policy	75		25
BE – 306. Consumer Behaviour	75		25
BE-307. Summer Training Report Presentation and Viva-Voce	75 50	50	25
Total Marks	700		

SEMESTER-IV	Total Marks		
	External		Internal
	Theory	Practical	
Compulsory Paper: BE- 401. Business Policy & Strategy	75		25
Elective Papers: (Student can opt any two of the following specialization Groups)			
Group (A) Quantitative Techniques in Business Economics			
402A BE - Econometric Methods	75		25
403A BE - Advance Operation Research	75		25
Group (B) International Business Management			
402B BE – International Business Strategy	75	-	25
403B BE - Export Import Documentation	75	-	25
Group (C) Logistic management			
402C BE - Economics of supply chain	75		25
403C BE - Indian Transport System	75	-	25
Group (D) Marketing			
402D BE - Marketing of Services and Customer Relationship Management	75	-	25
403D BE - International Marketing	75	-	25
Group (E) Finance			
402E BE - Security Analysis and Portfolio Management	75	-	25
403E BE - Financial Services	75	-	25

Group (F) Human Resource Management		-	
402F BE - Labour Law and Industrial Relation	75	-	25
403F BE - Human Resource Development	75		25
BE - 404. Dissertation			100
BE - 405. Comprehensive Viva-Voce.		-	100
		-	
Total Marks	700		
Aggregate Marks	2800		

SEMESTER -I

FMS - 101

PRINCIPLES OF MANAGEMENT

- 1. Managing in today's Environment:** Meaning, Definition, and Characteristic of Management. Management VS Administration. Management-Art, Science and Profession,, Professional Management in India, Arguments for and against Professionalization, Levels of Management, Skills of a Manager, Development of Management Thought
- 2. Theories of Management :** Evolution of Management Thought- Contribution, Taylor, Weber and Fayol Management and Modern Management Theories ,C K Prahalad
- 3. Managing the Organization Resources:** Concept, Process and types of planning, Advantages, Limitations, Essential of Sound Plan, Steps in Planning Process, Planning Premises , Elements of Planning ,Decision of Rational Decision Making ,Creativity in Decision- Making. Concept of MBO, Characteristics, Objectives, MBO-Process, Advantages, and Limitations. Managing organizational change.
- 4. The Anatomy of organization:** Concept, Nature, Process, Significance, Principle of Organizing, Distinctions between Line and Authority, Line Staff and Functional Authority relationships, Delegation and Decentralization, Distinction between formal and informal organization, Group dynamics.
- 5. Managerial Control:** Concepts, Nature, Elements, Significance, Types, Interrelationship between planning and control, Steps in control process, Requirements of an effective control system, Management by Exception, Techniques of Management Control- ROI, PERT, CPM, MIS.

References:

Industrial Organization and Mgt.	B. Jha	Novelty Publisher
Principle & Practice of Mgt.	L.M. Prasad	Sultan Chand & Sons
Mgt. Concepts & Practices	Dr. C.B. Gupta	Sultan Chand & Sons
Management	Koontz & Wehrich	Tata McGraw-Hill
Company to Company	Andrew Littlejohn	Cambridge University Press

FMS- 102

COMMUNICATION FOR MANAGEMENT

- 1. Nature of Communication:** Different types of communication like letters, memos, reports, fax, email, presentations, telephone, and multimedia, choosing the means of communication, stages in communication cycle, Barriers to communication, communication systems.
- 2. Writing Techniques:** rules of good writing, adaptation and selection of words, masculine words, writing with style- choosing words with right strength and vigor, using a thesaurus, writing effective sentences, developing logical paragraphs, overall tone, drafting, editing and finalizing the business letters

3. Recruitment and employment correspondence: Application letter, curriculum vitae, interview, references, offer of employment, job description, letter of acceptance, letter of resignation.

Internal communications: memoranda, reports: types of reports, formal reports and informal reports, meetings, documentation.

External communications: Public notices, invitations to tender bid, auction, notices, etc; *Report writing:* planning, technique of writing a report, characteristics of business reports, common types of reports, purposes of reports

4. Persuasive messages: planning the persuasive message, common types of persuasive requests, principles of persuasive communication Effective communication and impact of information technology, Oral communication: nature and significance

5. Reformulating and summarising: what is a summary? Using synonyms & antonyms, reducing phrases, guidelines for writing summaries, business summaries *Comprehension:* using a dictionary, grammatical precision, (phonetics), contextual clues, guidelines for comprehension

References:

Lesikar R V and Pettit Jr J D- *Business Communication: Theory and Application* (Tata McGraw-Hill, 2002)

Taylor Shinley - *Communication for Business* (Pearson Education, 2002)

T N Chhabra, Bhanu Ranjan – *Business Communication* (Sun India, 2004)

P.D. Chaturvedi – *Business Communication* (Pearson Education)

Meenakshi Raman- *Technical Communication-* (Oxford University Press)

FMS 103:**ACCOUNTING AND FINANCIAL ANALYSIS**

1. Overview: Accounting concepts, conventions and principles; Accounting Equations, International accounting principles and standards; Matching of Indian accounting standards with international accounting standard

2. Mechanics of Accounting: Double entry system of accounting, journalizing of transactions; preparation of final accounts, P/L Accounts, P/L Appropriation account and Balance Sheet, Policies related with depreciation, inventory and intangible assets like copyright, trademark, patent and goodwill.

3. Analysis of financial statement; ratio analysis- solvency ratios, profitability ratios, activity ratios, liquidity ratios, market capitalization ratios, common size statement; comparative balance sheet and trend analysis of manufacturing, service & banking organisations

4. Funds flow/ Cash flow statement: Meaning; Concept of Gross and Net Working Capital; Preparation of schedule of change in working capital, Preparation of funds flow statement and its analysis / Various cash and non-cash transaction, flow of cash, preparation of cash flow statement and its analysis.

5. GST – Introduction of GST, Objectives of GST, Benefits of GST, Components of GST - CGST, SGST & IGST.

References:

- | | |
|----------------------------------|---|
| S K Bhattacharya & John Dearden- | Accounting for management (Vikas), 1987, 8th ed. |
| Jain S P & Narang K L – | Advanced Accounting (Kalyani) |
| S N & S K Maheshwari- | Corporate Accounting (Vikas), 1995. |
| Robert Anthony & Hawkins- | Accounting Test and Cases, 1995, Richard D. Irwin London. |
| Financial and Mgt. Accounting | S.N. Maheshwari Sultan Chand & Sons |

FMS - 104:**MANAGERIAL ECONOMICS**

- 1. Introduction:** Nature and Scope of Managerial Economics, Fundamental Concepts, Business Goals, Economics and Ethics.
- 2. Demand Analysis and Forecasting:** Demand determinants and Distinctions, Elasticity of Demands, Demand Forecasting for established Products and new Products.
- 3. Production and Cost Behaviour:** Production Function, Law of returns, Return to scale, Cost volume Relationship in Short and Long Run.
- 4. Pricing:** Market Morphology and Pricing, Pricing Methods-Cost plus pricing, Incremental Pricing, Product Line Pricing, Pioneer Pricing, Differential Pricing, Cyclical Pricing and Retail pricing.
- 5. Profit Policies and Investment Planning:** Profit Policies, Rationale for Profit constraints, Profit volume Analysis and its applications. Investment Decision: Traditional and DCF Method

References:

Principles of Economics	D.M.Mithani	Himalaya Publishing
Fundamental of Business Economics	Mithani & V.S.R.Murthy	Himalaya Publishing
Principles of Economics	D.N. Dwivedi	Vikas
PublishingManagerial Economi	P.L. Mehta	Sultan Chand &
SonsManagerial Economics	R.L.Varshney Mahesh	Sultan Chand & SonsManagerial
Economics	Pandey & Pandey	Novelty Publication

FMS - 105: RESEARCH METHODOLOGY

- 1. Introduction:** Meaning, Definition, Characteristic, Objectives, Significance, Process of Research, Approaches to Research, Characteristics of Business Research, Application of Business Research in India.
- 2. Research Design:** Types of Research - Exploratory, Conclusive, Formulation of Hypothesis. Types I and II error.
Sampling: Sampling method - Probability and non Probability, Sampling Error
- 3. Information Collection:** Collection of Data - Primary & Secondary Sources, Types of Scales, Classification- Questionnaire construction, Schedule and Scale Development, Attitude Measurement.
- 4. Data Analysis**– Preparation, Manipulation, Cleaning, Coding, , Graphical Representation of Data, Measurement of Central Tendency and Dispersion:, Mean, Mode, Median, Standard Deviation ,Variance , Skewness Kurtosis, Reliability and Validity, Normal Distribution,Testing of Hypothesis
- 5. Statistical Techniques & Report Writing:**, Z test, t-test, ANOVA and chi square test ,Correlation(Karl Pearson's and Rank), Regression Analysis
Report Writing:, Types of Report, Report format

References:

Kothari C.R.	Research - Methodology
Good & Scates	Method of Research
Gupta S.P.	Statistical Method
Newbold	Statistics for Business & Economics
R. Panneerselvam	Research Methodology
Levin	Statistics for Management

- 1. Introduction:** The concept, Nature and significance of Business Environment, Historical Evolution of modern business enterprises, their structure and managerial personnel with special reference to India. Salient features of capitalism, socialism and mixed economic system, Concept of Mixed Economy, Emergence of Public Sector and Joint sector.
- 2. Socio-Cultural Environment:** Social interests and values-its implications for industrialization and economic growth. Ecology and Social Responsibility, Consumerism as an emerging environmental force, Ethics of Business, Social Audit, Business Culture.
- 3. Industrial Environment:** Public sector Enterprises, Small Scale Industries, Privatisation, Industrial labour, Industrial sickness, Industrial Policy, Industrial Licensing, Workmen’s Compensation act 1923.
- 4. Economic Environment:** Foreign Exchange and Management Act. Competition Act 2002 (as amended up to date); Fiscal and Monetary Policies, Government & Business relationship, MNC’S, Foreign Trade (Development and Regulation) Act, 1992 New Economic Policy. Protection of patent and trade marks.
- 5. Technological Environment:** Choice of appropriate technology; problems in selecting appropriate Technology; Technology Transfer; Phases, Causes and Control of Business cycles. Problem of pollution and its control. Role of business and Management in controlling pollution, Technology policy, Technology and plant level changes, Restraints in a technological growth.

References:

Business Environment	K. Aswathappa	Himalaya Publishing house
Business Environment	Francis Cherunilam	Himalaya Publishing house
Business Environment	Chidambaram & Alagappan	Vikas Publishing House

FMS - 107

COMPUTER APPLICATIONS

- 1. Fundamental and computer Application:** Computer application, Hardware, Software, Languages of computer, Operating system.
- 2. MS-Word:** File, Edit, Format, Drawing, Tools, Tables, Practicing on Cut-Copy Paste, merger, Letter Writing, Page Setup.
- 3. MS.Excel/Basics:** Creating Worksheet, Entering and Editing Text, Numbers and formulas cells lookup tables, auto fill.

Rearranging work sheets: Moving, copying, sorting, inserting deleting cells, deleting & parts of work shared, reaction at formulas to worksheet design changes.

Excel formatting: Excel page setup. Auto format, manual format using styles; format painter. Changing font sizes and attributes. Wrapping text, using border buttons and command.

Working with graphics: Creating and placing graphic objects, resizing positioning graphic

- 4. Power Point basics terminology colour scheme :** Power Point templates, getting started.

Creating presentation: Auto content wizard, inserting, deleting slides.

Working with text: Editing and moving text, spell checking, finding and replacing text; formatting text-aligning text.

Show Time: Arranging previewing and rehearsing slides, transition and Build effects, Deleting slides printing presentation elements creating overhead transparencies; sharing presentation tiles with other.

5. World Wide Web, ISP, http, IP Address, URL,HTML, XML, Creating Email ID,E Mailing, Creating Folders in E mail, Attaching Files, Downloading, e Mail spam, e mail filters, e commerce, malwares, Cloud computing, Social media, Cyber security

Practical:

- A. Make new files and use of cut, copy, paste, merger.
- B. Creating and formatting tables using work excel.
- C. Creating and managing data files of agriculture management system.
- D. Use of Internet for World Wide Web browsing.
- E. Sending and receiving e-mails through e-mail POP 3 account.
- F. Creating worksheet and different types of graphs using excel.
- G. Creating slides and presentation using PowerPoint.
- H. Study of small and submission of report of the system in terms of suitable system.

References:

Computer Fundamentals	P.K.Sinha& P.Sinha	BPB Publication
MS-Office 2000	Ed Bott & Woody Leonbard	Prentice Hall India
MS-Office 2000	Nelson	Tata Mc-Graw Hill

SEMESTER –II

BE --201. INDUSTRIAL ECONOMICS AND LAW

1. **Introduction:** Meaning and scope of Industrial Economics, Some concepts of Industrial Economics – Firm, Industry, Market, Market, Structure, Market Power, Market conduct, Market Performance, Goals of firm, Concept of Workable Competition.
2. **Industrial Efficiency:** Concepts and Measurement, Measurement of Capacity Utilization, Cost Benefit Analysis of a firm, Efficiency and Size of firm, Determinants of Size of firm, size of firm and performance of firm.
3. **Expansion of Firm:** Diversification, Vertical Integration, Merger and Acquisition. Market structure and Innovation: Process of Innovation, Measurement of innovation Activities, research and Development, Diffusion of Technology.
4. **Industrial Location Analysis:** Determinants of Industrial Location, approaches to Industrial Location Analysis, Operational Approaches to Industrial Location.
5. **Government Regulation of Industry:** The legal framework of industrial regulation in India, the Industrial Regulation Acts, Industrial Disputes Act. 1947 Definition, lay-off & Retrenchment special provisions relating to lay-off, retrenchment & closure, Labour legislation wage policy.

References:

Industrial Economics	R.P. Barthwal	New age International(P) Ltd.
Industrial Economics	Francis Cherunilam	Himalaya Publishing house
Industrial Economy of India	S.S.M. Desai	Himalaya Publishing house

BE - 202 ORGANISATION BEHAVIOUR

1. **Introduction:** Nature, Scope and Significance of Organisation Behaviour, Models of OB.
2. **Behavioral Analysis:** Personality, perception, Values, Attitudes, Transactional Analysis, Employee Moral, Stress.
3. **Motivation and Leadership:** Concept of Motivation, Motivational theories-Maslow, Herzberge, McGregor, McClelland, Alderfer, Porter & lawler. Leadership- Concept, Style, Theories. Communication- Meaning, Nature, types, Barriers, Communication Channels- Formal, Informal, Grapevine and rumour.
4. **Group Dynamics:** Concepts of Small Groups, Groups Behaviour, Groups Cohesiveness, Formal and Informal **Groups**, Conflict in Organisation. Management of Conflict.
5. **Organizational changes and Development:** Power and politics in organisation, Climate and Culture in Organisation. Issues in consultant client relationship

References:

Organisational Behaviour	Luthans	Tata Mc.Graw-Hill
Organisational Behaviour	Newstrom Davis	Tata Mc.Graw-Hill

Organisational Behaviour	L.M. Prasad	Sultan Chand & Sons
Organisational Theory and Behaviour	T.N. Chhabra & B.P. Singh	Dhanpat Rai & Co.

BE - 203: CORPORATE FINANCE

- 1. Planning for Business Finance:** Finance Function and Objectives of Financial Management, Financial Plan, Time value of Money.
- 2. Raising of Funds:** Sources and forms of external financing, Underwriting, Functioning of securities Market of India, Role of Commercial Banks and Special Financial Institutions in Financing of Business Enterprises.
- 3. Allocation of Funds:** Capital Investment Decisions, Techniques of Capital Decision, Cost of Capital, Working Capital Investment Decisions- Cash, Receivables and Inventory.
- 4. Control of Funds:** Financial Statement Analysis, Ratio Analysis.
- 5. Allocation of Income:** Accounting and Economic Concepts of Income, Retained Earnings, Dividend Policies- quantum, Regularity and forms of Dividend payments, Stock dividend.

References:

Essentials of Business Finance	R.M. Srivastava	Himalaya Publishing
Financial Management	Prasanna Chandra	Tata Mcgraw-Hill
Financial Management	M.Y.Khan & P.K.Jain	Tata Mcgraw-Hill
Financial and Mgt. Accounting	S.N. Maheshwari	Sultan Chand & Sons

BE-204 MARKETING MANAGEMENT

- 1. Marketing Management:** Nature, Scope and Concepts, Marketing Mix, Segmentation, Marketing environment. Marketing legislation – nature & rationale of state’s influences, laws influencing marketing decisions.
- 2. Product Decisions:** Product concept, Branding, Packaging and Leveling Product support services, Product and Brand Positioning, New product development, Market development, Product life cycle, Pricing- Setting and Adopting.
- 3. Distribution:** Distribution channels and physical distribution.
- 4. Promotion:** Communication process, Promotion mix, Different tools of Promotions their characteristics and limitations, Advertising.
- 5. Marketing of services:** Nature, characteristics of National and International service Marketing, Service quality Measurements (SERVQUAL), Marketing ethics.

References:

Principles of Marketing	Philip Kotler ,	Prentice Hall India,Armstrong
Marketing Management Parag Diwan &		Excel books,
Marketing Management	D.P.Jain	Dhanpat Rai & Co.
Marketing Management	Philip Kotler	Prentice-Hall India

BE - 205

MANAGEMENT AND COST ACCOUNTING

- 1. Introduction:** Accounting concepts, financial accounting-Principles, Postings and Final accounts. Cost Accounting - Cost sheet, Cost center, Cost concept, Methods of Costing, Management Accounting.
- 2. Business Budget and Budgetary Control:** Concept, Nature, Objectives, Advantages and Limitations of Budget and Budgetary Control, Essentials of Effective Budgeting, Budgetary Control Organisation, Mode of Operations of Budgetary Control, Classification of Budgets-Sales, Selling and Distribution, Production, purchase, Raw-Material, Overhead, Cash, Flexible and Master Budget.
- 3. Fund Flow & Cash Flow Analysis:** Concepts, Sources & uses of funds, working capital concepts, fund flow statement, Cash -Actual & Notional, constructing the cash flow statement.
- 4. Marginal Costing & Standard Costing:** Concept, characteristics of marginal costing, Practical application of Marginal Costing, Basic equation of marginal Costing, Advantage of marginal costing, Cost volume Profit relationship, Meaning and Assumptions of Break-Even Analysis, basic Techniques of Break Even Analysis, Limitations of Break Even Analysis, Meaning and Concept of Standard costing, Setting of Standards, Determination of Standards Hours, advantages of Standard costing, Variance Analysis, Classification of Variances-Materials, Labour and Overhead.
- 5. Recent Trend in accounting:** Inflation Accounting, Human resource accounting, Responsibility Accounting, Management Audit.

References:

Mgt. & Cost Accounting	Khan & Jain	Tata McGraw-Hill
Financial Management	S.N. Maheshwari	Vikas Publishing House
Financial Accounting	Kishore	Taxmann
Cost & Mgt. Accounting	Kishore	Taxmann

BE --206.**BUSINESS LAW**

1. **Indian Contract Act. 1872:** Nature and kinds of Contract, Essentials of valid Contract, offer and Acceptance, Capacity of parties, Free consent, Legality of Object, Bailment and pledge, Rectification Contract of Agencies.
2. **2. Sales Goods Act. 1930:** Conditions and Warranties, Transfer of ownership not property of goods, Transfer of title, performance of the contract of sale.
3. **Indian partnership act 1932:** Nature of partenership, formation of partnership, registration of firms, rights and duties of partners, dissolution of partnership.
4. **Indian companies Act 1956:** Definition of Company, kinds of Companies, Formation of company, Raising of fund through Equity and debt- Memorandum of association, Articles of association, Prospectus of Company, Shares and Share capital, Duties and Liability of Company, Directors of Company.
5. **The Negotiable Instrument Act. 1981:** Definition and Types of Negotiable Instrument Notes, Bills and Cheques.

References:

Mercantial Law	M.C.Kuchhal	Vikas Publishing
Business Law	M.C.Kuchhal	Vikas Publishing
Business Law	Gulshan & Kapoor	New age International Pub.
Business Law	P.C. Tulsian	Tata McGraw-Hill

BE --207. BUSINESS FORECASTING

1. Introduction, Business Forecasting: - Objectives of forecasting in business - Prediction, projection and forecasting - Characteristics of business forecasting - Steps in forecasting ,Demand Forecasting, Utility of Business Forecasting ,Qualitative Forecasting Techniques, Advantages of business forecasting - Limitations of business forecasting
2. Methods of Business Forecasting Short-term, Medium-term and Long-term Forecasting Problems, Survey and Opinion Polling Techniques,Leading, Lagging and Coinci dent Economic Indicators
3. Theories of Business Forecasting - Sequence or time-lag theory - Action and reaction theory, Economic rhythm theory ,Cross-cut analysis theory , Specific Historical Analogy, Model Building Approach.
4. Forecast Obtained from single Equation Regression Models , Unconditional Forecasting, Conditional Forecasting, Bi-variate Model and Multivariate Model, Interpolation and Extrapolation, Simultaneous Equations Model
5. **Time Series Analysis:** Introduction, Time Series Analysis , Utility of the Time Series , Components of Time Series - Long term trend or secular trend - Seasonal variations - Cyclic variations - Random variations, Methods of Measuring Trend - Free hand or graphic method - Semi-average method - Method of moving averages - Measurement of Seasonal Variation, , Exponential Smoothing, Autoregressive Models, Box-Jenkins Methodology

References:

1. **Box, George E.P., Gwilym M. Jenkins and Gregory C. Reinsel (2009) Time Series Analysis: Forecasting and Control 3rd Edn. Pearson Education**
2. **Evans, Michael K. (2003). Practical Business Forecasting. UK: Blackwell.**
3. **Hanke, John E. and Dean W. Wichern (2005). Business Forecasting. 8Th Edn. New Delhi: Pearson-Prentice Hall**
4. Managerial Economics P.L.Mehta Sultan Chand & sons
5. Managerial Economics McGuigan West Publishing Co
6. Statistics for Mgt. Levin & Rubin Prentice Hall India

SEMESTER –III

BE - 301

PROJECT APPRAISAL AND INVESTMENT PLANNING

1. **Introduction:** Project ideas, Project cycle, Project formulation, Project appraisal in planning models.
2. **Feasibility Studies:** Financial, Marketing, Technical, Economic and Environmental Analysis, Project audit
3. **Social cost Benefit analysis:** Social objectives, Identification of cost and Benefits, Shadow pricing methods of SCBA-UNIDO Approach, Little Mirrlees Approach, World Bank Approach, Limitations of SCBA, Cost Benefit Analysis at market prices, Limitations, Need for Social cost Benefit analysis.
4. **Analysis of Risk:** Types and Measures of Risk, Analytical Derivation, Sensitivity Analysis, Scenario Analysis, Monte Carlo Simulation, Decision Tree Analysis.
5. **Tax Planning:** Essential tax provision of I.T. 1961, For project depreciation, Investment allowance, Govt. Subsidies, Income arising at project sites, Incentives for the Industrial setup in backward areas and SSI in Rural areas, Deduction available to profit and gains, Tax implication on capital gains and loses, allowable deductions.

References:

Project Mgt. And control	P.C.K. Rao	Sultan Chand & Sons
Project Management	Vasand Desai	Himalaya Publishing house
Project Management	Bhavesh M. Patel	Vikas Publishing house Pvt. Ltd.
Projects Planning analysis	Prasanna Chandra	Tata McGraw Hill
Selection Implementation & Review		

BE --302.

OPERATIONS RESEARCH AND DECISION METHODS

1. **Operations and Research:** Nature, Significance and Purpose of operations Research, Basic concepts and definition; Methodology of operations Research; Types of Models.
2. **Linear Programming:** Introduction to linear programming, Graphical, Simplex Methods; Duality Problems.

3. **Decision and Game Theory:** Statistical Decision theory; Meaning and scope; Decision Framework; Decision under certainty and uncertainty; decision tree; game theory and two-person zero-sum game (pure & mixed strategies).
4. **Net Work Analysis and Allocation Models:** Network Analysis; Introduction; time Estimates in Network Analysis; Critical path Method. PERT, System of Three time Estimated. Transportation and assignment Problems. Simulation.
5. **Queuing, Inventory Control and Replacement Problems:** Queuing theory basic components of Queuing system, Assumptions in queuing theory, Problems relating to model (m/m/1). (t/FCFS). Inventory control – Economic order quantity; problem relating to Models with uniform rate of demand with and without shortages (without proof). Elements of Replacement Theory – Problems relating to replacement of Equipment that deteriorates with time (with and without change in money value).

References:

Operations Research	V.K. Kapoor	Sultan Chand & Sons
Operations Research	J.K. Sharma	Macmillan India Ltd.
Operations Research	Hamdy A. Tahe	Prentice-Hall of India
Operations Research (Methods & Solutions) – P.K. Gupta		
Operations Research for Mgt.	Shenoy, Sharma & Srivastava New Age International Ltd.	

BE—303. RURAL MANAGEMENT AND ENTREPRENEURSHIP DEVELOPMENT

1. **Rural Market Environment:** Population, Occupation Pattern, Income Generation, Location of Rural Population, Expenditure Pattern, Literacy Level, Land Distribution, Land-Use Pattern, Irrigation, Development Programmers, Infrastructure Facilities, Rural Electrification, rural Communication, Cinema Houses, Television, Rural Credit Institution, Print Media, Rural Areas Requirements.
2. **Rural Marketing Problems & Strategies:** Market, Lack of proper physical Communication Facilities, Media for Rural Communication, Many Languages and Dialects Vastness and Uneven Spread, Low per capita incomes, logistics, storage, handling and Transport, market Organization and Staff, Product Positioning, Hierarchy of Markets, Low Levels of Literacy, Seasonal Demand Rural market segmentation.
3. **Marketing of Agricultural Inputs:** Consumable Inputs Durable Inputs, Fertilizers, changing scenario in fertilizer marketing, pesticides/insecticides, seeds, cattle, Poultry and aqua Feeds, Tractors, Irrigation Equipments, other farm machinery.
4. **Marketing of consumables and Durables:** Composition of products, product, price, distribution, promotion, Product Redesign of Modification Needs. Marketing of agricultural Produce regulated Markets, formation of Cooperative Marketing and Processing societies, and marketing of Rural/Cottage Industry/Artisan Products.
5. **Entrepreneurship Development:** Meaning, Definition of Entrepreneurship and the generation of ideas, Role of entrepreneurship in a small business enterprises, entrepreneurship development in India, SME's, Microfinance, Start Up and Stand Up, MUDRA bank

References:

Rural Markets & Market	H.M.Saxena	Rawat Publications
Rural Marketing & Finance	K.T.Shah	Vora & Company.
Rural Marketing	Gopaldaswamy	
WTO and Entrepreneurship Development	Manas Pandey	Shree Publications

BE-304. INTERNATIONAL FINANCE

- 1. International monetary and Financial Environment:** The rise of the Multinational Corporation, Importance of International Finance, Multinational Corporation and Its Environment, Challenges and Opportunities before and MNC, International Finance and Global Economy. Balance of Payments- Adjustment of Demand and Supply of Foreign Currency, Balance of Indebtedness, International Monetary System- Evaluation of International Monetary System, IMF, IBRD, IMS since 1971, Different Exchange rate regimes, Exchange rate theories.
- 2. Risk & Exposure in International Operations:** Types of Exposure, Exchange rate risk Assessment and Internal techniques of Hedging, External techniques for covering exchange rate risk, Interest rate risk, political risk.
- 3. International Investments and Foreign Operations:** Foreign investment Theories and Operations, foreign capital budgeting decisions, cost of capital and financial structure.
- 4. Financing of foreign operation:** Different ways of setting foreign operation, Finance of international Projects and foreign subsidiaries, International capital market, Global cash Management, Short-turns international financial Management and consolidation of accounts, Economy model.
- 5. Organization, Control and Performance:** Measurement of multinational Groups, Financial organization of multinational groups control and performance, Evaluation of Multinational companies.

References:

International Finance	Maurice d. Levi	McGraw-Hill
International Finance	Nagpal & Mittal	Anmol Pub. Pvt. Ltd.
International Finance Marketing Management	V.A. Avadhani	Himalaya PublisherBE --204.

BE- 305. - International Economics & Trade Policy

- 1. Theoretical Foundations of International economics and Trade:** Reasons for international trade: Mercantilist and neo-mercantilist view; Theories of international trade: Absolute and comparative advantage theories: Modern theories of trade; Gains from trade; Foreign trade multiplier; Terms of trade.
- 2. Instruments of Commercial Policy:** Tariffs quotas and other measures and their effects; Arguments for and against protection; Trade regulations and WTO; Trade policy and developing countries. Factor Movements and International Trade in Services: Capital flows-Types and theories of foreign investments, Barriers to foreign investments; Labour migration; Theory of international trade in services.
- 3 Balance of Payment Account:** Concept and significance of balance of payments account; Current and capital account components and accounting system; Balance of payment deficits and correction policies. Theoretical Aspects of Economic Integration: Free trade area, customs union band common market; Theory of customs union; Trade creation and diversion effects.

4 India's Foreign Trade and Investments: Pattern and structure of India's foreign trade; Terms of trade; Foreign investment flows; India's balance of payments account and correction policies.

5 Policy Framework and Promotional Measures: India's foreign trade and investment policy; Policy making body and mechanism; Export promotion measures and infrastructure support – export and trading, houses, export promotion schemes and incentives; Institutional arrangements for export promotion; Export processing/special economic zones, 100% EOUs.

Suggested Readings:

1. Economic Survey, Govt. of India.
2. Export-import Policy and Other Documents, Govt. Of India.
3. Hazari, R. Bharat, Micro Economic Foundations of International Trade, Croom Helm, London and Sydney.
4. Letiche, John M., International Economics: Policies and Theoretical Foundations, Academic Press, New York.
5. Mannur, H.G., International Economics, 2nd ed., Vikas Publishing House,. New Delhi, 1999.
6. Salvatore, D., International Economics, John Wiley & Sons, 2001.
7. Sodersten, BO, International Economics, 2nd ed., McMillan, London

BE - 306 CONSUMER BEHAVIOUR

- 1. Introduction to Consumer Behaviour :** Introduction, Consumer Behaviour – Definition, Consumer and Customers, Buyers and Users, Organisations as Buyers, Difference between consumer buying behavior and Industrial Buying Behaviour , Consumer Behaviour and its Applications in Marketing, Consumer Research Process,
- 2. Models of consumer behavior:** Need for a model, Marshaling economic model, Howard and Sheth model, Engel - Kollat Blackwell and Engel Blackwell Minriard model, Nicosia Model.Consumer involvement
- 3. Consumer Decision making processes:** Meaning of Decision Making, Buying Motives, Types of Decision Making Process, Stages Involves in DM, Schiffman and Kanuk's Model of Consumer Decision Making
- 4. Individual Determinants of Behaviour :** Personality-nature, theories, self concept, psychographic and life style; Attitude -Structural model of attitude, attitude formation & change, Beliefs, Perception, Motivation and learning.
- 5. Group Determinants of CB:** Family influence, Reference Groups, Opinion Leadership ,Social Class Cultural and Sub Cultural Cross Cultural influences. Diffusion of innovation , Types of Innovation, Diffusion Process, Factors Affecting the Diffusion of Innovation, The Adoption Process

References:

Human Relation & O.B.

R.S. Dwivedi

MACMILLAN INDIA Ltd.

Consumer Behaviour	S.L.Gupta & S. Pal	Sultan chand .
Consumer Behaviour	Sciffman & Kanuk	Prentice Hall India.
Consumer Behaviour	Suja R. Nair	Himalaya.
Consumer Satisfaction	H. C. Purohit	Mittal Publication

**BE-307. SUMMER TRAINING REPORT PRESENTATION AND
VIVA-VOCE**

SEMESTER -IV

SEMESTER-IV

Compulsory Paper:

BE- 401. BUSINESS POLICY & STRATEGY

- 1. Strategic Management:** An Introduction to Strategic Management definition Concepts; Class of Decisions, Levels of Strategy, roles of Different Strategists, Strategic Management Process, Benefits and Relevance of Strategic Management, Growing Relevance of Strategic management in India.
- 2. Strategy Formulation:** Defining Company Mission, Objectives and Goals, Assessing Internal & External Environment. SWOT Analysis and ETOP/SAP.
- 3. Policy Alternative and Grand Strategies:** Interpretation, Joint Ventures, Diversification, Retrenchment, Combination with different variation.
- 4. Strategy Evaluation:** B.C.G. Growth/shares Matrix, the GE nine Cell Planning, & strategic Analysis & choice. Generic Strategic Generic Strategy matrix Bowman's Strategy clock.
- 5. Strategic Implementation & Control:** Implementation Process, Organisational Implementation, Behavioral Implementation, Functional Implementation International Strategy and Strategic Control. Strategic management model.

References:

Strategic Planning & Management	P.K.Ghosh	Sultan Chand & Sons.
Business Policy & Strategic Mgt.	Francis Cherunilam	Himalaya Publishing House.
Business Policy & Strategic Mgt.	P. Subba Rao	Himalaya Publishing House.

Elective Papers: (Student can opt any two of the following specialization Groups)

Group (A) Quantitative Techniques in Business Economics

BE - 402 (A) ECONOMETRIC METHODS

- 1. Linear Regression:** Single Equation Linear Regression Model, OLS Estimation of Regression Coefficient, Properties of OLS Estimators, Testing of Regression Coefficients.
- 2. Problems of single Equation Linear Regression Model:** Heteroscedasticity, Autocorrelation, Test of Heteroscedasticity Test of Autocorrelation – Durbin-Watson Test. Estimation under Heteroscedastic and Auto correlated Disturbance Term.

3. **Multiple Linear regression analysis:** OLS Estimators of Regression Coefficient. Multicollinearity. Regression with lagged Dependent Variables and Distributed lay Models. Dummy Variable Analysis, Errors in Variables.
4. **Simultaneous Equation Model:** Problem of Identification, ILS Methods of Estimation.
5. **Least Square:** Two Stage and three stage least Square Methods Principal Component, Methods.

References:

Basic Econometrics	Damodar N. Gujarati	McGraw-Hill International Edison
Econometric methods ,	J. Johnston	McGraw-Hill International Edison
Econometric Methods,	Geogory C. Chow	McGraw-Hill International Edison
Econometric methods,J. Johnston -		McGraw-Hill International Edison
Statistical Methods of Eco.	E. Malinvaual	North-Holland, Amsterdam
Elements of Econometrics	Kmenta, Jan	Macmillan, New York

BE 403 (A) Advanced Operations Research

1. **Integer Programming:** Graphical method, the branch and bound technicque, Gomary's ALL-IPP method, transportation model, unbalance in transportation, transshipment problem, sensitivity analysis in transportation problems.
2. **Dynamic Programming** :Bellman's principle of optimality, examples on the application on routing problem, inventory problem, simplex problem, marketing problem.
3. **Inventory Method:** Variables in an inventory problem, inventory problem, inventory models with penalty, storage and quantity discount, safety stock, inventory models with probability, demand, multi item deterministic model.
4. **Decision Theory Game** :Examples on the application of theory of [games](#) 2 XM and MX2 Problems, graphic dominance and linear programming method for different problems, decision trees
5. **Replacement Models:** Replacement of items that deteriorate, gradually, fail suddenly, group placement policy, concept of system reliability.

References:

Operations Research	V.K. Kapoor	Sultan Chand & Sons
Operations Research	J.K. Sharma	Macmillan India Ltd.
Operations Research	Hamdy A. Tahe	Prentice-Hall of India
Operations Research for Mgt.	Shenoy, Sharma & Srivastava	New Age International Ltd.

Group (B) International Business Management

BE – 402 (B) International Business Strategy

1. Introduction: Concept and Role of Strategy; The Strategic Management Process; Approaches to Strategic Decision Making; Strategic Role of Board of Directors And Top Management; Strategic Intent; ; Roles of line managers, strategic planners and top management; Developing strategic vision and mission; Setting objectives and forming a strategy; Global Strategy and Global Strategic Management

2. Environmental Analysis: Environmental Profile; Constructing Scenarios Environmental scanning techniques ETOP, PEST and SWOT (TOWS) Matrix; Michael Porter's Diamond Framework; International Product Life Cycle (IPLC)

3. Strategic Issues: Strategic options at Corporate Level –Growth, Stability and Retrenchment Strategies; Corporate Restructuring Strategic options at Business Level, Michael Porters' Competitive Strategies and Cooperative Strategies; Evaluation of Strategic Alternatives Product Portfolio Models (BCG matrix, GE Matrix),

4. Strategies in Action: International entry options, Exporting, Counter Trade and Contract Management, Licensing and Franchising, Management Service Contracts, Turnkeys, Multi country and global strategies, Outsourcing strategies, Competitive Strengths vs Country Attractiveness, Global Strategic Alliance and Collaboration, Acquisition, Mergers & Joint Ventures

5. Strategy implementation and administration: Knowledge and Technology Transfer, Product, Process and Personnel, Barriers to Technology Transfer, Learning Organization, Global Branding. Cultural Dimensions and Cross-cultural Management, Strategic Intent, Parent Subsidiary Relationship.

Suggested Readings:

1. Bartlett, C.A. and S. Ghoshal, Transnational Management: Text, Cases, and Readings in Cross-Border Management, Irwin London, 1995.
2. Bleeke, J. and D. Emst, Collaboration to Compete, John Wiley, New York, 1993.
3. Brooke, M.Z. and M.L. Remmers, international Management and Business Policy, Houghton Mifflin, Boston.
4. Davidson, W.H., Global Strategic Management, John Wiley, New York.
5. Ellis, J. and D. Williams, International Business Strategy, Pitman, London, 1995.
6. Fred R. David : Strategic Management, Pearson Education

BE 403 (B) – Export Import Documentation

1. EXIM Operations and Documentation: Preliminaries for starting exports, Registration of exporters, IEC Number, Processing of Export Order, Role of Exports and Imports in Indian Economy, Trade operations and documentation; EDI and documentation. EXIM Policy Framework: Legal framework, Objective of EXIM policy; Policy overview – Facilities and restrictions

2. Institutional Support & Legal Framework: Export Promotion Councils, Commodity Boards and Product Development Authorities; IIFT, ITPO, Export Inspection Agencies; Indian Council of Arbitration; FIEO

Legal framework in India –FEMA- Origin and objectives, Main provision of FEMA; Other relevant acts. International Trade Terms: Trade contract and trade terms; Trade terms and need for standardization; INCO terms.

3. Export Payment Terms: Credit risk management and payment terms; Main features of payment terms -Advance payment, open account, documentary collection, documentary credit – Documentary collection –DP and DA process and operation; Letter of credit and parties involved

4 Trade Finance: Sources and schemes of trade finance; Pre and post –shipment export credit schemes and methods of financing; Packing credit advance details; Post-shipment advance; Import financing. External commercial borrowings (ECB), Exim bank finance, Letter of credit (LC), Types of LC, Export Credit and Guarantee Corporation (ECGC)

5 Transit Risk Management: Nature of transit risk; Contract of cargo insurance Parties involved – Insurer/assured, Indemnity and insurable value; Perils and losses; Insurance policy and certificate; Cargo loss claims – Procedure and documentation.

Suggested Readings:

1. Customs and Excise Law, various issues.
2. Excise Law Times, various issues.
3. IIFT, various publications.
4. IMPEX Times, various issues.
5. Ministry of Commerce, Export import Policy, Government of India, New Delhi.
6. Ministry of Commerce, Handbook of Procedures, Volumes I and II, Government of India, New Delhi.

Group (C) Logistic management

BE - 402 (C) ECONOMICS OF SUPPLY CHAIN

1. **Logistic & Physical Distribution Management:** Logistics and Industrial Activity definition and importance of logistic management Business Logistic, Transportation, Inventory control, Ware housing, Packaging. Case Studies of Transport Lapses, Hidden transport cost elements
2. **International Transportation:** Nodal point Distribution (MNP) Container Economics of containerisation Infrastructure: for containerisation. Post & Railway Facilities for container service.
3. **Coordination of Transportation Services:** Importance and objectives, Approaches to Coordination Voluntary, statutory, state ownership, thorough dependence, Means of Coordination-Unrestrained Competition favour Some, Sectional allocation, rate coordination; dominant partner, join service, Forwarding agencies Pool, holding company, Practical difficulties.
4. **Pricing of Transport services:** Determination of fares and rates of various modes of Transportation Laws of Return, Cost analysis-Fixed, Variable, Semi variable and controlling costs, Factors Governing costs.
5. **Transport Policy:** Importance and formulation Nationalization-Objectives, merits and demerits Non-Official agencies-Unions and Federations their role.

References:

Logistic & Supply chain Mgt.	Martin Christopher	Pearson Education
Physical Distribution Mgt.	K.K. Khanna	Himalaya Publishing House

BE - 403 (C) INDIAN TRANSPORT SYSTEM

1. **Railways:** Development of Railway since independence up-to-date. Administration and control-Railway Board and its organization Functioning and utility, administrative set up at lower levels. Railway finance-committee Report relationship with General Revenue Problems. Determination of Passenger Fares. Goods traffic-Classification, determination of rates. Appraisal of Railway performance and current problems.
2. **Road:** History of development of Roads. Classification of Roads, national high ways and their problems regulation of Road Transport-Motor Vehicle Act, National Policy – Inter state permits, Nationalization, Road Transport Corporation. Determination of passenger fares and rates of Goods Traffic. Current Problems Road Transport. Ropeways, Pipe line.
3. **Water:** Inland Water Transport-Functions, modes and organizations. Government Policy and financing, History of Indian Shipping up to-date-organization with Foreign shipping Cos. International laws.
4. **Air:** Development of Air Transport in India-Nationalization-Air India, Indian Airlines and their role Determination of Fares and Rates International Laws and Control Competition with foreign Airways, Air Cargo.
5. **Transport Coordination:** Important Difficulties in the way. Efforts made so far in the transportation.

References:

- | | | |
|------------------------------|--------------------|-------------------|
| Logistic & Supply chain Mgt. | Martin Christopher | Pearson Education |
| Transport Economics | S. K. Srivastava | |

Group (D) Marketing

BE - 402 (D) Marketing of Services and Customer Relationship Management

1. **Services Markets:** Recent trends and developments; Meaning and nature of services; Classification of services and marketing implications; Services marketing management –a strategic perspective. Analysing Services Marketing Environment; Understanding Service Customers –Buying influences and consumer service behavior
- 2 **Service Quality** :- 7Ps of service marketing, service gaps framework, perceived service quality, models of service marketing. SERVQUAL, Gap model and role of consumer expectations and perceptions.
3. **Services Market Segmentation and Positioning;** Developing Services Marketing Mix Strategy-Product, price, place, promotion, people, process and physical evidence decisions; International Marketing of services-Entry modes and other strategic decisions.
4. **Customer Relationship Management:** Emergence of CRM Practice ,Growing importance of relationship marketing; Relational exchanges-Nature and scope; Relationship development process; Concept of Lifetime Customer and Customer Loyalty.
5. Developing and Managing Relationships: Choosing CRM tools , Operational CRM Sales Force Automation, Customer Service, e CRM. , Customer Retention Management, Customer Recall Management, Customer Experience Management, Service Recovery Management

Suggested Readings:

1. Christopher, H. Lovelock, Services Marketing, Prentice Hall International, New Jersey, 1996.
2. Payne, Adrian, The Essence, of Services Marketing, Prentice Hall of India Ltd., 1996.
3. Shankar, Ravi, Services Marketing: The Indian Experience, South Asia Publications, New Delhi, 1997.
4. Zeithmal, V.A. and Bitner, M.J., Services Marketing, McGraw Hill Co. Ltd., 1996.
5. Barnes, James G., Secrets of Customer Relationship Management, McGraw Hill, New York, 2001.
6. Alok Kumar Rai, CUSTOMER RELATIONSHIP MANAGEMENT CONCEPT & CASES, Prentice Hall of India Private Limited, New Delhi. 2011
7. McKenna, Regis, Relationship Marketing: Successful Strategies for the Age of the Customers, Addison Wesley Publishing Company, 1991.

8.Kaushik Mukherjee, CUSTOMER RELATIONSHIP MANAGEMENT,Prentice Hall of India Private Limited, New Delhi, 2008

BE - 403 (D) INTERNATIONAL MARKETING

- 1. International Marketing:** Differences between International and Domestic Marketing; Local Responsiveness Vs Global Integration Grid; Targeting International Market
- 2. Environment of International Business:** Geographical Technological, legal, socio cultural and Political. Global Market Research, international market segmentation and targeting. Market Entry strategies. Trade Blocks, Cooperation Strategies .
- 3. International Product Management** - International Product Positioning, Product Saturation Levels in Global Market; International Product Life Cycle; New products in International Marketing; Brands in International Market.
- 4. Pricing and Promotion for International Markets:** Environmental influences on Pricing Decisions; Grey Market goods; Transfer pricing; Global Pricing Policy; Global Advertising and Branding, Personal Selling; Sales Promotion and Public Relations.
- 5. International Marketing Channels** - Channels Distribution Structures, Distribution Patterns, Factors effecting Choice of Channels; International Distribution Strategy - Selecting Foreign Country Market intermediaries; International Logistic Decisions.

References:

International Marketing	B.S. Rathor & J.S. Rathor	Himalaya Pub. House
International Marketing	Rathor, Jani & Rathor	Himalaya Pub. House
International Marketing Mgt. I.M.M.	Varshney & Bhattacharya R.L. Varshney	Sultan Chand & Sons Sultan Chand & Sons
International Marketing	Philip R. Cateora	McGraw-Hill International
International Marketing	Sak Onkvisit & John Shaw	Prentice-Hall of India

Group (E) Finance

BE 402(E) SECURITY ANALYSIS AND PORTFOLIO – MANAGEMENT

1. **Securities Market Mechanism:** Securities Market – Primary and secondary, organized stock exchange, over-the-counter markets, and mechanics of investing, market orders-limit order, stop orders, margin orders and short sales.
2. **Economic and Industry analysis:** Economic indicators, evaluation of economic performance using economic indicators, Economic forecasting, Industry classification, steps involved in industry analysis. – Industry life cycle, techniques of evaluating industry-factors, sources of industry data.
3. **Financial Analysis:** Financial statement, impact of changes in accounting policies, financial indicator ratio analysis, non-financial parameters.
4. **Technical analysis and Valuation of Securities:** Meaning Objective and Basic Assumptions of Technical Analysis, Dow theory valuation concepts time value of money future value of simple cash flow and an annuity present value of simple cash flow and an annuity valuation of bonds-models and theorems multi-period valuation models, valuation with constant and variable growth dividends impact of growth on prices, P/E ratio, Equity valuation ratio approach.
5. **Portfolio Management:** Risk and return in Portfolio Management, capital Asset Pricing Model (CAPM), Portfolio Analysis, Diversification and Techniques of Risk reduction, Basics of Portfolio management in Indian, Markowitz Model Modern Portfolio theory.

References:

Portfolio Mgt.	James-L-Farrell	McGraw Hill
Security Analysis & PM	V.A. Avdhani	Himalaya Publishing
Portfolio Analysis & Mgt.	V.K. Bhalla	Sultan Chand & Sons
Security Analysis & PM	Fischer & Jordan	Prentice Hall India

BE - 403 (E) FINANCIAL SERVICES

1. **Financial Services:** Meaning growth & future prospects of financial services in India. Regulation of Financial services – SEBI – Its functions power and regulation.
2. **Mutual Funds & Underwriting Services:** Concept objective & types of mutual fund, Resource mobilization and investment pattern of M.Fs in India, regulation of M.Fs Money market Mutual Funds. Underwriting – Meaning & organizational set up, regulation, recent trends and regulation role of underwriters.
3. **Venture capital leasing and factoring services:** Concept growth and function of venture Capital, in India. Leasing – Meaning & function types of leases, leasing services in India.
Bill financing & Factoring: Function & types of future prospects of factoring services in India, Hire Purchase, consumer finance consumer finance, Credit cards, Real Estate financing – Meaning function & their future prospects.

4. **Fee Based Services:** Merchant Banking-concept, function, growth and regulation of merchant Banking in India. Credit Rating Services: Need & Nature, corporate bonds & equity rating custodial Services in India.
5. **Investor Protection:** Role of SEBI in Investor Protection, SEBI regulation on Insider trading Investors Association & Consumer forums.

References:

Financial Services	M.Y.Khan	Tata McGraw-Hill
Financial Services	Keith Vincent	Pitman Publishing
Marketing of Financial	V.A. Avadhani	Himalaya Publishing

Group (F) Human Resource Management

BE - 402 (F) LABOUR LAW AND INDUSTRIAL RELATIONS

1. **Industrial Relations:** Concepts, Content and objectives of IR. Impact of Industrial relations on production, Requirements for a good IR Programme.
2. **Industrial Disputes:** Meaning, Forms, Causes, Effects, Strike lockout closure, lay-off and Retrenchment, unfair Labour Practices Prevention and Settlement of Industrial Disputes. Grievance Handling, Domestic Enquiry. Trade Unions: Concept, Scope, Significance, meaning of Workers Participation in Management, Its Forms and Level of Participation in India.
3. **Collective Bargaining:** Concept, Purpose, Forms of Collective Bargaining in India, Pre-requisites of Successful Collective Bargaining. Industrial Democracy: Concept, Scope, Significance, meaning of Workers Participation in Management, Its forms and Levels of Participation in India.
4. **The Factory Act. 1948:** Definitions, Salient Features of licensing and registration of factories. Provisions regarding health, safety and welfare. Working hours of adults and holidays. Employment of young persons & women, annual leave.
5. **The Trade Union Act. 1926:** Definition, registration of trade union, cancellation and re-registration, duties and obligations of TU, rights and privileges of TU, amalgamation & disassociation of TU.

References:

Personnel Mgt. & Industrial Relations	B.P. Singh, T.N. chabra & P.L. Taneja	Dhanpat Rai & Co
Personnel Mgt. & Industrial Relations	P.C. Tripathi	Sutan Chand & Sons

BE - 403 (F) HUMAN RESOURCE DEVELOPMENT

- 1. Introduction:** Concept and evolution of personnel management and HRM, Difference between PM and HRM. Functions of HRM, Concept of HRD.
- 2. HR Planning:** Concept, Objective, Importance, and Process. Recruitment: Meaning, process, and sources: selection process, test, and types of test, interview, and types of interview.
- 3. Job Design:** Meaning, concept, Job Analysis, Job description, Job specification, Job rotation, job enlargement, job enrichment, job evaluation. Promotion: objectives, types, promotion by seniority vs. merit. Transfer: meaning purpose; Demotion, dismissal, suspension, suspension, discharge.
- 4. Training and Development:** Difference between training, Education and development. Need for training, objectives of training, identifying training needs, training programme, advantages of training, characteristics and objectives of management development (MD), Process of MD, MD Contents, Methods of MD.
- 5. Performance Appraisal:** Meaning, purpose, merit rating vs. performance evaluation methods of performance appraisal, MBO-MBR (Management by Results) potential appraisal.

References:

Human Resource Management	N.K. Singh	Excel Books
Human Resource Management	T.N. Chhabra	Dhanpat Rai publication

BE - 404. Dissertation

BE - 405. Comprehensive Viva-Voce.