

**Department of Economics,**  
Faculty of Social Sciences,  
Banaras Hindu University, Varanasi

**Ordinance, Course Structure & Curriculum**

**Master in Business Economics &  
Management (MBEM)**

(In force from Session 2018-19)

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The members discussed the proposal of the Department as regards introduction of Master in Business Economics & Management Course. The Board of Studies fully endorsed the proposal and after threadbare discussion and modifications approved the introduction of the MBEM programme from the Academic Session 2018-19. The preamble, and the ordinance of the Programme approved is shown hereunder-

**Preamble:** - For the present world becoming increasingly competitive & materialistic, the relevance of economic science is on a high. Success of a nation today depends on the extent to which it is able to assess its resources and make decisions to allocate it prudently. The government and the business need people with training, expertise and proficiency in business and economics to be the leading light. They require young men and women who are equipped with sophisticated technical, econometric and mathematical tools and at the same time have their feet firmly grounded in sound knowledge of economics and management. It is to meet this end that the present programme is designed. The programme is structured to nurture, guide, train and develop young guns in the art and craft of economic management. The curriculum to be taught by the theoreticians and practitioners drawn from core economics, management, commerce and psychology would expose the taught to dynamic and complex world and equip them to come out on top. The Programme is so designed that it would enable students to understand relevance of context in business goal, develop in them social consciousness and critical thinking skills and inculcate integrative thinking ability so that they emerge not just as an efficient machine churning our profit for the business they come to start or own, but more so as a crusader for society's progress and an avowed believer in 'development & prosperity for all'. They would be contextually relevant, socially-conscious managers with exposure to world class management education.

**A. Objectives:**

1. Training Students in basic economic theory, management and techniques of economic analysis.
2. Enabling students to analyse economic issues and find solutions to complex economic and managerial problems and take correct economic judgment.
3. Keeping tact with the latest development in the dynamic field of economic science.

**B. Outcome:**

- Would be able to find a rewarding job in the organised job market in the private and the public sector.

- Would be able to start his/her own business like setting up his/her own concerns or taking up consultancy services
- Would be better equipped in policy formulation and economic administration.
- Would have orientation towards achieving excellence, maintaining high ethical standards and a capacity to work effectively and efficiently, both individually and in-groups.

### **C. Pedagogy:**

The Department of Economics shall be using a combination of various teaching methods such as cases, projects, computer aided instructions, group discussions, lectures, seminars, presentations by participants and lectures by guest speakers from industry and government. The case method shall be the predominant pedagogical tool. This would sharpen the analytical skills of participants and helps analyze problems from multi- functional perspectives. Instructors would primarily guide the group, push participants to develop and defend arguments and take decisions.

### **D. Program Fee:**

The Program fee for resident Indians (for two years) is Rs. 1,60,000/- (Rupees One Lac Sixty Thousand only). **This would be paid over four semester @ Rs.40,000.00 (Rs. Forty Thousand) per semester.** The fee includes access to lectures, computer facilities, library etc. It also includes alumni fee.

### **E. Eligibility, Admission & Number of Seats:**

**Eligibility-**The Program would be open to all graduates (such as BA, B.Com, B.Sc., BBA, BBA, Tech, etc.) Basic knowledge of mathematics is however essential for the program.

**Admission-**The Admission to the four semesters Master in Business Economics & Management (MBEM) Program would have two components-

- i. **Written Test** –All India Written test to be conducted by the University in the month of April-May. The test would be of 450 marks and would consist of questions from Quantitative Aptitude, Problem Solving, English and General Awareness.
- ii. **Group Discussion and Personal Interview-** The Department would call students upto five times the available seats at the MBEM for group discussion & personal interview. The total marks for GD & PI would be 50 each.

The final result would be tabulated on the basis of total score in Written Test and GDPI.

**Seats-**Total number of seats for the Programme would be **50 (Fifty)**. In addition to the above, up to a maximum of **10 (ten)** students successfully completing PG Diploma in Business Economics course and qualifying the entrance test for MBEM, would be given lateral entry in the third semester. Those getting lateral entry would be treated as super numerary.

**E.1. Provision for Lateral Entry to students successfully completing P.G. Diploma in Business Economics Program** (being run by the Department): The Department of Economics is presently running P. G. Diploma in Business Economics Program. This is a two semester program and the course structure for these two semesters is common with the

course structure of the first two semesters of the Master in Business Economics & Management Program (the present one). Thus up to a maximum of 30% of the students (subject to a maximum of 10) successfully completing the P. G. Diploma in Business Economics Program shall have the option to have lateral entry into Semester-III of the Master in Business Economics & Management Program (MBEM) provided they qualify the entrance test conducted for the MBEM. If so admitted these students would be required to pay fee only for the third and fourth semesters of MBEM. They will be treated as super numerary.

#### **F. Structure:**

Master of Business Economics & Management (MBEM) will be a 4 Semester 74 credit Programme. The first two Semesters of the MBEM Programme would be similar to the two semesters of PG Diploma in Business Management. Total Number of Courses spread over 4 Semesters in the MA Course will be – 24. These Courses are divided into five broad categories- Core or Compulsory Courses (3 Credits each), Electives (3 credits), Specialization Courses (4 credits each), Field/Project Work/Dissertation (4 credits) and Minor Courses (2 Credits each). The number of these Courses is as follows-

**Table-1**  
**Number of Different Types of Courses in MBEM**

SN	Type of Course	Number of Credits Per Course	Total Number of Course of the type	Total Credits for the Particular Type
1	Core/Compulsory Courses	3	12	36
2	Electives	3	2	6
3	Specialization	4	4	16
4	Project/Field Work/ Dissertation	4	2	8
5	Minor Courses	2	4	8

A brief description of the Core/Compulsory, Elective and Specialisation Courses is given as under-

**Core/Compulsory Courses:** Core/ Compulsory Courses will be mandatory for all the students. There will be 12 (Twelve) Core Courses in all. Out of these 5 (five) Courses will be taught in Semester-I, 4 (four) in Semester-II, 02 (Two) in Semester-III and 01 in Semester-IV. These courses create in the students core competencies in the field.

**Electives:** The Department would be offering a number of courses as electives for MBEM students in order to provide broader basis for specialisation. There will be 2 Elective Course in all. The electives would be offered in pair. While the first paper of the pair is to be taken in Semester-III, the second paper in Semester-IV. For example if in Course MBEM-3.3 in Semester-III as Elective the student chooses Financial Market & Services-I, in Paper-MBEM-4.3 in Semester-IV, he/she has to choose Financial Market & Services -II

**Specialisation Courses:** Students would be required to chose any one of the 4 (four) areas of Specialisation offered by the Department. There would be 4 (four) Courses of

specialisation in all. Out of these, two Courses of the specialisation would be taught in Semester-III and two in Semester-IV.

**Minor Courses :** There would be 4 minor courses spread over four semesters with one minor course in each Semester. The minor courses would primarily relate to specific skill. The Minor Courses of 2 credits each would be taught in the Workshop mode. The Department would organise one workshop on these Courses.

**Fieldwork/Project Work/Dissertation:** The students pursuing MBEM would be required to do project work/field work/ dissertation. There would be 2 project reports. While the first project that they have to do in Semester-II could be based either on the internship done by them or primary survey carried during (15<sup>th</sup> December to 15<sup>th</sup> January), the second project report shall be necessarily based on summer internship to be carried out during the summer break between the Semester-II and Semester-III.

The Semester wise breakup of the Courses is given as under-

**Table-2**  
**Semester-wise Details of Different Kinds of Courses in MBEM**

Type of Courses	Semester I	Semester II	Semester III	Semester IV	TOTAL
Core/Compulsory Courses	05	04	02	01	12
Electives	00	00	01	01	02
Specialisation	00	00	02	02	04
Project/Field Work/ Dissertation	00	01	00	01	02
Minor Courses	01	01	01	01	04
<b>TOTAL</b>	06	06	06	06	24

**Table-3**  
**Semester-wise Details of the Courses in MBEM**

Course	SEMESTER-I		Course	SEMESTER-II	
	Core Courses- 5 Minor Course -1	No. of Credits		Core Courses- 4 Project Report-1 Minor Course -1	No. of Credits
MBEM	1.1Microeconomics for Business	3	MBEM 2.1	Financial Accounting & Business Finance	3
MBEM	1.2Macroeconomic Analysis & Policy	3	MBEM 2.2	Human Resource Management	3
MBEM	1.3Quantitative Technique	3	MBEM 2.3	Operations Research	3
MBEM 1.4	Marketing Management	3	MBEM 2.4	Econometrics & Business Forecasting	3
MBEM	1.5Organizational Behaviour and Development	3	MBEM 2.5	Project Appraisal & Project Report	4
MBEM 1.6	Business Communication*	2	MBEM 2.6	Computers Applications*	2

Course	<b>SEMESTER-III</b>		Course	<b>SEMESTER-IV</b>	
	Core Courses- 2 Electives-1 Specialisation Courses-2 Minor Course -1	No. of Credits		Core Courses- 1 Electives-1 Specialisation Courses-2 Project Report-1 Minor Course -1	No. of Credits
MBEM 3.1	Indian Business Environment	3	MBEM 4.1	Management Information System	3
MBEM 3.2	International Trade & Business	3	MBEM 4.2	Project Report & Viva-Voce	4
MBEM 3.3	Elective-I	3	MBEM 4.3	Elective-II	3
MBEM 3.4	Specialisation-I	4	MBEM 4.4	Specialisation-III	4
MBEM 3.5	Specialisation-II	4	MBEM 4.5	Specialisation-IV	4
MBEM 3.6	Research Method for Business*	2	MBEM 4.6	Soft Skills for Business*	2

\*Minor Courses – These are to be taught in the Workshop mode. The Department would organise at least one workshop on each of these Courses. The workshop would be of two weeks duration. The syllabus would not be fixed. Depending on the need, requirement and level of knowledge of the students the **Course Coordinator** would announce the syllabus at the beginning of the semester after taking due approval from the Department PPC. The students would be then informed about the same.

**Table-4**  
**Electives Offered for MBEM Students**

Paper Code	Paper Name	Paper Code	Paper Name
MBEM-3.3 A	Financial Institutions & Market –I	MBEM-4.3 A	Financial Institutions & Market –II
MBEM-3.3 B	Risk & Insurance-I	MBEM-4.3 B	Risk & Insurance-II
MBEM-3.3 C	Hospital & Health Care Management-I	MBEM-4.3 C	Hospital & Health Care Management-II
MBEM-3.3 D	Rural Marketing & Financial Management-I	MBEM-4.3 D	Rural Marketing & Financial Management-II
MBEM-3.3 E	Retail Management-I	MBEM-4.3 E	Retail Management-I
MBEM-3.3 F	Applied Econometrics-I	MBEM-4.3 F	Applied Econometrics-II

**Table-5**  
**Specialization Offered Within the Department for MBEM Students**

<b>Electives/Specialization</b>		<b>Electives/Specialization</b>			
A.	<b>Human Resource Management</b>		C.	<b>Marketing Management</b>	
	MBEM 3.4 A	Human Resource Planning & Development		MBEM 3.4 C	Consumer Behaviour
	MBEM 3.5 A	Management of Industrial Relations		MBEM 3.5 C	Integrate Marketing Communications
	MBEM 4.4 A	Strategic Human Resource Management		MBEM 4.4 C	Marketing of Services
	MBEM 4.5 A	Compensation Management		MBEM 4.5 C	Sales & Distribution
B.	<b>Financial Management</b>		D.	<b>International Business &amp; Export Management</b>	
	MBEM 3.4 B	Financial Management		MBEM 3.4 D	International Marketing Management
	MBEM 3.5 B	Security Analysis & Portfolio Management		MBEM 3.5 D	International Business Law &26 & Environment
	MBEM 4.4 B	Financial Statement Analysis		MBEM 4.4 D	Export & Import Procedure Documentation
	MBEM 4.5 B	Derivative Management		MBEM 4.5 D	International Logistics & Supply Chain Management

**G. Scheme of Examination-** There are four kinds of papers in the Programme and there will be different testing procedure in these-

- ❖ **Case-1**-For all Courses except for the minor courses and Project Report the scheme of examination would be as following-

**Table-6**  
**System of Evaluation for 4 Credit Courses**

Name of Examination & Marks Allotted	Evaluation Criterias-1 & Marks Allotted	Evaluation Criterias-2 & Marks Allotted	Duration of Exam
Internal Assessment- 30 Marks	Class Test- 10 Marks	Assignment/ Field Work/ Term Paper/Quiz-20 Marks (The Instructor shall decide and inform the Coordinator of the Programme the exact method to be followed by him at the beginning of the Semester)	Class Test shall be of 1 Hour Duration
End Semester Examination – 70 Marks	Written Examination at the end of the Semester-70 Marks	XXXXX	2 Hours

- ❖ **Case-2 System of Examination for Course for Minor Courses MBEM-1.6(Business Communication) and MBEM -2.6(Computers for Business), MBEM-3.6 (Research Methods for Business) and MBEM-4.6 Soft skills for Business** – The students would be tested on the basis of-
- Their involvement, attendance and participation in the workshop -30 marks (Marks shall be given by the tutor/resource person)
  - Test Conducted after the end of the Workshop-70 marks (The Coordinator would, in consultation with the Resource Person(s) organise test after the end of the second workshop)
- ❖ **Case-3 System of Examination for Course MBE-2.5 Project Appraisal & Project Report** -This paper shall have two components-
- First component will be theoretical as per the given syllabus. The students would have to go either for Winter Internship (15<sup>th</sup> December to 15<sup>th</sup> January) or shall have to do a Project based on primary survey. He/She will have to submit a Report in the month of April. The Report will be evaluated for 40 marks and shall be followed by a Viva-Voce to be conducted internally by a panel of 3 experts (from the Department) to be nominated by the Head and Coordinator of the Course.
  - Second Component would be the evaluation of the progress made on the syllabus of the course taught through end semester examination. Thus there will be end semester examination of 2 hours duration for 50 marks on the written content of the course.
- ❖ **Case-4. System of Examination for Course MBEM-4.2 Project Report & Viva-Voce**- Dissertation submitted by the students would be evaluated by External Examiners appointed by the University for marks of 70 ( Seventy). Remaining 30(Thirty) marks would be for Viva-Voce that will be conducted by the Department as per the rules and regulations of the University with the experts drawn from outside the University.

**Pass Marks, Re-evaluation,etc-** For all such things like pass marks, re-evaluation etc. that are not mentioned in the ordinance herein, the rules and provisions of the master courses of the Faculty of Social Sciences would be accepted.

**H. Semesterwise Detailed Curriculum:**

The detailed curriculum of the Program would be as under-



**SEMESTER-I**

Course	<b>SEMESTER-I</b>	No. of Credits
	Core Courses- 5 Minor Course -1	
MBEM 1.1	Microeconomics for Business	3
MBEM 1.2	Macroeconomic Analysis & Policy	3
MBEM 1.3	Quantitative Technique	3
MBEM 1.4	Marketing Management	3
MBEM 1.5	Organizational Behaviour and Development	3
MBEM 1.6	Business Communication*	2

**MBEM-1.1 Microeconomics for Business**

Consumer behaviour: Utility analysis- concept, measurement, law of diminishing -marginal utility, Indifference Cur, law of equi-marginal utility, Indifference Curve equilibrium-price, income and substitution effects, Derivation of Consumer's Demand Curve: Law of demand, elasticity of demand, Empirical demand estimation, Demand forecast-features, objectives and methods.

Producer's Behaviour: Production function, Laws of Production- law of variable proportion, law of returns to scale; production function with two variable inputs- isoquants, concepts, properties, optimum factor combination, scale of production- economies and diseconomies of large scale production, capacity utilisation, empirical estimation of production function

Theory of Firm- Market Structures- Characteristics, Revenue –concepts, revenue curve under perfect and imperfect competitions: Cost Concepts- Cost function: Short run and long run, empirical estimation of cost function, pricing and output decisions under perfect competition; oligopoly and monopoly; degree of monopoly and concentration, shut down price. Price determination-mark up pricing, marginal cost pricing, average cost pricing, peak load pricing, break-even pricing, Applications of method of pricing of new products.

Basic ideas of welfare economics, market failure, externalities, public goods, behaviour under certainty and uncertainty, economics of information

**Readings:**

- Krugman, Paul and Robin Wells, (2008): Microeconomics, (ISA, lyorth publishers
- Pindyck and Rubinfeld QAO): Microeconomics, India, prentice Hall,
- Jones, Trefor (2004): Business Economics and Managerial Decision Making UM John Wiley and Sons
- Mansfield, Edwin (1997): Applied Microeconomics, USA, W.W. Norton and Co.
- Damodaran, Suma, ( 2006: . Managerial Economics, U.K. Oxford University Press.
- Varian, Hal (1992): Microeconomic Analysis, USA, W.W. Norton and Co

### **MBEM-1.2 Macroeconomic Analysis & Policy**

National income accounting and National Income Identities, Measurement of National Income and Growth Rates in India, Circular Flow of Income in a two, three and four sector economy.

Determination of Income, Output & Employment- Classical Approach(Introductory), Keynesian Approach and Introduction to Post-Keynesian debate (New Classical Vrs. New Keynesian), Analysis of fiscal and monetary policies in the closed and open economy IS-LM models, including the Mundell-Fleming model

Consumption Function- Absolute Income Hypothesis and preview of post-Keynesian theories, Investment Function-MEC & MEI- Multiplier & Accelerator

Supply of Money –The H-Theory and R.B.I. Classification, Understanding the components of supply of money in India and their significance for business and economy, Methods followed by the RBI to regulate Supply of Money.

Demand for Money-Concept & Determinants (theoretical as well as applied perspective), Estimating Demand for Money in India

Macroeconomic Problem- Inflation & Unemployment- Phillips Curve, Theoretical Model of Inflation in India, Economic Fluctuations- Nature and Characteristics of Trade Cycle, Causes of occurrence of trade cycle from demand side (theoretical interpretation has to be given) and supply side (In context of Real Business Cycle Theory), Recent Crises in the world

#### **Readings**

- Blanchard, O. (2007): Macroeconomics, New Delhi, Pearson Education.
- Abel, A.S. and B.S. Bernanke (2005): Macroeconomics, New Delhi, Pearson Education.
- De Souza, E. (2008): Macroeconomics, New Delhi, Pearson Education
- Dornbusch. R., S. Fischer and R.Start, (2004): Macroeconomics, New Delhi, Tata Mc Grow Hill.
- H.Yane (1997): A Macroeconomics Reader, New York, Routledge. World Bank (2007): World development

### **MBEM-1.3 Quantitative Techniques**

Basic probability theory, Mathematical expectation, Chebyshev's inequality and law of large numbers , Binomial, Multi Nominal, Geometric, Hyper-Geometric, Poisson , Exponential uniform, Normal, Log -normal distributions and their properties, Central limit theorem.

Elements of statistical inference: Estimation, concepts of sampling, distribution of a statistic theory of point estimation and interval estimation, test of significance including Z, Chi-square, t and F tests, Analysis of Variance - one and two way classifications .

Non- parametric statistics

Estimation of regression coefficients by least -squares and maximum likelihood methods, tests of significance of Regression coefficient, multiple regression and correlation, and assumptions.

Functions: Linear and quadratic functions and models, Calculus and Optimization, Introduction to Data Envelopment Analysis.

### **Readings**

- Chou, Y.L.(1969): Statistical analysis, for economics
- Leviry R.D. and Rubin D.S, (2005) : Statistics for management , India , Pearson Education
- Gujarati , Damodar ( 2007): Essentials of Econometrics: UK, Irwin McGraw Hill co
- Clare, Monis, (2007): Quantitative Approaches in business Studies, U.K Great Britain, Pearson Education Ltd.
- Ramanathan, Ramu (2002) : Introductory Econometrics with Application. Singapore, Thomson Asia Pvt. Ltd
- Illester, A.L. (2008) : Applied Statistics for Business Singapore, McGraw Hill
- Wooldridge, J.M (2007) : Introductory econometrics, New Delhi South Weston, Thomson
- Chiang, A.C. ( Latest Ed) : Fundamental Methods of Mathematical Economics, New Delhi, Tata McGraw Hill
- Ray, Subhash, Data Envelopment Analysis (Latest ed)

### **MBEM-1.4 Marketing Management**

Marketing: Meaning, Nature, Scope, Evolution and Importance of Marketing; Various Philosophies of Marketing; Introduction to Market-mix & its Components; The Marketing Environment & Scanning; Marketing Information System.

Market Classification – Consumer & Industrial Market, Goods and Service marketing; Market Segmentation, Targeting & Positioning; Product and Product-mix Decisions; Branding, Packaging and Labelling Decisions

The New Product Development Process; The Consumer Adoption Process; The Concept of Product-life-cycle; Stages of PLC and Marketing Strategies; Pricing Decisions – Setting and Modifying the Price; Initiating and Responding to Price Change

Distribution Decisions – Nature & Functions of Channels; Channel Design and Management Decisions; Nature & Objective of Market Logistics; Marketing Communication-mix Decisions – Setting the objectives and budget; Deciding the Communication Mix – Advertising, Sales Promotion, Publicity and Public Relations & Personal Selling; Use of social media in promotion

Organizing and Implementing Marketing in Organization; Methods of Marketing Control; Emerging Issues and Trends in Marketing

### **Readings**

- Kotler, Philip and Kevin Lane Keller : Marketing Management , India, Prentice-Hall
- Kumar, Arun and N. Meenakashi : Marketing Management, India, Vikas publishing
- Kurtz, David L. and Louis E. Boone :Principles of marketing, USA,Thomson- south- western.
- Rajat Saxena : Marketing Management, McGraw Hill, New Delhi

### **MBEM-1.5 Organizational Behaviour & Development**

Nature and scope of organizational behaviour: Theoretical frameworks, challenges and opportunities.

Motivation: Meaning, motives, work motivation approaches, job design & goal setting, organizational reward system.

Conflict and negotiation skills: Intra-individual, interpersonal, inter-group conflicts, organizational conflicts, negotiation skills.

Leadership and Organizational Culture: Meaning and theories of leadership, leadership styles and skills, roles and activities. Organizational culture: Nature and types, creating and maintaining culture, ethical organizational culture, workplace spirituality.

Organizational change and stress management: Organizational change, forces for change, planned change, resistance to change, and overcoming resistance to change. Occupational Stress: Meaning, causes, effects and its management.

### **Readings:**

- Robbins, Stephen P, (Latest ed): Organizational behavior concepts, controversies and applications, New Jersey, Prentice Hall,
- Luthans, F. (2011). Organizational Behavior: An Evidence - Based Approach (12<sup>th</sup> Ed.). New York: McGraw Hill.
- Prasad L and Banerjee, A.M., (Latest ed): Management of Human Resources, New Delhi, Sterling publisher (P) Ltd.
- Udai Pareek (Latest ed): Practical Organizational Behaviour, U.K Oxford University Press
- Mirza Saiyadain, (Latest ed): Organizational Behaviour , India, Tata McGraw Hill

### **MBEM-1.6 Business Communication\***

Course is to be taught in the Workshop mode with syllabus to be announced by the Coordinator at the beginning of the semester after taking due approval from the Department PPC. The students would be then informed about the same

**SEMESTER-II**

Course	SEMESTER-II	No. of Credits
	Core Courses- 4 Project Report-1 Minor Course -1	
MBEM 2.1	Financial Accounting & Business Finance	3
MBEM 2.2	Human Resource Management	3
MBEM 2.3	Operations Research	3
MBEM 2.4	Econometrics & Business Forecasting	3
MBEM 2.5	Project Appraisal & Project Report	4
MBEM 2.6	Computers Applications*	2

**MBEM-2.1 Financial Accounting & Business Finance**

Introduction: Basic principles of Accounting, Accounting concept and conventions, double entry system Journal Ledger, bank Reconciliation Statement Trial Balance, Final Account Of proprietary.

Company Accounts I- Accounting for issue of shares, forfeiture of shares, Issue and redemption of Debentures,

Company Accounts II -Special features of Company's Financial Statement, preparation of Financial Statements of Companies as per the Provisions of Companies Act.

Business Finance : Meaning and scope of Business Finance, Functions of Business Finance, Objectives of Financial Management- Profit Maximisation Vs Wealth Maximisation, Time Value of Money, Techniques of capital budgeting, Financial Terminology.

Financial Planning: Concept of Financial Planning, objectives, importance and limitations of Financial Plan, Short term, Medium term Long term Planning, Sources of Short term Medium term and Long term finance, Leverages.

Analysis and control: Financial ratio analysis, funds flow analysis, financial forecasting analysis of operating and financial leverages.

**Reading**

- Shim.J & J.Giegel, (2004): Financial management, Schaum outline Series, India, Tata McGraw Hill Co.
- Brealey, R and S.C. Luyers, (2000): Principles of Corporate Finance; New York McGraw Hill.
- Grimblatt, M and S. Tionan, (2002): Financial Markets and Corporate Strategy), New Delhi, McGraw Hill.
- Rustagi.R.P, (2006): Financial management , theory concepts and applications, India, Galgotia Publishing Company
- Khan, M.Y, (Latest ed): Financial Management ,New Delhi, Tata McGraw Hill
- Horne Van, (Latest ed): Financial management and policy, India, Prentice Hall

- Gupta, R.L. and Gupta.(Latest Edition)- V.K Principal and Practice of Accountancy

### **MBEM-2.2 Human Resource Management**

Human Resource Management - Definition - Objectives - Functions - Scope - Importance - HRM in India - Evolution of HRM -Quality of good Human Resource Managers

Human Resource Planning - Job Analysis, Job description and Job Specification. Recruitment and Selection - Sources of Recruitment - Selection Process - Test Types - Interview Types - Career Planning - Vs Man Power Planning and succession Planning - Career Planning - Process - Career Development - Placement and Induction.

Training - Methods of Training - Executive Development - Performance Appraisal - Methods of Performance Appraisal - Transfers - Promotion - Wage & Salary Administration - Wage Boards and Pay Commission - Wage Incentive - Fringe Benefits - Employees Welfare - Safety and Health Measures - Grievance Procedures - Redressal of Grievances.

Industrial Relations - Meaning & Characteristics of Industrial Relations - Parties to Industrial relations - Nature of Trade Unions - Problems of Trade Union - Measures to Strengthen Trade Union Movement in India - Causes for Industrial Disputes - Settlement of Industrial Disputes.

Collective - Bargaining - Features - Pre-requisite of Collective Bargaining - Agreement at different levels - Workers Participation in Management - Objectives for Successful Participation.

#### **Readings**

- K. Aswathappa -Human Resource and Personnel Management - - Tata Mc Graw Hill Publishing Co. Ltd.
- De'Genzo D & Stephens Robbins – Human Resource Management, PHI
- Garry Dessler and Biju Varkkey, Human Resource Management, Pearson Education, New Delhi.
- Michael Armstrong: Handbook of Human Resource Management, Kogan Page
- V.S.P Rao, Human Resource Management, Text and Cases, Excel Books, New Delhi.
- A. K. Ghosh, Human Resource Management (with cases), Manas Publications, New Delhi
- T. V. Rao & D. F. Pereira, Recent Experiences in HRD ,Oxford & IBH, New Delhi.

### **MBEM-2.3 Operations Research**

Operational definition of PERT/CPM Technique, Phases of OR, Models of Modelling in OR, OT techniques, Uses and limitations of OR. Linear Programming: Problem formulation, Graphical Solution, Simplex Method, Duality Concept

Project Management- Comparison of PERT/CPM, Assumptions of PERT/CPM, Algorithm, Network Analysis, Fundamentals of Network model, Three estimate approach of PERT, Resource Leveling and Time cost Trade-off Analysis.

Inventory Control Model: Deterministic Inventory Control Model

Simulation Techniques: Operational Definitions, The nature of simulation: Systems, Models and Simulation, Motivation, Limitation and Pitfalls: Monte Carlo Simulation Technique.

Decision Theory: Basic Structure and Components of Decision, Decision Criteria, Decision Tree.

Game Theory: Theory of two person, Zero sum game, Mixed strategies, Theory of Two person, non-zero sum game, Solution method of game

Queuing Theory: Basic Characteristics, Queuing models: M/M/1 system, M/M/C system, M/E<sub>k</sub>/1 System

Sequencing Models: Classification, Assumptions, Sequencing Problem, n jobs through two machines 7 three machines

Replacement, Maintenance and Reliability Problems: Failure rates, Reliability function, Hazard Rate, MTBF Information Theory –Entropy- A measure of uncertainty

#### **Readings:**

- Vohra, N.D.; Quantitative Techniques in Management; Tata McGraw Hill Publishing Company Ltd., New Delhi.
- Wanger, H.M., Principles of Operation Research with Applications to Managerial Decision, Prentice Hall of India, New Delhi.
- Levin, R. I. and Kirkpatrick, C.A., Quantitative Approaches to Management, McGraw-Hill.
- Hardy, A. Taha, Operations Research – An Introduction, Macmillan Publishing Co., New York.
- Harper, W.M., Operations Research, ELBS, London.
- Hillier, F.S. & Lieberman, G.J., Introduction to Operations Research, Holden Day Inc. San Francisco.
- Hartley, R.V., Operation Research: A Managerial Emphasis, Good Year Publishing Company, California.

### **MBEM-2.4 Econometrics & Business Forecasting**

Classical Linear Regression Model, Assumptions, Properties (Gauss- Markov Theorem), and Maximum Likelihood Estimation, Violation of OLS Assumptions-Heteroskedasticity, Autocorrelation and Multicollinearity-Causes, consequences, common tests and remedies.

Forecasting: Introduction, definition, objective and importance, Approaches to Forecasting, Delphi method, time series method, Naive Methods

Data and data sources: cross-section time-series and Panel data, ratio, interval, ordinal and nominal, Primary and Secondary sources

Forecasts Based on Time Series Data: Trend, Seasonality, Cycles, Irregular variations, Random variations

Regression Model: Curve Fitting Forecasting with a Single-equation Regression Model  
Moving Averages and Exponential Smoothing Methods of Smoothing Data, Simple exponential smoothing

Trend Models: Deterministic Trend, Holt's linear trend method, Exponential trend method , Damped trend methods ,Holt-Winters seasonal method

Seasonal Models: Concept of Seasonality Deterministic Seasonality,

Differencing and stationarity of series, autocorrelation function, white noise series, Random walk Model, The Box–Jenkins Approach, ARMA Models: First-order Autoregressive Models – AR(1) AR(2) Models AR(N) Models Moving-average (MA) Models ARMA Procedures

Volatility measurement, Modelling and Forecasting: ARCH and GARCH, VAR Models, Forecasting with Panel Data Model

(Above topics can be discussed with appropriate software in the class)

### **Readings**

- D Gujarati: Basic Econometrics, McGraw Hill
- Jeffrey M. Wooldridge: Introductory *Econometrics: A Modern Approach*, Cengage Learning
- Walter Enders: Applied Econometric Time Series, Wiley
- Kerry Patterson: An Introduction to Applied Econometrics Time Series Approach, Palgrave
- Jonathan D Cryer, K S Chan: Time Series Analysis with Application in R, Springer
- Pindyck Robert S. and Daniel L. Rubinfeld. (1997): Econometric Models and Economic Forecasts, New York McGraw Hill

### **MBEM-2.5 Project Appraisal**

An introduction : Project and programme evaluation an overview, the project cycle, planning, project selection and appraisal , project quality factors and basic needs, the measurement of project performance, project formulation and feasibility study,

Entrepreneurship: Concepts, theory and perspective, corporate entrepreneurship, generation of project idea, Market and Technical Analysis: Market analysis, managing technology, strategic technology leveraging

Financial appraisal and techniques: Investment and operational costs, project finance, private sector appraisal techniques, choice of projects, mutually exclusive projects and other issues, infrastructure finance.

Social cost benefit analysis: Economic analysis, cost –effectiveness analysis, LINIDO analysis, little mirrlees analysis, World Bank approach



Impact assessment: Economics impact analysis, social impact analyzing environment impact assessment, an integrated approach to project impact assessment

Risk analysis in project evaluation and appraisal: Taxonomy of risks, techniques for risk analysis, risk and large projects, uncertainty mitigation strategies.

### **Readings**

- D. Potts, (Latest ed): Project Planning And Analysis For Development. Viva publisher ISBN 1555876560
- P. Belli, J.R. Anderson , H.N. Barnum , J.A. Dixon and Jee-peng Tang, (Latest ed)v: Economics Analysis of Investment Operations , World Bank Institution , ISBN 0821348507
- OECD (latest ed) : Cost benefit analysis .Vienna OECD
- Stene Lumby and Chris Joneh" (Latest ed): Corporate Finance, Thomson business ISBN 186T52576
- R.L. Pitale, (1987) : Project Appraisal Techniques, New Delhi, Oxford and IBH.
- I. M. Imboden, (1980): Management Approach to project appraisal and evaluation, Bombay, IDBI
- Colin Kirkpatrick and John Weiss, (Latest ed):,Cost -benefit Analysis And Project Appraisal In Developing Countries , Cheltenham. Edward Alger
- P. Chandra, (2002) : Projects Planning Analysis Selection, Implementation and Review, New Delhi, Tata Mc-Gmw Hill
- Planning commission manual(Latest ed): Project Appraisal Industries, Govt of India
- W.Behrens and P. M. Hawranek,(Latest ed): Manual for the Preparation of Industrial Feasibility Studies Vienna WIDO Publication
- UNIDO ,Guidelines for Practical Project Appraisal ,

### **MBEM-2.6 Computers Applications\***

Course is to be taught in the Workshop mode with syllabus to be announced by the Coordinator at the beginning of the semester after taking due approval from the Department PPC. The students would be then informed about the same

**SEMESTER-III**

Course	<b>SEMESTER-III</b>	No. of Credits
	Core Courses- 2 Electives-1 Specialisation Courses-2 Minor Course -1	
MBEM 3.1	Indian Business Environment	3
MBEM 3.2	International Trade & Business	3
MBEM 3.3	Elective-I	3
MBEM 3.4	Specialisation-I	4
MBEM 3.5	Specialisation-II	4
MBEM 3.6	Research Method for Business*	2

**MBEM-3.1 Indian Business Environment**

Business Environment- Nature, Concepts & Importance, Components-Economic & Non-economic, Internal & External,

Government & Business- Government Budget & Business, Income tax Act & provisions relevant for Corporate houses, Law relating to personal tax planning, Competition Act, 2002: Object & scope, merger and combination, competition, advocacy,

Consumer Protection Act: Consumer, goods right of consumer, The Sale of Goods Act, VAT & GST, Essential Features of Labour Laws, TRIPS & Patent Laws, MRTP Act

External Business Environment- Globalisation and Small business in India, Foreign Capital, Governments Policy towards Foreign Capital, Role of MNCs, FDI & Business Opportunities, WTO & Its Impact on Business, International Marketing Environment.

Legal Environment & Business, Elements of Indian Law and Judicial System, Basic understanding of Indian Contract Act 1961: offer & acceptance, Valid agreement, Companies act, 1956: Law relating to incorporation of companies Nature, definition and characteristics of Company.

**Readings**

- Adhikari M- Economic Environment of Business (Excel Books), 2000, 8th ed, Sultan Chand.
- Ghosh- Economic Environment of Business (Vikas), 2004.
- Morrison J- The International Business Environment (Palgrave, 2003).
- Agarwal R- Business Environment (Excel Books), 2002.
- Bedi S K- Business Environment (Excel Books), 2004.
- George A and Steiner G A- Business, Government and Society (Macmillan)
- Francis Cherunilam - Business Environment: Text & Cases (Himalaya Publishing House)

### **MBEM-3.2 International Trade & Business**

Theories of International Trade- Classical, Neoclassical and Modern Theories (Helpman, Krugman, Lancaster), Dynamic Version of trade theories, Gains from Trade & Terms of Trade

Foreign exchange market efficiency, Exchange rate (NEER & REER) and its determination, Exchange rate regimes (Fixed, Management flexibility and floating) with special reference to the present system, Exchange rate level & volatility & trade, Arbitrage, Spot and Forward Rates, Foreign Currency Swap, Future and Option, Hedging and Speculation,

Balance of Payments- Accounts & Concepts, Preview of Elasticity, Absorption, Monetary &, Inter- temporal Approach. Balance of Payments

Free Trade Vrs. Protection debate, Barriers to Trade - Tariffs and non Tariff barriers, Dumping, subsidies, technical administration and other regulations, Tariffs as instrument to market imperfection and strategic device, Preferential trading, Economic Integration and regional groupings.

International Monetary & Trading System- IMF & WTO

International technology transfer and foreign trade, International Factor Mobility, Wage Convergence

#### **Reading List:**

- Salvatore, Dominick, International Economics, John Wiley
- Dennis Appleyard, Alfred Field Jr, International Economics: Trade Theory and Policy, McGraw-Hill UK, 2001. ISBN10: 0071181016
- Daniele Archibugi, Jonathan Michie (Eds.), Trade, Growth and Technical Change Cambridge University Press, 1998. ISBN10: 0521556414
- Victor Argy, International Macroeconomics: Theory and Policy, Routledge, 1994. ISBN10: 0415098238
- Van Den Berg, International Economics Publisher: McGraw-Hill US, 2003. ISBN10: 0071215174
- Jitendralal Borkakoti, International Trade: Causes and Consequences, Palgrave Macmillan, 1998. ISBN10: 0333725565
- Paul R. Krugman, Maurice Obstfeld, International Economics: Theory and Policy, Addison Wesley, 2005. ISBN10: 0321364066
- Kevin Lawler, Hamid Seddighi, International Economics: Theories, Themes and Debates, Pearson Education, 2001. ISBN10: 0273643312
- Luis A. Rivera-Batiz, Maria-A. Oliva, International Trade: Theory, Strategies, and Evidence, Oxford University Press, 2004. ISBN10: 0198297114
- Bo Sodersten, Geoffrey Reed, International Economics, Publisher: Palgrave Macmillan, 1999. ISBN10: 0333763653

**Electives****(Any One from these has to be chosen and the pair paper has to be taken in Semester-IV)**

Paper Code	Paper Name
MBEM-3.3 A	Financial Institutions & Market –I
MBEM-3.3 B	Risk & Insurance-I
MBEM-3.3 C	Hospital & Health Care Management-I
MBEM-3.3 D	Rural Marketing & Financial Management-I
MBEM-3.3 E	Retail Management-I
MBEM-3.3 F	Applied Econometrics-I

**MBEM-3.3.A Financial Institutions & Market-I**

Financial System & Its Components, Financial System and Economic Development, Structure of Money Market, Money Market Instruments –Money at Call and Short notice, Treasury Bills, Commercial Bills, Commercial Papers and Certificate of Deposits, Discount Market — Government Securities Market.

Capital Market- Primary and Secondary Market for Securities; Markets for Derivatives: Futures, Options, and Other Derivatives: Special Features of the Different Types of Equity and Debt Instruments, The Procedure and mechanism of trading in Capital Market including Dematerialization of Securities and Dematerialised Trading, Stock Exchanges in India-BSE, NSE and OTCEI

Security Market Analysis –Security Pricing – Influencing factors – Valuation, Dividend Capitalization – Valuation of Security in India-BSE Index & Sensex.

Regulation of Money & Capital Market- SEBI: Its Organization, Management, Functions and Powers, its Impact on the Working of Capital Market in India; Reserve Bank of India and Money Market Regulation. Insurance Regulation and Development Authority (IRDA) and its role in financial market.

Development Financial Institutions (DIIs) and Investing Institutions: Concept & Role of Development Banking, Definition and Types of Non-Banking Financial Institutions (NBFI):

Different Types of Foreign Capital Investment in India –NRI Investments and Deposits, Investment by Foreign Institutional Investors

**Readings**

- Paul, J. and P. Suresh (2008), Management of Banking and Financial Services, Pearson Education, Delhi.
- Khan, M.Y. (2007): Financial Services, Tata McGraw Hill, New Delhi.
- Hull John (2002): Introduction to Futures and Options Market, Prentice Hall of India, New Delhi.
- E Gardon & K Natarajan: Financial Markets & Services.
- Avadhani : Financial Services and Markets, Himalaya Publishing House.
- Sharma & Gupta, Financial Services, Kalyani Publishers

- Vasantha Desai : The Indian Financial System, Himalaya Publishing House

### **MBEM-3.3.B Risk & Insurance-I**

Understanding Risk, Uncertainty, Peril, Hazard: Classification of risk (Subjective risk, Acceptable risk versus Unacceptable risk,

Risk management - Objectives - Risk identification and measurement, Personal risk management, Corporate risk management, Risk Management Process, The Administration of Risk Management Process- influencing factors, constrains, monitoring & review

Risk Identification- Perception of risk, Operative cause/perils, Safety Audit, Risk Evaluation - Presentation of Data, Probability Concepts, Risk and Law of large number.

Risk Control- Risk avoidance, Risk reduction- Classifications, Evaluation of risk reduction measures, Risk Pooling arrangements and diversification of risk, Risk Control- Risk avoidance, Risk reduction- Classifications, Evaluation of risk reduction measures.

Instruments of External techniques of Risk Management: Forwards, Futures, Swaps Options, Forward Rate Agreement, Caps, Collars, Floors and their applications, Pricing techniques, Operational aspects.

#### **Readings**

- Principles of Risk Management & Insurance – George E. Rejda.
- Risk Management & Insurance- Scott Harrington .
- Risk Management & Insurance- C. Arthur Williams.
- Harrington. Niehaus: Risk Management & Insurance, McGraw Hill: New York.
- P.K. Gupta: Insurance & Risk Management, Himalaya

### **MBEM-3.3.C Hospital & Health Care Management-I**

Hospital Management: Issues and Challenges of Hospital Management, Government- Health Care Interface; Hospital Functions; Hospital Organization, Classification of Hospitals; Components of a Hospital System; Changing Role of Hospital Administration; Need for Managerial and Functional Specialists, Decision making in Hospitals, Hospital Communication System, Networking Technology and Information Technology in Hospitals, Hospital Information System, Computerized Hospital Information Systems.

Health systems Management: Health systems: Characteristics, Planning methodologies, Goals and functions. Foundations of health service management, Health Systems research: Uses and applications, Health Manpower policy, Management of Costs; Health care Budgeting; Project Management in Health care

Community Health, Epidemiology & Population Management : Meaning and scope of epidemiology, Health statistics and health indicators, Morbidity, Mortality, Health

Information System, Primary health care and community participation. Models and factors associated with health and diseases, Clinical care, aspects of community health, Drugs, Alcoholism etc., Preventive and promotive health care, Population policy, Planning and management of population

Healthcare and Social Policy: Health Policy formulation, National health policy, International Perspective on health policy; Health policy for the Disadvantaged, Health Care Planning, Management of Health Care Systems, Dimensions of Health Care Management., Emergency and Disaster Planning; Safety Management; Patients and Personnel Safety, Fire Safety, General Sanitation., Hazardous Waste Management; Solid & Liquid Waste Handling, collection & Disposal; Legal and Social Aspects of Waste Management : Trends and Practices.

#### **Readings:**

- Chatterice, Meera, "Implementing Health Policy". 1988, Manohar, New Delhi,
- Goyal, R.C Handbook of Hospital Personnel Management, PHI, New Delhi, 1993
- Alderson, M."An Introduction to Epldemeology". 2nd,ed. 1983. MacMillan, London.
- Jolly, K G. "Family Planning in India 1969-84: A District Level Study", 1986. Hindustan, Delhi.
- Abelln, T Brzenski, Z J and Carstals, V D. "Measurement in Health Promotion and Protection",1987, WHO, Copenhagen.
- Wortman P M. ad "Methods for Evaluating Health Services". 1981. Sage, London.
- Lele, R D Computers in Medicine, Tata McGraw Hill Publishing Co. Ltd, New Delhi. 1988.
- Hospital Information Systems - The Next Generation, Velde, Rudi Van de Springer Verlag, 1992
- Health Information In India, Central Bureau of Health Intelligence, Ministry of Health & Family Welfare, Govt. Of India, New Delhi

### **MBEM-3.3.D Rural Marketing & Financial Management-I**

Nature and features of rural economy of India, Rural Development Perspectives: Ideas of Gandhi and Tagore, Rural Development Administration, Structure and Functions, People's participation in rural development

Rural Marketing- Definition, Scope of Rural Marketing, Concepts, Components of Rural Markets, Classification of Rural Markets, Rural versus Urban Markets, Rural Marketing Environment: Population, Occupation Pattern, Income Generation, Rural Credit Institutions, Rural Retail Outlets, Print Media in Rural Areas, Rural Areas Requirement, Problems in Rural Marketing, Rural Demand, Rural Market Index.

Rural Consumer Behavior: Consumer Buying Behavior Models, Factors Affecting Consumer Behavior, Social Factors, Technological Factors, Economic Factors, Political Factors. Characteristics of Rural Consumer: Information Search and Pre Purchase Evaluation, Rise of Consumerism. Consumer Buying Process, Opinion Leadership Process, Diffusion of Innovation, Brand Loyalty, Rural Marketing Strategies: Segmenting, Targeting and Positioning, Product Strategy, New Product Development, Branding in Rural India,

Distribution Strategy: Accessing Rural Markets, Coverage Status in Rural Markets, Channels of Distribution, Evolution of Rural Distribution Systems - Wholesaling, Rural Retail System, Vans, Rural Mobile Traders; The Last Mile Distribution, Haats/Shandies, Public Distribution System, Co-Operative Societies Behavior of the Channel, Prevalent Rural Distribution Models - Distribution Models of FMCG Companies

### **Readings**

- Rural Marketing, Sanal Kumar Velayudhan, 2/e, Response, SAGE Publication
- Rural Marketing, Pradeep Kashyap and Siddhartha Raut, Biztantra
- Rural Marketing - C G Krishnamacharyulu, Lalitha Ramakrishnan - Pearson Education

### **MBEM-3.3.E Retail Management-I**

Retailing- Meaning, Nature & Classification, Evolution and Growing Importance of Retailing, Factors Influencing Retailing, Functions of Retailing, Retail as a career.

Retailers, Retailer's Classification on the basis of form of Ownership, Product Mix, Pricing and Service Level Offered; Retail Formats- Traditional versus Modern Retail Formats; Store based Retail Formats and Non Store Based Retail Formats(Corporate chains, Retailer Corporate and Voluntary system, Departmental Stores, Discount Stores, Super Markets, Warehouse Clubs.); Franchising-the Emerging Retail Format, Retailing in rural India

Merchandising Management :- Planning Merchandise Assortment, Buying Organization, Assortment Planning, Merchandise Buying system, Merchandise Budget Plan , Branding Strategy, Merchandise Pricing, Merchandise Loss and Prevention, Logistics Management

Developing and applying Retail Strategy, Strategic Retail Planning Process,

Use of Technology in Retailing: E-retailing-major benefits of E-Retailing to Consumers and Retailers; Challenges of E-retailing and Future of E-retailing in India; Multi channel Retailing, Environment and Legislation for Retailing.

### **Readings**

- Levy I.M. and Weitz B.A. (2004), Retailing Management, 5th ed., Tata McGraw Hill.
- Berman B. and Evans J. R. (2004), Retail Management, 9th Edition, Pearson Education.
- Bajaj C., Tuli R. and Srivastava N.V. (2005), Retail Management, Oxford University Press, Delhi.
- Dunne P.M., Lusch R.F. and David A. (2002), Retailing, 4th ed., South-Western, Thomson Learning Inc.
- Swapana Pradhan- Retailing Management
- George H., Lucas Jr., Robert P. Bush and Larry G. G- Retailing
- Lamba A.J. - The Art of Retailing

### **MBEM-3.3.F Applied Econometrics –I**

- The students should be able to understand, develop and apply empirical microeconomic models to various important issues.
- The course requires students to know the main topics usually covered in a microeconomics course at the undergraduate level.
- The lectures will cover methods of modeling and some notable examples of micro-econometrics taken from different areas of socio-economic problems.
- This is a course in microeconomic theory, with a focus on the analysis of microeconomic behavior of firms and households. After a quick review of basic mathematics, the course makes use of mathematical tool to analyze representations of economic behavior, with a focus on dual approaches to economic analysis. It emphasizes the analysis of production behavior, consumption behavior, and economic efficiency.
- A set of homework (about one every two weeks) will illustrates the usefulness of the concepts in applied microeconomics analysis.

#### **COURSE**

Applied Econometrics and Economic Relationship: Importance and Estimation of Relationship Between the Cross-section and Time-series Economic Variables; Interpreting the Nature of Economic Relationship.

Partial Demand System: Empirical Content (numerical estimates) to Various Partial Demand System — Engel Expenditure Model: Estimates of various Engel Functions, Engel Expenditure Elasticities using Cross-section Data; Consumption Expenditure Function: Estimation of MPC and Elasticity of Consumption Expenditure with respect to Level of Income using Time-series Data.

Complete Demand System: Demand Function for Commodities — Own price, Cross price and Income Elasticities of Demand; AIDS Model — Linear and Quadratic; Empirical Production Function — C-D Production Function: Estimates of Economic Relationship, Marginal Product of Different Inputs, Elasticities of Output with respect to Different Inputs and the Mature of Returns to Scale; CES Production Function: Estimates of Economic Relationship and Elasticity of Substitution; VES Production Function, Trans-log Production Function & Step-wise Production Function

Cost Function: Economies and Diseconomies of Scale, Problem in Estimation of Cost Function, Derivation of Cost Function from Production Function, Managerial Cost, Trans-log Cost Function, Polynomial Cost Function (Linear, Quadratic and Cubic Cost Functions).

#### **Readings**

- Upender M, “Applied Econometrics”, Vrinda Publications Pvt. Ltd.
- Gujrati, D, “Basic Econometrics” McGraw Hill
- Patterson, An Introduction to Applied Econometrics: A Time Series Approach” Palgrave
- Ramanathan, R, “Introductory Econometrics With Applications” Thompson



- Rao P and R.L. Miller, "Applied Econometrics" Wadsworth, Belmont

### Specialisation-

(The Student has to choose any one specialization and offer two papers of the same in Semester-III and two in Semester-IV)

Electives/Specialization		Electives/Specialization	
A.	<b>Human Resource Management</b>	C.	<b>Marketing Management</b>
	MBEM 3.4 A Human Resource Planning & Development		MBEM 3.4 C Consumer Behaviour
	MBEM 3.5 A Management of Industrial Relations		MBEM 3.5 C Integrate Marketing Communications
B.	<b>Financial Management</b>	D.	<b>International Business &amp; Export Management</b>
	MBEM 3.4 B Financial Management		MBEM 3.4 D International Marketing Management
	MBEM 3.5 B Security Analysis & Portfolio Management		MBEM 3.5 D International Business Law & Environment

### MBEM-3.4.A Human Resource Planning & Development (HRM)

Evolution of Human Resource Planning (HRP)—Contemporary approach to HRP— Process of HRP—Relation between HRP and other HR Functions— Productivity and Cost Considerations—Impact of Technology on HRP—Methods of Job Analysis, Job Description, Job Specification— Skills Analysis/Skill Inventory.

Human Resource Planning: Tools, Methods and Techniques—Application of Quantitative Techniques in Forecasting Requirement and Availability of Human Resource— Quantitative determination of human resource requirements: Work Study— The Human Factors and Issues in the Application of Work Study and Work Measurement –Labour Turnover – Succession Planning—Replacement Charts

Action Planning: Matching Requirement and Availability: Retention, Resourcing, Flexibility and Downsizing— Managing Redundancy and Alternatives to Redundancy—Recruitment planning and operations—Current practices in Recruitment: Outsourcing, e-recruitment etc

Employee Selection: Determining the utility of a selection instrument and statistical rationale for selection—Personal history data-Testing in Industry; Interviews and other selection devices-Decision-making for selection-Issues relating to managerial selection.

Approaches to Human Resource Development— Integrated HRD Systems-HRD Climate in Organisations- Impact of Technology on HRD— Implication of Technological change on HRD.

#### Readings:

- John Bramham, Human Resource Planning, Universities Press.
- Paul Turner, HR Forecasting and Planning, CIPD.

- Edward, Leek, et al.: Manpower Planning, Strategy and Techniques in Organizational Context, Wiley
- J.W. Walker: Human Resource Planning, Mc Graw

### **MBEM-3.5.A Management of Industrial Relations (HRM)**

Industrial Relations Perspectives: Conceptual framework and approaches to industrial relations; Influence of the emerging socio-economic scenario on industrial relations; Roles of employer /management, trade union and government in industrial relations; IR at the shop floor, Standing Orders, salient features of Industrial Employment (Standing Orders) Act, 1946.

Trade Union and the employee: Structure, characteristics and functions of trade unions; Trade Union Security; Theories and problems of trade unions; Recognition of trade unions as collective bargaining agents; Essentials of Trade Unions Act, 1926; Principles of Employee Disciplining and Grievance Handling.

Industrial Unrests- causes and cures of industrial disputes; Bipartite and Tripartite machineries; Collective Bargaining, Conciliation, Voluntary Arbitration and Adjudication; Collective Agreements and settlements; Authorities for settlement of industrial disputes and relevant provisions under Industrial Disputes Act, 1947; Awards and Writ of Certiorari; Productivity Bargaining and Gains Sharing.

Method of Direct Action: Purpose and relevance to other peaceful methods; Strikes, Lock out concept and elements, types and forms of strike, legal, illegal and unjustifiable strikes and lock outs; protections to workmen and prohibitions on the right to strike and lock out.

Employee Empowerment: Industrial Democracy, Workers. Participation in Management; Industrial Peace and International Labour Organisation, IR Policy, Additional recommendations of II National Commission on Labour; IR and Technological Change.

#### **Readings**

- Mamoria C.B. & S. Mamoria : Dynamics of Industrial Relations in India.
- Pramod Varma : Management of Industrial Relations, Vora Publications, Ahmedabad.
- Tripathi P.C. : Personnel Management and Industrial Relations, Sultan Chand & Sons Publications, New Delhi.
- Ramaswamy E.A. : The Strategic Management of Industrial Relations, Oxford University Press, New Delhi.
- Niland R. et. al : The Future of Industrial Relations, Sage, New Delhi.
- C.S. Vekata Ratnam : Globalisation and Labour-Management Relations Response Books, New Delhi.

### **MBEM-3.4 B Financial Management**

Concept of Finance -Scope and objectives of finance, Functions of Financial Management, Role of Finance Manager, Financial Planning & Strategies, Forms of Business Organization and Financial Considerations underlying the choice of form of business organization.

Accounting Ratios - Meaning, Significance and Limitations. Classification, Computation and interpretation of Liquidity Ratios, Leverage Ratios, Activity/ Turnover Ratios and Profitability Ratios. Du-point Analysis. Funds Flow Statement - Meaning and Need. Preparation and Interpretation. Cash Flow Statement - Meaning, Need, Preparation and Interpretation

Concept & Principles of Capital Structure-Leverage Analysis – operating, financial and combined leverage and its implications, Indifference point.

Long term Sources of Fund – equity share, preference shares, debentures, bonds, warrants, venture capital and ploughing back of profits.

Short Term Sources of Funds – Commercial Paper, Certificate of Deposit, Treasury Bills.

Shareholders value and its calculation, EVA/VAR

Dividend Decision–Ploughing back of profits, forms of dividends, factors affecting dividend policy, dividend payout decisions.

Financial Institutions & Markets–Nature and Significance of Primary and Secondary Markets, objectives and functions., stock Market Index calculation- indices of BSE, NSE and OTCEI and its calculation. Financial Institutions – Nature, Types and Functions, Investment Bank, Investment Companies, Commercial Banks.

Time Value of Money-Risk and return analysis- Concept and significance of cost of capital and its computation Concept and Significance of Capital Budgeting, Appraisal Techniques for Risk Free Projects.

Working Capital Management–Meaning, Significance & factors influencing the level of working capital management .Management of cash, receivables and inventory.

Basics of Financial reengineering and Derivatives

#### **Readings**

- J Fred Weston & Eugene F. Brigham : Managerial Finance,阿克 Publications
- James Van Horne : Essentials of Financial Management, Prentice Hall
  
- Srivastava, R. M. : Financial Management, Sterling Publishers Private Limited, New Delhi
- Prasanna Chandra : Financial Management, Tata McGraw-Hill
- Pandey, I. M. : Financial Management, Macmillan India
- Franklin R. Edwards & Cindy W. Ma :Futures and Options, McGraw-Hill, Inc.
- Walker E. W. : Essentials of Financial Management, Prentice Hall

### **MBEM-3.5 B Security Analysis & Portfolio Management**

Introduction to Investment and Securities-Meaning of investment, Investment and speculation, Investment and gambling. Investment objectives. The investment process, investment alternative-Negotiable securities, equity shares preference shares, debenture, bond, government securities, money market securities-Treasury bills, commercial paper, certificate of deposits. Non-negotiable securities- Bank deposits , post office deposits, NBFC deposit, Tax sheltered schemes, PPF,NSS, NSC, LIC, UTI, Mutual fund, real estate, art and antiques.

Primary Market and Secondary Market-Relationship between primary and secondary market. Function of primary market, Parties involved in new issues \_ Managers, Registrars, underwriters. Bankers, statutory agencies. Private placement bought out deals. Book building. Function of stock exchanges. Share groups- group A,B and B. Settlement cycle. Carry forward system. Over the counter exchange of India (OITCEI). Listing of securities.

Regulatory Framework-Securities and Exchange Board of India\_ Origin, function, organization and activities. Dematerialization process and re-materialization process. National securities depository Ltd (NSDL) AND Central depository services Ltd. (CDSL). Stock market indices-BSE sensex , NSE 50 (NIFTY). S& P CNX 500.

Risk -Definition-Types- systematic-market risk, interest rate risk, purchasing power risk, unsystematic risk- Business risk, financial risk. Measurement of risk.

Valuation of Securities-The three steps process of valuation- economic analysis, industry analysis, and company analysis. General framework of valuation. Value- price relationship. Valuation of fixed income securities. Valuation of preference share and valuation of equity shares.

Efficient Market Theory-Fundamental Analysis- Economic analysis, industry analysis, company analysis financial analysis. Earning of company, Growth in earnings. Technical analysis. Tools of technical analysis. Dow Theory, trend – primary intermediate and short term trends. Indicators – volume of trade, breadth of market, short sales. Odd lot trading. Moving average. Oscillators. Relative strength index (RSI). ROC, Charts- Point and figure charting, Bar charting, efficient market theory. Random walk theory, Weak form of EMH. Semi strong form and strong forms of EMH. Market inefficiencies Portfolio Analysis: Traditional portfolio analysis. Effects of combining securities. Markowitz Risk- returns optimization.

Portfolio Selection-Risk and investor preference, constructing the best portfolio. Sharpe simple portfolio optimization. Significance of 'Beta' in portfolio, traditional portfolio selection. Capital Market Theory-Capital market theory (CAPM). CAPM and the real world. Arbitrage pricing theory.

Portfolio Revision-Meaning of portfolio revision. Need of portfolio revision. Portfolio revision strategies. Portfolio revision practices. Constraints in portfolio revision

**Readings**

- Van Horne : Financial Management & Policy, Prentice-Hall
- Weston J.F. & Brigham E.F. : Essentials of Managerial Finance, Hinsdale, IL: The Dryden Press
- Fischer Donald E, & Jordan Ronald J : Security Analysis and Portfolio Management, Prentice-Hall
- Pandian Punithavathy : Security Analysis and Portfolio Management, Himalaya Publishing House Pvt Ltd
- Walker E.W. : Essential of Financial Management, Prentice-Hall
- Gitman & Joehuk : Fundamentals of Investing, Pearson Addison Wesley
- P. Chandra: Investment Management and Portfolio Management, Tata McgrawHil

**MBEM-3.4 C Consumer Behaviour**  
**(MM)**

Understanding Consumer Behavior-Consumption and Consumer Behavior; Different Approaches for Studying Consumer Behaviour; Consumer Behaviour Value Framework.

Consumer Perception Process; Consumer Learning and Comprehension; Consumer Motivation and Emotions; Personality, Life Styles and Consumer Behaviour; Consumer Attitude & Change

Group and Interpersonal Influence on Consumption - Role of Reference Groups; Household Decision Making and Consumer Behaviour

Influence of Culture on Consumer Behavior-Concept of Culture; The measurement of Culture; Indian Core Values; Micro Culture And Consumer Behaviour.

Situations and Consumer Decision Making; Consumer Behaviour Research and Modeling; Consumer Relationship; Consumerism and Consumer Misbehaviour; Organizational Buying Behaviour.

**Readings**

- Barry J. Babin, Eric G. Harris and Ashutosh Mohan : CB – A South Asian Perspective, Cengage Learning India Pvt. Ltd.
- D. L. Loudon, J. Albert Della Bitta : Consumer Behavior; Concepts and Applications, McGraw Hill Publishing Company Limited
- D. I. Hawkins, R. J. Best, and K. A. Coney : Consumer Behavior: Building Marketing Strategy, McGraw-Hill Publishing Company Limited.
- L. G. Schiffman, L. L. Kanuk, & S. R. Kumar :Consumer Behavior, Pearson Education Inc

### **MBEM-3.5.C Integrated Marketing Communications (MM)**

Elements of Integrated Marketing Communication – Advertising, Sales Promotion, Publicity, Personal Selling, Direct marketing, Public Relations, Corporate Communication, Internal Marketing Communication.

IMC Message Design-The Creative Concept Development; The Creative Processes of the Different Forms of IMC; AIDA Model; Creative Planning and Strategy Development; Communications Appeals and Execution, Message Strategy Design Considerations; Source of the Message; Advertorials and Infomercials, Evaluation of Creative Strategy/work.

Media Management-Media Types and their Characteristics; Setting Media Objectives; Considering Key Media Concepts; Media Planning; Media Strategy; Media buying; Media research.

Facilitators in IMC- Advertising Agencies – their Role, Functions, Organisation and Remuneration; Client Agency Relationship; Account Planning; Hoarding Contractors.

#### **Readings**

- Aaker & Myers : Advertising Management, Prentice Hall Inc.
- Borden & Marshall : Advertising Management; MV Taraporevala Sons' Co Pvt. Ltd, Richard D Irwin Inc. Homewood, Illinois.
- Chunawala & Sethia : Foundations of Advertising Theory & Practice; Himalaya Publishing House
- Copley Paul : Marketing Communications Management Concepts & theories, Cases and Practices; Butterworth- Heinemann Publication
- Duncon : Integrated Marketing Communications, TMH

### **MBEM-3.4.D International Marketing Management (IM)**

International Marketing: Scope and Significance of International Marketing, the strategic importance of international marketing , Differences between international and domestic marketing . Need for international trade, trends in foreign trade. International market environment - Business Customs in International Market.

Canalising and targeting international market opportunities: regional market Characteristics, Marketing in transitional economies and third world countries, international market segmentation and targeting. International Market Entry Strategies: Indirect Exporting, Domestic Purchasing, Direct Exporting, Foreign Manufacturing Strategies Without Direct Investment, Foreign Manufacturing Strategies With Direct Investment. Entry Strategies of Indian Firms.

International product management: International product positioning, Product saturation Levels in global Market, International product life cycle, Geographic Expansion Strategic Alternatives. New products in Intentional Marketing, Product and culture, brands in International Market.

International Marketing Channels: channels Distribution Structures, Distribution Patterns, Factors effecting Choice of Channels, the Challenges in Managing An international Distribution Strategy Selecting Foreign Country Market intermediaries. The management of physical distribution of goods.

Pricing and Promotion for international Markets: Environmental influences on Pricing Decisions , Grey Market goods, Transfer pricing, Global Pricing Policy Alternatives. Global Advertising and brandy, selecting an advertising agency. Personal selling, Sales Promotion, Public Relations and Publicity, Sponsorship Promotion. Export Policy Decisions of a firm, EXIM policy of India. Export costing and pricing, Export procedures and export documentation. Export assistance and incentives in India.

### **Reading**

- Philip R. Cateora, John L. Graham: International Marketing, Tata McGraw-Hill Co. Ltd., 2009.
- Mathur: International Marketing, Sage, 2009
- Roger Bennett & Jim Blythe: International Marketing Strategy Planning Market Entry & Implementation, Kogan, 2009.
- Francis Cherunillum: International Marketing, Himalaya, 2009.
- Vasudeva: International Marketing, Excel,2009.
- Sak Onkvisit, John J. Shaw: International Marketing Analysis and Strategy, 3/e, Pearson, 2009.
- Isobel Doole and Robin Lowe: International Marketing Strategy, 2/e, Cengage, 2009.
- Subhash C. Jain: International Marketing, Cengage, 2009.

### **MBEM-3.5.D International Business Law & Environment (IM)**

Introduction to Law: Meaning of Law, Law and Society, Systems of Law, Development of Law, Sources of Law, Legal Environment of International Business

Business Law Contracts: Sanctity of Contracts, Principles of Governing the formation, Performance and Termination of Contracts, Contractual remedies, Special contracts such as indemnity, guarantee, Bailment, Agency, Partnership

International Business Law: Law relating to international trade in India, International Sales Contract, Contracts related to Credit, carriage and insurance, international legal conventions, conflict of Laws and Contracts, contracts retailing to consultancy and technology transfer, - Joint ventures, FDI. International trading environment; Trends in world trade and the

problems of developing countries; Foreign trade and economic growth; International economic groupings; International economic institutions – WTO, World Bank, IMF;

International Litigation and dispute Resolution: Provisions in contracts- Litigation- Jurisdiction applicable Law, recognition Enforcement, ADR s Types, International Conventions, and Law in India, Process and Procedure for settlement of Disputes.

International Taxation and other matters: Indian Law Governing taxation of foreign income, avoidance of double taxation treaties, anti dumping and countervailing duties, product liability, environmental law and international sales.

**Readings**

- Richard Schaffer and others, International Business Law and its Environment, Cengage, 2009
- Leo Darcy, Carole Murray and Barbara Clave Schmitthoff's Export Trade The Law and Practice of International Trade ,2009.
- Motiwal O.P, International Trade Law and Practice ,2009



**SEMESTER-IV**

Course	<b>SEMESTER-IV</b>	No. of Credits
	Core Courses- 1 Electives-1 Specialisation Courses-2 Project Report-1 Minor Course -1	
MBEM 4.1	Management Information System	3
MBEM 4.2	Project Report & Viva-Voce	4
MBEM 4.3	Elective-II	3
MBEM 4.4	Specialisation-III	4
MBEM 4.5	Specialisation-IV	4
MBEM 4.6	Soft Skills for Business*	2

**MBEM-4.1 Management Information System**

Information and its role in management. Introduction to Database technology: relational databases, Object – relational database systems.

Objectives of Database Management. Introduction to DBMS software ORACLE, SQL Development of adhoc queries using ORACLE SQL, PL – SQL, writing procedures using PL /SQL.

Introduction to MIS meaning and role, MIS concepts, Management science structure, Information flow in management, MIS for management support, Planning with MIS, control with MIS. Problem solving & decision making, Development of MIS, strategic & project planning for MIS,

Application Technologies: ERP concepts, Evolution of ERP, ERP packages, SAP, Baan, MFG-PRO, Oracle, ERP Evaluation, ERP and BPR, ERP Implementation, Extended ERP, Case studies

Web Publishing: web publishing, Types of websites, Web surfing, E-commerce, B2B, B2C, C2C, E-commerce security issues, Ethical issues

**Readings:**

- MIS Concepts & Design by Robert C. Murdik. PHI 2nd Ed.
- Information Systems for Management by Robert C. Murdik. PHI. 2nd ed.
- Korth, H.F. & Abraham, S., Database System Concepts, McGraw Hill.
- Arora & Bhatia: Management Information Systems, Excel Books
- O'Brien James : Management Information Systems, Tata-McGraw Hill
- Kumar, Muneesh : Business Information Systems, Vikas Publishing House

- Rajaraman, V : Analysis and Design of Information Systems for Modern Management, Prentice Hall.

### MBEM-4.2 Project Report & Viva-Voce

The student will have to work as an intern in a business concern during the summer break and submit a Project Report. He will have to face a viva-voce.

### Electives

(Any One from these has to be chosen and the pair paper has to be taken in Semester-IV)

Paper Code	Paper Name
MBEM-4.3 A	Financial Institutions & Market –II
MBEM-4.3 B	Risk & Insurance-II
MBEM-4.3 C	Hospital & Health Care Management-II
MBEM-4.3 D	Rural Marketing & Financial Management-II
MBEM-4.3 E	Retail Management-I
MBEM-4.3 F	Applied Econometrics-II

### MBEM-4.3 A Financial Institutions & Market-II

Financial Services: An overview: Concept of Financial Services, Organization and Growth of Financial Services in India.

Investment Trusts- Meaning & Types. Merchant Banking and Underwriting: Merchant Banking, Concept, functions and regulation by SEBI, Merchant Banking in India, Underwriting of Capital Issues – Concept, Organisational Set-up and Regulation of Underwriting of Capital Issue, Recent Trends in Underwriting in India.

Mutual Funds – Concept and Objectives, Types of Mutual Funds and Designing and Marketing of Mutual Fund Schemes, Regulation of Mutual Funds, Asset management, Company Procedures of launching Mutual Fund Scheme, Income Funds, Gilt Funds, Open-ended and close ended schemes, Venture Capital Funds – Concept and Functions, Regulations of Venture Capital Funds, Trends in Venture Capital Funds in India.

Leasing and Factoring: Leasing Concept and Types of Leases, Leasing Services in India. Factoring – Nature and Functions, Types of Factoring Services, Factoring Services in India. Insurance Services- Principles & Kinds of Insurance, LIC, GIC & UTI, Insurance Sector after Liberalisation, IRDA

Credit Rating and Depository Services: Credit Rating – Concept and Need for Credit Rating, Credit Rating Agencies in India – CRISIL, ICRA and CARE. Depository Services – Need, Functions and Present Arrangement for Deposit Services in India.

### Reading List-

- Paul, J. and P. Suresh (2008), Management of Banking and Financial Services, Pearson Education, Delhi.
- Khan, M.Y. (2007): Financial Services, Tata McGraw Hill, New Delhi.
- Hull John (2002): Introduction to Futures and Options Market, Prentice Hall of India, New Delhi.
- E Gardon & K Natarajan: Financial Markets & Services.
- Avadhani : Financial Services and Markets, Himalaya Publishing House.
- Sharma & Gupta, Financial Services, Kalyani Publishers
- Vasantha Desai : The Indian Financial System, Himalaya Publishing House

### **MBEM-4.3.B Risk & Insurance-II**

Insurance- Meaning, Purpose & need, Insurance as risk transfer & risk sharing mechanism, Benefits & Cost of insurance to society, Types of insurance business.

Insurance as contract- Essential elements, Fundamental principles of insurance- Utmost good faith, Insurable Interest, Indemnity & its corollaries, Proximate cause, Co-insurance, Condition of Average.

Insurance documents- Proposal form, Cover-note, Certificate of Insurance, Endorsement, Renewal Notice, Claim form, Survey Report, Basic parts- Clause, Warranties, Condition, Exclusion, Riders, Deductibles.

Types of Insurer, Insurance Intermediaries, Distribution system in insurance industry, Important activities of an insurance company, Typical operational structure of an Insurance Company, Role of Actuarial Profession.

Underwriting Management- Meaning & Fundamentals of underwriting, Underwriting policy, Sources of underwriting information, Classes of Business, Product design, Underwriting of Life Insurance, Underwriting of General Insurance.

Underwriting & pricing of product, Assessment & Management of Exposure, Perils & Clause of Insurance Policies, Operational Control.

#### **Readings**

- Principles of risk management & insurance – george e. Rejda.
- Risk management & insurance- scott harrington .
- Risk management & insurance- c. Arthur willams

### **MBEM-4.3.C Health Care Management-II**

Hospital System & Administration, Meaning & Definition of Hospital, Role of Hospital in Society, Departments of a Hospital, Functions of Hospital, Aspects of Hospital Services,

Line Services, Support Services, Auxiliary Services, Hospital Administration-Role of Hospital Administrators, Patient Care System, Hospital & Community

Scientific Planning & Design of Hospital- Hospital Planning & Design Concept, Factors Affecting Planning, Building Attributes, Design Process, Architecture Planning & Designing, Trends in Hospital Design & Development- Emerging Issues

Hospital Planning- Planning for a New Hospital, Guiding Principles in Hospital Facilities & Services, High Quality Patient Care, Effective Community Orientation, Economic Viability, Financial Planning, Constructing, Equipping and Furnishing the Hospital, Operating Funds, Financial Assistance, Equipment Planning,

Hospital Size & Layout – Hospital size decision, Importance of location- global, macro & Micro level, Location of different departments in a hospital, Principles of a good layout, ward planning, nursing & doctor location, Plant layout factors, Types of layout, Layout facilities in a hospital, Layout models

#### **Reading List**

- Llewelyn R., Davis & H.M.C. Macaulay -Hospital Planning & Administration – WHO Monograph Series 54 – Indian Edition – Jaypee Brothers, New Delhi.
- Tabish Syed Amin -Hospital & Nursing Homes : Planning, Organisation, & Management – Jaypee Brothers, New Delhi.
- Sakharkar , B M- Principles of Hospital Administration & Planning – Jaypee Brothers.
- Francis C.M. & Marioc Desouza- Hospital Administration – Jaypee Brothers, New Delhi.
- Chandorkar A.G.- Hospital Administration & Planning – Paras Medical Publisher.
- Kunders & Gopinath - Hospitals Planning, Design & Management
- Goel S. L.- Healthcare System & Management – Deep & Deep Publisher.
- Goel S. & R. Kumar L-. Management of Hospital, Deep & Deep Publisher.

#### **MBEM-4.3.D Rural Marketing & Financial Management-II**

Rural Credit System, Role of Rural Credit in Rural Development. Evolution and Growth of Rural Credit System in India, Agricultural Credit, Agricultural Credit Review Committee, Report of different Committees and Commissions, Problems and Prospects.

Rural Credit to Non-farm Sector, Credit for small and marginal entrepreneurs, Role of Government Institutions towards facilitating Rural Credit. Role of Non- Government/ Semi Government / Quasi- Government Institutions. Growth and Present trend of Rural Financing towards Small scale and Cottage Industries.

Concept of Micro Finance/ Micro-Credit, Evolution and Growth, Micro- Finance and Social Security, Micro-Finance and Livelihood approach, Different models of Micro-Finance (NABARD, Grameen Bank, BRAC, BASIX, and BANDHAN etc.), Success Stories,

Problems and Prospects of Micro- Financing in Rural India, Micro- Finance and Entrepreneurial Development, Rural Women, Self-Help, Financial Inclusion and SHG.

Diversifying Micro- financial services and Capacity Building of SHG Micro- insurance, Health insurance – innovations in credit delivery systems – income generating activities of SHG – Capacity Building of SHGs; Scope and limitation of designing, developing and implementing training of SHGs.

### Reading

- Veerashekarappa, Institutional finance for rural development, Rawat publishing, Jaipur and Delhi.
- K.Subramaniam and T.K. Velayudham, Banking reforms in India, Tata Mcgraw-Hill publishing Co. New Delhi.
- Rais Ahmed, Rural Banking and economic development, Mittal publications, New Delhi.
- Tushaar Shah, Catalyzing Cooperation: design of self-governing organization, Sage publications

### **MBEM-4.3.E Retail Management-II**

Setting up Retail organization, Size and space allocation, location strategy, factors affecting the location of Retail, Retail location Research and Techniques, Objectives of Good store Design.

Store Layout and Space planning, Types of Layouts, Role of Visual Merchandiser, Visual Merchandising Techniques, Controlling Costs and Reducing Inventories Loss, Exteriors, Interiors.

Store Management, Responsibilities of Store Manager, Store Security, Parking Space Problem at Retail Centers, Store Record and Accounting System, Coding System, Material Handling in Stores, Mall Management, Factor influencing Mall establishments.

Logistic and Information system, Improved product availability, Improved assortments, Strategies, Quick Response System. Retail pricing.

Internationalization of Retailing and Evolution of International Retailing, Motives of International Retailing, International Retail Environment – Socio-Cultural, Economic, Political, Legal, Technological, Selection of Retail Market, Study and Analysis of Retailing in Global Setting, Methods of International Retailing, Forms of Entry-Joint Ventures, Franchising, Acquisition

### MBEM-4.3.F Applied Econometrics –II

- The students should be able to understand, develop and apply empirical macroeconomic models to various important issues.
- The course requires students to know the main topics usually covered in a macroeconomics course at the undergraduate level.
- The lectures will cover methods of modeling and some notable examples of macro-econometrics taken from different areas of socio-economic research.

#### Course

Applied Econometrics and Economic Relationship: Importance and estimation of relationship between using cross-section and time-series economic variables; interpreting the nature of economic relationship. (3 Lectures)

Empirical Content (numerical estimates) to Various Economic Relationships: National Income— Computation of Growth Rates and Identification of Structural Breaks, Demand Function for Money — Linear and log-linear models, short-run and long-run demand functions for money;

Consumption Function- Estimation of Consumption function-Absolute Income, Life Cycle and Permanent Income Hypotheses, Investment: Estimation of Investment Function.

Demand Function for Exports —different models, demand function for exports and interaction variable; Empirical Estimation of Supply Function of Exports  
 Employment Function — empirical models from employment functions from C-D and CES production functions, short-run and long-run employment functions;

Growth- Inflation Trade-Off & Inflation Forecasting

Supply Response Function — estimates of linear, log-linear and short-run and long-run price elasticities;

Empirical Measurement of Regional Disparity- Introductory Idea

### Specialisation-

Electives/Specialization		Electives/Specialization	
A.	<b>Human Resource Management</b>	C.	<b>Marketing Management</b>
	MBEM 4.4 A Strategic Human Resource Management		MBEM 4.4 C Marketing of Services
	MBEM 4.5 A Compensation Management		MBEM 4.5 C Sales & Distribution
B.	<b>Financial Management</b>	D.	<b>International Business &amp; Export Management</b>
	MBEM 4.4 B Financial Statement Analysis		MBEM 4.4 D Export & Import Procedure Documentation
	MBEM 4.5 B Derivative Management		MBEM 4.5 D International Logistics & Supply Chain Management

## **MBEM-4.4 A Strategic Human Resource Management (HRM)**

Introduction: The changing economic, business, technological, socio-cultural and political environment and its implications for managing organisations and human resources; Business and organizational restructuring and its implications for human resource management; Corporate strategy and human resource management;

The HRM and approaches to HRM; HRM in personnel management; work organisation and systems; social organisation of the work place and its strategic importance; Human resource policies; Integrating Human Resource Strategies with corporate strategies; Human Resource Management as an approach to organisation design and the role of HRM in organisation management;

HR planning process, techniques/methods; HR planning in an ongoing organisation; integrating HR plans with other plans and management functions; Future directions of HR planning; Developing HR information system.

Managing Human Resources inflow, Resourcing plans; Recruitment and selection strategies; alternative to recruitment; selection methods and techniques; role of consultants and assessment centers in recruitment and selection and retention policies,

Developing Human Resources - Concept of HRD; HRD as a strategic approach to employee performance: HRD and TQM; HRD experience in different industries; corporate training and development strategies.

Performance management, Concept, Philosophy, process: performance management appraisal: team performance management and evaluation

Strategic management of employee relations, HRM approach to employee relations: HRM values and employee relations; change management; creating employee commitment through the HRM approach; HRM and culture management; employees involvement and participation in decision making and management of organization; negotiating employee relations: HRM and trade unions: HRM changes in management control systems: HRM accounting.

### **Readings**

- Kenneth Andrew, A Concept of Corporate Strategy
- HRM by Gary Dessler
- HRM by Decenzo and Robbins
- Strategic Human Resource Development - Srinivas R Kaudula, PHI, 2001.
- Strategic Human Resource Development - Rothevell & Kazauas, PHI, 1989.
- Managing Human Resource - Wagen F Cascio, TMH, 6th ed. 2003.
- Strategic Management, Thomson & Strickland, Tata McGraw Hill, 2003.

### **MBEM-4.5.A Compensation Management (HRM)**

Conceptual and Theoretical understanding of Economic theory related to reward management;(Wage Concepts & Wage Theories) Competitive Imperatives; Productivity, Quality, Service, Speed, Learning, Planning for Improved Competitiveness; Diagnosis and Benchmarking- Determination of Inter and Intra-industry Compensation differentials; Internal and external Equity in compensation system.

Understanding tools used in Designing, Improving and Implementing Compensation packages; Compensation designs for Specific Type of Human Resources like Compensation of Chief Executives, Senior managers, R & D Staff.

Understanding different components of compensation packages like dearness allowance, fringe benefits, incentives and Retirement Plans; Compensation Practices of Multinational Corporations and Strategic Compensation Systems.

Statutory Provisions governing Different Components of Reward systems.

Working of different Institutions Related to Reward System Like Wage Boards, pay Commissions etc.

#### **Readings**

- Reward Management: A Handbook of salary administration by Armstrong, Michael and Marlis
- Wage and Salary Administration by Leonard R, Berger.s
- Wage and Salary administration by Rock Micton
- Relevant Bare Acts
- Srivastava S.C. Industrial Relations and Labour Law. New Delhi, Vikas 1994. Latest Court rulings.

### **MBEM-4.4.B Financial Statement Analysis (FM)**

Introduction - Financial statements- Analyzing the Balance Sheet using Excel- Work sheet – Formatting – Audit tool bar – Graphics Viewing Formula -Decision making relationship with Financial Statement & Financial Statement Analysis (FS & FSA) -Sources of information for FA-Traditional and new approaches to FSA

Techniques of FSA (Financial Statement Analysis) - Comparison- Intra firm, Inter firm, Inter period analysis, Regional performance analysis, Cross sectional analysis, Residual method, Beyond national boundary analysis-merits and limitations-Types of analysis- Comparative, common-size, trend analysis, Ratio analysis - merits and limitations



Income Statement Analysis - Factors affecting reported income –Classification of income statement analysis-Barriers and measures to overcome objective income statement analysis-Revenue and expenses recognition-Techniques used by Management for earning manipulation.

Balance Sheet Analysis - Asset Reporting - Accounting for Fixed Assets – Accounting for Liabilities –Off Balance sheet liabilities

Financial Distress And Scams - Need for corporate failure analysis-Stages, Symptoms in FD- Concepts on sickness, Distress, Failure and insolvency-Factors responsible for FD. Assessing Bankruptcy status as per Altman's Model- Corporate(Accounting) scams Enron, World com, Satyam –Measures taken by SEBI, Companies act to prevent scams after US Soxy Act 2002.

### **Readings**

- Gokul Sinha, Financial Statement analysis, Prentice Hall of India, New Delhi 2009.
- John J.wild K.R.Subramanyam and Robert F. Halsey, Financial Statement Analysis, Tata McGraw Hill Publishing company Ltd. New Delhi, 2004.
- Krishna G. Palepu, Paul M. Healy and victor L. Bernard, Business Analysis and Valutaion using Financial statements, Cengage Learning India Pvt Ltd., New Delhi, 2006.
- Ruzbeh J. Bodhanwala, Understanding and Analyzing Balance Sheets Using Excel Worksheet, PHI, New Delhi 2009.
- Stephen H Penman, financial Statement analysis and

## **MBEM-4.5.B Derivative Management (FM)**

Derivative- Introduction to derivatives, meaning, classification, type, and uses. The need for derivative market, characteristics of forward transaction, characteristics of derivative market instrument, right and obligations of buyers and sellers. Hedging and risk sharing, Effects of derivatives markets on the financial system.

Futures-Futures market, future prices, future contracts and characteristic of future contract, forward prices, characteristic of forward contract, interest rate of standardization.

Swaps and Options- Evolution of swaps, its economic Rationale, types of swaps, the basic structure of swaps. Basic uses of swaps, interest rate swaps, option markets, characteristic of option, factors affecting option prices, option trading strategies.

Derivative Pricing Methodologies-Objective of risk management, spectrum of risk management strategies, risk in credit derivatives, credit market, credit derivative, characteristic and its types, uses of pricing derivatives disasters. The black-scholes analysis: options on stock indexes; currencies and future contracts: general approach to pricing derivative, market risk management.

Derivative in India-Prospects and policies. Commodity trading in India. Reasons for slow growth of derivative in India, uses and its misuses of derivatives.

**Readings**

- Rajeev P.V & Mathur H.P. : Fundamental of derivatives & Commodities Derivatives, Vijay Prakashan Mandir
- P Vijay Bhasker & B.Mahapatra : Derivatives Simplified, Sage Publications
- A.V.Rajwade : Currency Exposure and Derivatives, McGraw Hill
- A.V.Rajwade : Handbook of debt Securities and Interest Rate Derivative, McGraw Hill Pub

**MBEM-4.4 C Marketing of Services****(MM)**

Emergence of Services Economy; Nature and Definitions of Services; Classification of Different Types of Services; Differences in Goods versus Services Marketing; Services Marketing Mix.

Consumer Purchase Behavior in services; Consumer Decision Making Process; Meaning and Types of Service Expectations; Services Encounters and Consumer Satisfaction; Segmenting, Targeting and Positioning of Services.

New Service Development and Blueprint; Services Product Strategies; Service Pricing Strategies; Designing the Service Communication Mix; Distributing Services; Physical Evidence of a Service; Role of People in Services.

Understanding Capacity Constraints and Demand Patterns; Strategies for Matching Capacity and Demand; Waiting Line Strategies; Designing and Managing Service Processes; Employees' and Customers' Role in Service Delivery

Service Quality Measurement and Improvement of Service Quality; Consumer Complaint Behavior; Consumer Response to Effective Service Recovery; Principles of Service Recovery; CRM in Services

**Readings**

- Lovelock, Christopher H. : Services Marketing, Pearson Education, New Delhi
- Zeithaml V.A. & Bitner M.J. : Services Marketing, Tata McGraw Hill, New Delhi
- Verma H.V. : Marketing of Services, Global Business Press, New Delhi
- K. E Clow & David L Kurtz : Services Marketing, Biztantra
- Govind Apte : Services Marketing, Oxford Publications

**MBEM-4.5.C Sales & Distribution****(MM)**

Nature and Scope of Sales Management; Evolution of Sales Management; Roles and Functions of Sales Management; Types of Sales Functions; The Personal Selling Process; Sales Force Management Challenges in Online Marketing

Recruiting and Selecting Sales Personnel; Developing and Conducting Sales Training Program; Sales Force Compensation; Supervision and Motivation of Sales Personnel; Sales Meetings and Contests.

Designing Territories and Allocating Sales Efforts; Objectives and Sales Quotas for Sales Personnel; Developing Sales Evaluation Program; Sales Cost and Analysis.

Overview of Marketing Channels – Structure, Functions and Relationships; Channel Intermediaries – Wholesaling & Retailing; Logistics of Distribution.

Channels Planning; Organizational Patterns in Marketing Channels; Managing Marketing Channels; Dealer Developments, Morale and Motivation; International Marketing Channels.

### **Readings**

- Panda T, Sachdev S, : Sales and Distribution Management, Oxford University press
- Havaladar, Krishna K, : Sales and Distribution Management, Tata McGraw Hill
- Gupta S. L, : Sales & Distribution Management: Text & Cases in Indian Perspectives, Excel Books
- Still, Kundiff, Govoni, : Sales and Distribution Management, PHI,
- L. Gorchels, C. West, E. J. Marien, :The Managers Guide to Distribution Channels, McGrawHills

### **MBEM-4.4.D Export-Import Procedure & Documentation (IM)**

Preliminaries for Exports and Imports-Meaning and Definition of Export – Classification – Strategy and Preparation for Export Marketing – Export Marketing Organizations – Registration Formalities – IEC – RCMC – Export Licensing – Selection of Export Product – Identification of Markets – Methods of Exporting – Pricing Quotations – Payment Terms – Letter of Credit.

Liberalization of Imports – Negative List for Imports – Categories of Importers – Special Schemes for Importers

Export Import Documentation- Aligned Documentation System – Commercial Invoice – Shipping Bill – Certificate of Origin – Consular Invoice – Mate's Receipt – Bill of Lading – GR Form – ISO 9000 – Procedure for obtaining ISO 9000 – BIS 14000 Certification – Types of Marine Insurance Policies.

Trading Houses - Export and trading houses schemes – criteria, procedures and documentation; Policy and procedures for EOU/FTZ/EPZ/SEZ units. Category of exporters: Manufacturer exporter, merchant exporter, EOU/ SEZ/ Biotech Parks/ Export Houses 5 categories, Trading Houses, Super Trading, Star Trading Houses. Soft Ware Tech Parks India. Case studies of Export of software, Fruits and vegetables, Floricultural prod

Import Documents – Transport Documents – Bill to Entry – Certificate of Inspection – Certificate of Measurements – Freight Declaration.

Export-Import Procedure- Steps in Export Procedure – Export Contract – Forward Cover – Export Finance – Institutional framework for Export Finance – Excise Clearance – Pre-shipment Inspection – Methods of Pre-shipment Inspection – Marine Insurance – Role of Clearing and Forwarding Agents – Shipping and Customs Formalities – Customs EDI System – Negotiation of Documents – Realisation of Exports Proceeds.

Pre-Import Procedure – Steps in Import Procedure – Legal Dimensions of Import Procedure – Customs Formalities for Imports – Warehousing of Imported goods – Exchange Control Provisions for Imports – Retirement of Export Documents.

Policy and Institutional Framework for Exports and Imports- Foreign Trade Policy – Highlights – Special Focus Initiatives – Duty Drawback – Deemed Exports – ASIDE – MAI & MDA – Star Export Houses – Town of Export Excellence – EPCG Scheme – Incentives for Exporters. Export Promotion Councils-Commodity Boards – FIEO – IIFT – EOUs – SEZs – ITPO – ECGC – EXIM Bank.

#### Readings:

- Handbook of Import-Export Procedures – Ministry of Commerce, -, Government of India, New Delhi
- Nabhi's Exporter's Manual and Documentation, *Nabhi Publication, New Delhi*
- Export: What, Where and How, Paras Ram, Anupam Publishers, Delhi
- Exports – Do it Yourself, Mahajan M.I., Snow White Publications, New Delhi
- Import – Do it Yourself, M. I. Mahajan, Snow White Publications, New Delhi
- Export Marketing, TAS Balagopal, Himalaya Publishing House
- Export Documentation and Procedures, , Nabhi Publications, New Delhi
- International Marketing Management, R.L. Varshney, Sultan Chand
- International Marketing, Terpstra, Holt Saunders
- International Business, Concept, Environment and Strategy, Sharan V., –
- Export Management, D.C. Kapoor, Vikas Publishing House

### **MBEM-4.5.D International Logistics & Supply Chain Management (IM)**

Marketing Logistics - Concept, objectives and scope; System elements; Importance – Elements of Logistics system - Relevance of logistics in international marketing; International supply chain management and logistics; Transportation activity – internal transportation, inter-state goods movement – Factors influences Distribution and Logistics.

International Logistics: definition and importance, Different modes of transport used in International Trade, Transportation - Containerization; CFS and inland container depots; Dry ports – Road –Multimodal transportation - CONCOR; Role of intermediaries including freight booking, shipping agents, C&F agents. . Different Inco terms- terms of delivery.

Types of bills of ladings, air way bills and transport docs.

General Structure of Shipping - Characteristics - Types of shipping - liner and tramp - Conference chartering operations - Freight structure and practices - Chartering principles and practices; UN convention on shipping information – Documents for shipping of goods. Types of cargo, packing requirements and selection of vessel of shipments, Types of vessels for Exports, Types of shipping services: liner and tramp services, importance and comparison.

Air Transport - Air transportation –total cost concept, advantages, freight structure and operations; Carrier consignee liabilities – Cargo handling – Information support System, Air freight, sea freight calculation basis, surcharges on freight charges.

Intermediaries role of freight forwarder and NVOCC and importance, Carriers liability. International commercial documents, Inventory Control and Warehousing - Inventory management – concepts and application to international marketing; Significance and types of warehousing facilities; Total cost approach to logistics.

#### **Reading List**

- Asopa, V.N., Shipping Management: Cases And Concepts, *Macmillan, New Delhi*.
- Desai, H.P, Indian Shipping Perspectives, *Anupam Publications, Delhi*,
- Khanna, K.K., Physical Distribution, *Himalaya Publishing, Delhi*.
- Lambert, D Et Al, Strategic Logistic Management, *Tata Mcgraw Hill, New Delhi*.
- Shipping Documents And Reports, UNCTAD
- International Logistics By Pierre David, Biztantra Publications New Delhi.