

GANGADHAR MEHER UNIVERSITY

SAMBALPUR

Important Regulation for MBA Students

There will be 4 Semester Examination

1 st and 2 nd Semester	-	800 Marks each
3 rd Semester	-	1000 Marks
4 th Semester	-	600 Marks
Total	-	3200 Marks

1. There will be one mid term (Internal) examination in each paper carrying 30 marks except CP-304 and SP-402. The 30 marks shall consist of two components i.e. written and Group Discussion/Seminar of 20 marks each. The written exam will be of 2 hours duration. Seminar/Group Discussion will be evaluated by two internal examiners of the department (Resource Person/Teachers of the Department). However, there will be no Seminar/Group Discussion in the subjects having practical. In case of non-appearance of mid-term (Internal) Examination there is no provision of repeat examination.
2. A candidate shall be declared to have passed a semester examination if he/she secured a minimum of 40% marks in each theory paper (Internal Assessment and End Term Examination taken together) and 30% in End Term Examination.

However, a candidate can repeat a maximum of two theory papers in each examination if he/she has secured a minimum of 50% in aggregate of the respective examination. A candidate, who has secured pass mark in all the papers but has failed in securing an aggregate of a minimum of 50% of marks shall be allowed to appear in maximum of two theory papers of the respective examination in order to secure the minimum aggregate marks of 50%.
3. An un-successful student in a semester examination may be permitted to appear the semester examination as repeat examination as in three papers per semester in which he/she failed with in a period of eight nos of semester from the date of registration to programme.
4. Preservation of valued answer scripts:
 - The valued answer scripts (End Term/Mid Term/Internal) shall be kept in the examination section only for six months after the publication of results, after which the scripts will be disposed off as per the norms of the Sambalpur University.
5. Re-addition of marks/claiming of photocopy of scripts:
 - The applicants may apply for re-addition of marks/claim the photocopy of the valued scripts (End Term/Mid Term/Internal) within one month of the publication of the results concerned after depositing the prescribed fees.
6. Issue of Rank Certificate:
 - Rank certificate shall be issued to rank holders (upto 10th position of the merit list) by depositing a fee of Rs. 100.00 (Rupees One hundred) only.

**MBA COURSE STRUCTURE AND DETAIL SYLLABUS
(UNDER SEMESTER SYSTEM) SEMESTER-I**

Paper	Title of Paper	Full Marks				Duration for T.E. Exam.
		Term End	Mid Term		Full Marks	
			Int.	GD/Sem*		
CP – 101	Management Process and Organization Behaviour	70	20	10	100	3hrs
CP – 102	Quantitative Method	70	20	10	100	3hrs
CP – 103	Managerial Economics	70	20	10	100	3hrs
CP – 104	Environment Management	70	20	10	100	3hrs
CP – 105	Managerial Skill Development	70	20	10	100	3hrs
CP – 106	Indian Ethos and Values	70	20	10	100	3hrs
CP – 107	Accounting for Managers	70	20	10	100	3hrs
CP – 108	Computer for Managers	70	20	10	100	3hrs

SEMESTER-II

Paper	Title of Paper	Full Marks				Duration for T.E. Exam.
		Term End	Mid Term		Full Marks	
			Int.	GD/Sem*		
CP – 201	Organisation Effectiveness and Change	70	20	10	100	3hrs
CP – 202	Management Science	70	20	10	100	3hrs
CP – 203	Human Resource Management	70	20	10	100	3hrs
CP – 204	Financial Management	70	20	10	100	3hrs
CP – 205	Marketing Management	70	20	10	100	3hrs
CP – 206	Production and Operations Management	70	20	10	100	3hrs
CP – 207	Research Methodology	70	20	10	100	3hrs
CP - 208	International Business Environment and Management	70	20	10	100	3hrs

SEMESTER-III

Paper	Title of Paper	Full Marks				Duration for T.E. Exam.
		Term End	Mid Term		Full Marks	
			Int	GD/Sem*		
CP-301	Business Policy and Strategic Analysis	70	20	10	100	3hrs
CP-302	Decision Support Systems	70	20	10	100	3hrs
CP-303	Business Legislation	70	20	10	100	3hrs
CP-304	Summer Training Project	70	20	10	100	3hrs
PLUS ANY ONE GROUP OF THE FOLLOWING MAJOR SPECIALISATION AREA						

MAJOR SPECIALISATION AREA – FINANCE

FM-305	Securities Analysis and Portfolio Management	70	20	10	100	3hrs
FM-306	Corporate Restructuring	70	20	10	100	3hrs
FM-307	International Accounting	70	20	10	100	3hrs
FM-308	Financial Derivatives	70	20	10	100	3hrs
FM-309	Project Planning, Analysis and Management	70	20	10	100	3hrs
FM-310	International Finance	70	20	10	100	3hrs

MAJOR SPECIALISATION AREA – MARKETING

MM-305	Consumer Behaviour	70	20	10	100	3hrs
MM-306	Advertising Management	70	20	10	100	3hrs
MM-307	Marketing of Services	70	20	10	100	3hrs
MM-308	International Marketing	70	20	10	100	3hrs
MM-309	Sales and Distribution Management	70	20	10	100	3hrs
MM-310	Retail Management	70	20	10	100	3hrs

MAJOR SPECIALISATION AREA – HUMAN RESOURCE

HR-305	Management of Industrial Relations	70	20	10	100	3hrs
HR-306	Performance and Compensation Management	70	20	10	100	3hrs
HR-307	Legal framework Governing Human Relations	70	20	10	100	3hrs
HR-308	Management Training and Development	70	20	10	100	3hrs
HR-309	Human Resource Development: Strategies and System	70	20	10	100	3hrs
HR-310	Human Resource Planning and Development	70	20	10	100	3hrs

SEMESTER-IV

Paper	Title of Paper	Full Marks				Duration for T.E. Exam.
		Term End	Mid Term		Full Marks	
			Int	GD/Sem *		
CP-401	Corporate Evolution and Strategic Management	70	20	10	100	3hrs
CP-402	Project study	70	20	10	200	6hrs

PLUS ANY ONE GROUP OF THE FOLLOWING **MINOR SPECIALISATION AREA**

MINOR SPECIALISATION AREA – FINANCE

FM-403	Securities Analysis and Portfolio Management	70	20	10	100	3hrs
FM-404	International Finance	70	20	10	100	3hrs
FM-405	Management Control System	70	20	10	100	3hrs

MINOR SPECIALISATION AREA – MARKETING

MM-403	Advertising Management		20	10	100	3hrs
MM-404	International Marketing	70	20	10	100	3hrs
MM-405	Sales and Distribution Management	70	20	10	100	3hrs

MINOR SPECIALISATION AREA – HUMAN RESOURCE

HR-403	Human Resource Planning and Development	70	20	10	100	3hrs
HR-404	Management Training and Development	70	20	10	100	3hrs
HR-405	Human Resource Development : Strategies and System	70	20	10	100	3hrs

MINOR SPECIALISATION AREA – IT

IT-403	System analysis and design	70	15	15	100	3hrs
IT-404	Application development using oracle	60	15		75	3hrs
IT-405	Internet programming for e-commerce	60	15		75	3hrs
IT-406	Practical	35	15		50	3hrs

SEMESTER-I
MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOUR
(CP-101)

Objectives

The objective of this paper is to familiarize the student with basic management concepts and behavioural processes in the organization.

Course Contents:

Unit I

Evolution of management thought, systems and contingency approach for understanding organizations, managerial processes, functions, skills and roles in an organization. Understandings and management of organizational system by organizational decision, structure and work stress.

Unit II

Overview of Planning: Types of Plans & The planning process; Decision making: Process, Types and Techniques. Control: Function, Process and types of Control; Principles of organizing: Common organisational structures; Delegation & Decentralization: Factors affecting the extent of decentralization, Process and Principles of delegation.

Unit III

Importance of organizational Behaviour. Perception and Attribution: Concept, Nature, Process, Personality: Learning: Concept and Theories of Learning, reinforcement. Motivation: Concepts and their application, Need, Content & Process theories, Contemporary Leadership issues: Charismatic, Transformational Leadership. Emotional Intelligence Understanding and managing individual behaviour – personality, perceptions, values, attitudes, learning, work motivation, individual decision making and problem solving.

Unit IV

Understanding and managing group processes – Interpersonal and group dynamics, applications of emotional intelligence in organizations, group decision making, leadership and influence process. Characteristic, element, need, process and types of communication, effective communication and barrier in communication.

Suggested Reading:

1. Koontz, H and Wehrich, H. Management, 10th ed., New York, McGraw Hill, 1995.
2. Luthans, F. Organizational Behaviour, 7th ed., New York, McGraw Hill, 1995.
3. Robbins, S.P. Management, 5th ed., New Jersey, Englewood Cliffs, prentice Hall Inc, 1996.
4. Robbins, S.P. Organizational Behaviour, 7th ed., New Delhi, Prentice Hall of India, 1996.
5. Singh, Dalip Emotional Intelligence at Work, Response Books, Sage Publications, Delhi, 2001.

References From:- Utkal University

QUANTITATIVE METHODS

(CP-102)

Objectives

The objective of the course is to make the students familiar with some basic statistical and linear programming techniques. The main focus, however, is in their applications in business decision making.

Course Contents:

Unit I

Mathematical basis of managerial decision: Functions-application of functions-some special functions A.P. & G.P. and their managerial application, Matrices, determinant

Unit II

Measure of Central tendency, Measure of dispersion, Skewness, Kurtosis, & Moments.

Unit III

Theory of Probability – Probability Function, Random variables, Mathematical Expectation, Theoretical Distribution, Binomial, Poisson and Normal. Testing of Hypothesis – Large and Small Sample Tests

Unit IV

Correlation, types of correlation, correlation coefficient, measurement of linear correlation, properties of correlation coefficient, interpretation and limitation, probable error of the correlation coefficient, rank co-relation. Regression analysis, regression lines, determination of regression lines, regression coefficient, properties of regression coefficient, scatter diagram, co-relation relation analysis vs. regression analysis, time series, characteristics of a time series, purpose and uses of time series analysis, components of time series, measurement of trend.

Suggested Readings:

1. Chandra, N.K. Statistics for Behavioural and Social Scientists, Reliance Publishing House, Delhi, 1996.
2. Gupta, S.P. and Gupta M.P. Business Statistics, New Delhi, Sultan Chand, 1997.
3. Kazmier, L.J. and Phhl, N.F. Basic Statistics for Business and Economics, New York, McGraw Hill, 1988.
4. Levin Richard I and Rubin David S. Statistics for Management, New Jersey, Prentice Hall Inc., 1995.
5. Narag, A.S. Linear Programming and Decision Making, New Delhi, sultan Chand, 1995.

References From-: Utkal University

MANAGERIAL ECONOMICS (CP-103)

Objectives

The objective of this course is to acquaint the participants with concepts and techniques in Micro-Economic Theory and to enable them to apply this knowledge in decision-making. Emphasis is given to changes in the nature of business firms in the globalization.

Course contents

Unit I

Economics for Business Decision – Nature and scope of Managerial Economics, Role of Managerial Economist and Business decision making. Demand Analysis – Determinants of demand, Elasticity of demand, Types and measures of Elasticity of demand, Use in business decision making, demand Forecasting, Supply Theory.

Unit II

Production and cost – Production function, law of variable proportion, law of returns to scale, Cost curves, Break-even analysis; cost minimization and output maximization, Economies of scale and economies of scope (simple numerical problems to be solved).

Unit III

Market Structure – Price and output determination under perfect competition, monopoly, Oligopoly, monopolistic competition Descriptive pricing approaches: Full cost pricing, product pricing; Price skimming, penetration pricing. Input Pricing

Unit IV

Concepts of Macro economics and National Income: the concepts of GDP, GNP, GDP deflator, Personal Disposable Income, Business Cycle, Concepts and Theories of Business Cycle, Inflation, Fiscal and Monetary policies to control inflation, Balance of Payment

Reference Books:

1. Managerial Economics- Petersen, Lewis, Jain, Pearson
2. Managerial Economics, Geetika, Ghosh, Raychoudhury, TMH
3. Business Economics, M. Adhikary, New Delhi, Excel Books, 2000.
4. Managerial Economics – Analysis of Managerial Decision Making, H L Ahuja, S. Chand
5. Managerial Economics Theory and Applications, DM Mithani HPH
6. Managerial Economics, P L Mehta Sultan Chand & Co.
7. Managerial Economics, DN. Dwivedi, Vikash
8. Managerial Economics, O.P. Chopra, New Delhi Tata McGraw Hill, 1995.

Recommendations:

1. Keat, Paul G & Philips K.Y. Young, Managerial Economics, Prentice Hall, New Jersey, 1996.
2. Koutsoyiannis, A Modern Micro Economics, New York, Macmillian, 1991.

Reference from: BPUT Syllabus

ENVIRONMENT MANAGEMENT

(CP-104)

Objectives

Course contents:

Unit I

Environment management: fundamentals-sustainable development, implication of human population growth, limits to growth, environment and business schools: energy management: fundamentals – Fossil fuels use, energy production and trade, energy balance. Water, forest and biodiversity management: water resources, dams and their role

Unit II

Ecosystem concepts: Basic concepts and their application in business, industrial ecology and recycling industry; environment management system: EMS standards, ISO 14000.

Unit III

Environmental auditing, clearance / permissions for establishing industry; environmental management and valuation: environmental accounting, economics – environmental taxes shifts, green funding, corporate mergers, environmental ethics; environmental management trade and environmental management, debt and environment, GATT / WTO provisions.

Unit IV

Environmental laws: Acts, Patents, IPRS, role of NGO'S PIL; pollution and waste management – air, water, land pollution, trade in wastes. Forest products and trade, role of biodiversity in international trade and approaches to corporate ethics: Bio-ethics.

Suggested Readings:

1. Uberoi, N.K. Environmental Management, Excel Books, A-15, Naraina Phase-1, New Delhi, 2000.
2. Pandey, G.N. Environmental Management, Vikas Publishing House New Delhi, 1997.
3. Gupta, N. Dass: Environmental Accounting, Wheeler Publishing, 19, K.G. Marg, New Delhi, 1997.
4. Mohanty, S.K. Environment & Pollution Law Manual, Universal Law Publishing, G.T. Karnal Road, New Delhi, 1996.
5. Harley, Nick: Environmental Economics, MacMillan India Ltd., Ansari Road, New Delhi, 1997.

References from: University of Delhi & Karnataka University

MANAGERIAL SKILL DEVELOPMENT (CP-105)

Objectives

The course is aimed at equipping the students with issue critical to successful business communication. The course also offers the students a practical strategy to solve communication problems and to use technology effectively in business communication. It emphasizes the skills and competencies necessary for students to make the transition from school to the workplace.

Course Contents

Unit I

Importance and nature of business communication; Effective communication skill Types of communication: Verbal communication, Written communication, Non-verbal communication: body language and importance of the 7 C's and the 4 S's concepts.

Unit II

Process of communication; barriers and gateways in communication. The communication situation, Objectives of communication and Significance of communication in business

Unit III

Written Communication - Dos and don'ts of business writing; commercial letters; writing business reports. Oral Communication- presentations of reports, public speaking, and negotiations.

Unit IV

Legal aspects of business communication for Jobs.

SUGGESTED READINGS

1. Bahl,Sushil, *Business Communication Today*,Response Books,1996
2. Radhaswamy,P.*Communication Management*,Deep & Deep Publications
3. Kaul,Asha, *Effective Business Communication*,PHI,2000
4. Goodman,B Michael,*Corporate Communication for executives*, State University New York Press,1998
5. Bodh Raj and Virendra Kumar, *Business Communication*,Kalyani Publication,2001
6. Roger,D'Aprix,*Communicating for Change*,Jossey Bass Publishers,2000
7. Michael,V.P.,*Communication and Research for Management*,Himalaya Publishing House,1992
8. Roger,D'Aprix,*Communicating for Change*,Jossey Bass Publishers,2000
9. Michael,V.P.,*Communication and Research for Management*,Himalaya Publishing House,1992
10. Ramesh MS and Pattanshetti CC,*Business Communication*,R.Chand & Co.,2001

Reference From: University of Delhi and Utkal University, Odisha

INDIAN ETHOS AND VALUES (CP-106)

Objectives:

Course contents:

Unit I

Indian ethos for management: Basic principles of management as per ancient Indian Wisdom and insight, Essential Features of Indian Ethos and Insight, Intuition in Management, Indian Wisdom and Modern Management, Managerial Effectiveness, Globalization, High Technology, Ecology, New Marketing Concept, Managerial Effectiveness.

Unit II

Total quality management: Quality, Assurance, TQM and Human Values, Three Aspects of TQM, Internal Quality, Problem Solving Tools, Total Involvement of all Japanese Operating Management Ethos, HRD Interventions in TQM, Emphasis on Quality of Life, Focus on Quality of Work Life, TQM and Human Values System, TQM Environment, , Mission, Vision, Values, Value based TQM of Western Company, Attributes of Support Team Managers, Quality Management, Kaizen Model.

Unit III

Corporate social responsibility and corporate governance: Social responsibility of business, standard of living or life style, ethical policy and process, forces inducing, social responsibility, business and consumer, business and its environments. Concept of corporate governance, need, evolution, and different governance models, corporate governance and Indian Industries.

Unit IV

Business Ethics and Stress Management: Need for managers, concept behind Business Ethics, ethical dilemma, need for ethical values in global change, Indian perspective, trans-cultural human values in management education. Definition, types of stress, Causes of stress, positive and negative effect of stress, problem relating to stress in corporate management-Indian perspective, stress management, Job burnout.

Suggested Readings:

1. A study in Business Ethics : Rituparna Raj (Himalaya Publisher)
2. Ethics in Management : S.A.Sherlekar (Himalaya Publisher)
3. Foundation of Managerial Work : S.K.Chakraborty (Himalaya Publisher)
4. Managing in Turbulent Time: P.Drucker(Pan Book)
5. Managing Secularism in new Millennium : S.Kumar and Uberoi(Excel Books)

Reference From: University of Delhi and BPUT, Odisha

ACCOUNTING FOR MANAGERS (CP-107)

Objectives

The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting and utilization of financial and accounting information for planning, decision-making and control.

Course contents:

Unit I

Introduction to Accounting: Accounting as a language and need for Accounting, Basic Terminologies of Accounting. External and Internal users of Accounting Information, Accounting concepts and conventions, Accounting cycle, Accounting Equations, Nature of GAAP, Need for Accounting Standards, Limitations of Accounting, Accounting .

Unit II

Mechanics of Accounting: Introduction, Classification, Double Entry System, Preparing Journal, Subsidiary books, Ledger, preparation of Trial Balance. Preparation of Income statement and Balance Sheet, Depreciation Accounting

Unit III

Management Accounting – Meaning, characteristics, objectives, functions, importance, limitations,

Financial Statements – Meaning, importance, limitations

Financial Statement Analysis – Methods of financial analysis, comparative statement, trend percentage, common size statement

Unit IV

Analysis and interpretation of Financing Statements:-

Ratio analysis, Use fullness, Limitation, Types of Ratio, Cash Flow Analysis as per AS – 3 (Revised), Funds Flow Analysis.

Reference Books:

1. Financial Accounting - Gupta, Pearson
2. Financial Accounting and Analysis, Satpathy, Mohapatra and Patra, HPH
3. Financial Accounting for Management; Paresh Shah, Oxford
4. Financial Accounting A managerial Perspective-Bapat & Raitha, McGrawHill
5. Financial Accounting for Management, A.K.Bhattacharya, PHI
6. Financial Accounting by S.N Maheswari, Vikas Publications

Reference from: BPUT Odisha

COMPUTERS FOR MANAGERS

(CP-108)

Objectives

The objectives of this course include developing an appreciation of different software and hardware systems available in the industry among the participants and build up the experience of computer usage in business organizations with specific reference to commercial data processing systems.

Course Contents:

Unit I

Computers – an introduction – Components of a computer system; generations of computers, elements of computer system, computer languages, data communications; networking – LAN & WANs.

Unit II

PC-Software Packages – an introduction – disk operating system and windows; text processing software, introduction to a spreadsheet software; creation of spreadsheet applications; range, formulas, functions, data base functions in spreadsheet; graphics on spreadsheet, presentation graphics – creating a presentation on a PC.

Unit III

Modes of data processing, Basics of data processing; data hierarchy & data file structures; data files-types and organizations; master & transaction file; relevance of data base management systems in business.

Unit IV

Introduction to Program using C language, Program Development Life cycle; flow chart; input-process-output analysis; Programming concepts; use of files in programming, C character set, variables, data types, Decision control structure (if else, switch-case), The loop control structure, (for, while and do while loop). Array (Single Dimensional and Double Dimensional), Introduction to function, call by value, call by reference.

Suggested Readings

1. Burch, John and Grudnitski Gary, Information Systems: Theory and Practice, 5th ed., New York, John Wiley.
2. David, Van Over, Foundations of Business Systems, Fort Worth, Dryden, 1992.
3. Eliason, AL. On-line Business Computer Applications, 2nd ed., Chicago, Science research Associates, 1987.
4. Estrada, Susan, Connecting to the Internet, Sebastopol, CA, O'Reilly, 1993.
5. Let Us C, by Yaswant Kanitkar, BPB Publication.
6. ANSI C, By M.Kamthane.

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

Reference from: Utkal University

SEMESTER-II
ORGANISATION EFFECTIVENESS AND CHANGE
(CP-201)

Objectives

To familiarize the students with basic organizational processes to bring about organizational effectiveness and change.

Course Contents:

Unit I

Overview of Organizational Effectiveness, change and development: Meaning and approaches to organizational effectiveness, factors effecting organizational effectiveness, effectiveness through adaptive coping style, meaning, type, process of organizational change, change agent, resistance to change and overcoming resistance change, Need, steps and techniques of Organizational Development.

Unit II

Organizational climate and culture, power and politics, the process of empowerment. Learning Organisation: creativity and innovation, conflict and negotiation.

Unit III

Behavioural Approach to Group: Meaning and nature of group, reason for group formation, classification of group, stages of group development, group dynamics, interpersonal behaviour, Meaning, nature and process of collaborations.

Unit IV:

Business ethics and corporate governance, management of gender issues, cross-cultural dynamics.

Suggested Readings

1. Anderson, A.H. and Barker D. Effective Enterprise and Change Management, Oxford, Blackwell Publisher Ltd. 1996.
2. French, W.E. and Bell, C.H. Organization Development, New Delhi, Prentice – Hall of India, 1995.
3. Kao, S.R. etc. Effective Organization and Social Values, New Delhi, Sage, 1994.
4. Khandwalla, P.N. Organization Design for Excellence, New Delhi, Tata McGraw Hill, 1992.
5. Luthans, F. Organisational Behaviour, 7th ed., New York, McGraw Hill, 1995.

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

Reference from: BPUT, BBSR

MANAGEMENT SCIENCE **(CP-202)**

Objectives

The objective of this course is to develop an understanding of basic management science techniques and their role in managerial decision making.

Course Contents:

Unit I

Management science – Basic concepts of management science. Linear Programming Concept, Formulation & Graphical and Simplex Solution.

Unit II

Transportation Models: Concept, Formulation, Problem types: Balanced, Unbalanced, Minimization, Maximization Basic initial solution using North West Corner, Least Cost & VAM and Optimal Solution using MODI. Assignment Models: Concept, Flood's Technique / Hungarian Method, applications including Restricted & multiple assignments.

Unit III

Queuing Theory: Concept, Single Server (M/M/I,) Markov Chains & Simulation Techniques: Markov chains: Applications related to management functional areas. Integer programming (branch and bound algorithm), goal programming,

Unit IV

PERT/CPM. Decision Theory: Concept, Decision under risk (EMV) & uncertainty and decision trees . Game Theory : Concept, 2 zero sum game with dominance, Pure & Mixed Strategy.

Suggested Readings:

1. Budnik, Frank S. Dennis Mcleavey, Recharad Mojena Principles of Operations Research, 2nd ed., Richard Irwin, Illinois – All India Traveler Bookseller, New Delhi, 1995.
2. Gould, FJ etc. Introduction to Management Science, Englewood Cliffs, New Jersey, Prentice Hall Inc. 1993.
3. Mathur, K and Solow, D. Management Science, Englewood Cliffs, New Jersey, Prentice Hall of Inc., 1994.
4. Narag A.S. Liner Programming and Decision Making, New Delhi, Sultan Chand, 1995.
5. Sharma, J.K. Operations Research: Theory and Applications, New Delhi, Macmillan India Ltd., 1997.

References from: BPUT and Sambalpur University.

HUMAN RESOURCE MANAGEMENT

(CP-203)

Objectives

In a complex world of industry and business, organizational efficiency is largely dependent on the contribution made by the members of the organization. The objective of this course is to sensitize students to the various facets of managing people and to create an understanding of the various policies and practices of human resource management.

Course Contents

Unit I

Concepts and perspectives on human resource management, human resource manager in a changing environment. Corporate objectives and human resource planning for business management.

Unit II

Methods of manpower search, attracting and selecting human resources, induction and socialization. ,.

Unit III

Manpower training and development, career succession planning, job analysis and role description performance appraisal and potential evaluation, job evaluation and wage determination.

Unit IV

Employee welfare, Industrial relations and trade unions, dispute resolution and grievance management, employee empowerment.

Suggested Readings:

1. Aswathappa, K. Human Resource and Personnel Management Tata McGraw Hill, New Delhi, 1997.
2. De Cenzo, DA & Robbins SP. Human Resource Management, 5th ed., New York, John Wiley, 1994.
3. Guy, V & Mattock J. The New International Manager, London, Kogan Page, 1993.
4. Holloway, J. ed. Performance Measurement and Evaluation, New Delhi, Sage, 1995.
5. Monappa, A. & Saiyadain M. Personnel Management, 2nd ed., New Delhi, Tata McGraw Hill, 1996.

References: University of Delhi & Utkal University

FINANCIAL MANAGEMENT

CP-204

Objectives

The purpose of this course is to acquaint the students with the broad framework of financial decision making in a business unit.

Course contents:

Unit I

Aims and objectives of financial management; cost-volume-profit analysis; time value of money, Dividend Policy.

Unit II

Instruments of long term finance; cost of different sources of raising capital; weighted average cost of capital; valuation and rates of return.

Unit III

Operating and financial leverage, capital structure decisions, optimum capital structure.

Unit IV

Investment and methods of capital budgeting decisions, short-term financing investments, management of working capital, cash, receivables and inventory management.

Reference Books:

1. Fundamentals of Financial Management, Van Horne, Pearson
2. Essentials of Financial Management, IM Pandey, Vikas
3. Financial Management, Khan & Jain, McGraw Hill,
4. Financial Management, Srivastav & Misra, Oxford.
5. Financial Management, G Sudarsan Reddy, HPH
6. Financial Management – Tulsian (S Chand)
7. Fundamentals of Financial Management, Brigham, Cengage
8. Financial Management by PrasannaChandra , Tata McGraw Hill
9. Financial Management, Rustogi, Galgotia Publishing.

Reference from: BPUT, Odisha

MARKETING MANAGEMENT

(CP-205)

Objectives

The purpose of this course is to develop and understanding of the underlying concepts, strategies and issues involved in the marketing of products and services.

Course contents

Unit I

Concept, Nature and scope of marketing, corporate orientations towards the marketplace, the marketing environment and environment scanning, marketing information system and marketing research.

Unit II

Understanding consumer and industrial markets, market segmentation, targeting and positioning; product decisions – product mix, product life cycle, new product development.

Unit III

Promotion decision – promotion mix, advertising, sales promotion, Direct Marketing, Public Relation and personal selling. Branding and packaging, labeling decisions, pricing methods and strategies.

Unit IV

Channel selection and management, wholesaling, retailing, physical distribution system, vertical marketing systems, organizing and implementing, new issues in marketing-globalization, consumerism, green marketing, legal issues.

Suggested Readings:

1. Enis, B.M. Marketing Classics: A selection of Influential Articles, New York, McGraw Hill, 1991.
2. Kotler, Philip and Amstrong, G. Principles of Marketing, New Delhi, Prentice Hall of India, 1997.
3. Kotler, Philip, Marketing Management: analysis, Planning, Implementation and Control, New Delhi, Prentice Hall of India, 1994.
4. Ramaswamy, VS and Namakumari, S. Marketing Management: Planning, Control, New Delhi, MacMillan 1990.
5. Stanton, William, J. Fundamentals of Marketing, New York, McGraw Hill, 1994.

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

Reference from: Delhi University, Sambalpur University, Utkal University & B.P.U.T

PRODUCTION AND OPERATIONS MANAGEMENT

(CP-206)

Objectives

The course is designed to acquaint the students with decision making in: Planning, scheduling and control of production and operation functions in both manufacturing and services; productivity improvement in operations through layout engineering and quality management etc; Effective and efficient flow, replenishment and control of materials with reference to both manufacturing and services organizations.

Course Contents

Unit I

Production and Operations Management: Nature and scope of production and operations management , facility location, types of manufacturing systems and layouts, layout planning and analysis.

Unit II

Material Handling: Principles – equipments, line balancing– problems, operation decisions – production planning and control - In mass production – in batch / job order manufacturing.

Unit III

Capacity Planning: Models, process planning – aggregate planning – scheduling – maintenance management concept – work study, method study, work measurement, work sampling, work environment – industrial safety.

Unit IV

Quality Management and Supply Chain Management– Concept of Supply Chain Management; Concept of Quality; Design of Quality Control System, Statistical Quality Control, Types of Control Chart – X Chart, R Chart, P Chart, TQM (Total Quality Management) Concepts, Introduction to ISO 9000 &14000 Standards.

Reference Books:

1. Operations Management, Mahadevan, Pearson
2. Operations Management, Chase et.al – Tata McGraw Hill.
3. Production and Operations Management, S.N Chary, Tata McGraw Hill
4. Operations Management, Meenakhi Kumari, Cengage
5. Production and Operations Management, Kaniska Bedi, Oxford
6. Production and Operations Management, K. Aswathappa, K. Shridhar Bhat, HPH
7. Production & Operations Management, SP Singh, Vikas Publication
8. Production and Operations Management, Panneerselvam , PHI
9. Essentials of Operations Management by Scott T Young – Sage Publication

Reference from: Biju Patnaik University of Technology

RESEARCH METHODOLOGY

(CP-207)

Objectives

To equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision making.

Unit I

Nature and scope of research, Defining Research Problems, Statement of research Objectives, and formulation, research Process. Sample Design, Methods and Techniques of Data Collection, Questionnaire Design, Scaling Techniques, types of research.

Unit II

Methods of Data Collection: Observational and survey methods, questionnaire design, attitude measurement techniques, motivational research techniques, administration of surveys, sample design.

Unit III

Selecting an appropriate statistical technique, field work and tabulation of data, analysis of data, use of SPSS and other statistical software packages, advanced techniques , t-test, chi-square test, Z test, ANOVA, Discriminant Analysis: introduction, steps of two group Discriminant analysis, directions for multiple discriminant analysis , cluster analysis: concept of clustering, similarity measures, clustering techniques, mathematical model for clustering of objects into “p groups based on attributes. Factor analysis: introduction, terminologies of factor analysis.

Unit IV

Report Writing: Research Proposal Writing, Report Writing, Categories of Report, Layout and Parts of a Report, Presentation of a Report, Summer Placement Report, Preparation of Dissertation

Suggested Readings:

1. Andrews, F.M. and S.B. Withey, Social Indicators of Well Being, Plenum Press, NY, 1976.
2. Bennet, Roger: Management Research, ILO, 1983.
3. Fowler, Floyd J.Jr., Survey Methods, 2nd ed., Sage Pub., 1993.
4. Fox, J.A. and P.E. Tracy: Randomized Response: A Method of Sensitive Surveys, Sage Pub., 1986. 5. Gupta, S.P. Statistical Methods, 30th ed., Sultan Chand, New Delhi, 2001.

INTERNATIONAL BUSINESS ENVIRONMENT AND MANAGEMENT (CP-208)

Objectives

The primary objective of this course is to acquaint the students to emerging global trends in business environment.

Course Contents:

Unit I

Nature, Scope and Environment of International Business: Nature and Scope of International business, Significance, stages of Internationalization, Approaches of International Business, International Business Environment, Factors of International Business, Social, Economic, Political and Cultural Environment.

Unit II

Modes of International Business and Exchange Rate: Modes of Entering International Business, Country Evaluation and Selection, International Negotiation, Issues in Asset Protection, Foreign Exchange Market Mechanism, Determinants of Exchange Rate, Euro Currency Market.

Unit III

World Financial Environment and IHRM : World Financial Environment, Foreign Direct Investment, Tariff and Non-Tariff Barriers to trade, Global Competitiveness Index, Role of Multinationals in the development of developing countries, International Human Resource Management (IHRM).

Unit IV

Trade Blocks and WTO: International Trade Blocks- NAFTA, ASEAN, SAARC, EU, WTO, and Implications of WTO on Indian Business, WTO and dispute settlement mechanism, Export marketing - Indian and Global context.

Suggested Readings:

1. International Business and Management by P.Subba Rao, HPH
2. Francis Cherunilam, International Business
3. Bhalla, V.K. and s. Shivaramu, International Business Environment and Business, New Delhi, Anmol, 1995.
4. Bhalla, V.K. International Economy: Liberalisation Process, New Delhi, Anmol, 1993.
5. Daniel, John D and Radebanh, Lee H. International Business, 5th ed., New York, addision Wesley, 1986.
6. Eiteman, D.K. and Stopnehill, Al. Multinational Business Finance, New York, Macmillan, 1983.

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

Reference from: PT. Ravishankar Shukla University, Raipur

SEMESTER – III
BUSINESS POLICY AND STRATEGIC ANALYSIS
(CP-301)

Objectives

The objective of this course is to develop a holistic perspective of enterprise, critical from the point of view of the top executives.

Unit I

Nature & importance of business policy & strategy: Introduction to the strategic management process and related concepts; Characteristics of corporate, business & functional level strategic management decisions. Company's vision and mission: need for a mission statement, criteria for evaluating a mission statement

Unit II

Environmental Analysis & Diagnosis: Analysis of company's external environment Environmental impact on organisations policy and strategy, organisations dependence on the environment, analysis of remote environment, analysis of specific environment- Michael E. Porter's 5 Forces model; Internal analysis: Importance of organisation's capabilities, competitive advantage and core competence, Michael E. Porter's Value Chain Analysis.

Unit III

Formulation of competitive strategies: Michael E. Porter's generic competitive strategies, implementing competitive strategies- offensive & defensive moves. Formulating Corporate Strategies: Introduction to strategies of growth, stability and renewal, Types of growth strategies, Types of renewal strategies

Unit IV

Strategic Framework: Strategic analysis & choice, Strategic gap analyses, portfolio analyses – BCG, GE, product market evolution matrix, experience curve, directional policy matrix, life cycle portfolio matrix, Grand strategy selection matrix; Impact of structure, culture & leadership, functional strategies & their link with business level strategies, Balanced Score Card; Introduction to Strategic control & evaluation, Strategic surveillance.

Suggested Readings:

1. J.A. Pearce & R.B. Robinson : Strategic Management formulation implementation and control, TMH
2. Arthur A. Thompson Jr. & A.J Strickland III : Crafting and executing strategy, TMH
3. Gerry Johnson & Kevan Scholes, Exploring corporate strategies, PHI
4. UpendraKachru: Strategic Management, Excel books
5. Arthur A. Thompson Jr. and A.J.Strickland: Strategic Management –Concepts and Cases, McGraw-Hill Companies
6. Lawrence R. Jauch & William F. Glueck: Business Policy and Strategic Management (McGraw Hill Series in Management).

Reference From: Utkal University and Kuruksetra University, Odisha

DECISION SUPPORT SYSTEMS

(CP-302)

Objective

The objective of the course is to develop the basic understanding of the decision support system of the artificial intelligence for business organization.

Course Contents:

Unit I

Introduction to MIS, Evolution of MIS, Need of MIS, Definition of MIS, Benefit of MIS, MIS function, objective, Characteristic , Development of Long Range Plans of the MIS, Ascertaining the Class of Information, Determining the Information Requirements, Development and Implementation of the MIS, Management of Information Quality in the MIS, Organisation for Development of MIS, MIS-Development Process Model.

Unit II

Managerial decision making: Decision making process, problem solving techniques, how decisions are being supported – decisions styles group, Simon Model of decision making, features of various CBIS. Decision support system overview - relevance, scope, characteristic and capabilities, components and classification of DSS.

Unit III

Database management system: Objective, characteristics, components and use of DBMS, types of database, Role of DBA. Model base management system: types of models, certainty, uncertainty, risk.

Unit IV

Information Security challenges in E-enterprise: Introduction, Security Threats and Vulnerability, Controlling Security Threat and Vulnerability, Management Security Threat in E-business, Disaster Management, MIS and Security Challenges Dialog generation management system: user interface – graphic menus – forms DSS tools – DSS generators – specific DSS.

Suggested Readings:

1. Jawadekar W. S.: Management Information System, TMH Publication.
2. Keen, peter G.W.: Decision Support System an Organisational Perspective Addison-Wesley Pub.
3. Theierauff, Robert J.: Decision Support System for effective planning – Prentice Hall – 1982.
4. Kroger, Donald W., and Hugh J. Watson: Computer Based Information System New York, 1984.
5. Davis, Michael W.: A management Approach – Macmillan Publishing company, Prentice Hall, New Jersey, 1988.
6. Andrew P.: Decision support System Engineering, Sage, John Wiley & Sons, New York, 1991.

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

Reference from: Biju Patnaik University of Technology

BUSINESS LEGISLATION (CP-303)

Objectives:

The course is designed to assist the students in understanding basic laws affecting the operations of a business enterprise.

Course contents:

Unit I

Law of Contract (1872): Nature of contract; Classification; Offer and acceptance; Capacity of Parties to contract; Free consent; Consideration; Legality of object; Discharge of contract; Agreement declared void; Performance of Contract; Remedies for breach of contract, quasi-contracts.

Unit II

The Sale of Goods Act, 1930: formation of a contract, rights of an unpaid seller, the Negotiable Instruments Act, 1981: nature and types, negotiation and assignment, holder-in-due course, dishonor and discharge of a negotiable instrument. : Contract of Agency: Mode of creating & revocation of Agency, Rights and Duties of Agents and Principals. Contract of Bailment (Rights and duties of Bailor and Bailee).

Unit III

The Companies Act, 1956 & Amendment 2013: Nature and types of companies, formation, memorandum and articles of association, prospectus, borrowing powers, Management and meetings, prevention of oppression and mismanagement, winding up.

Unit IV

Consumer Protection Act 1986 : Meaning, Definition and Objects, Consumer Protection Councils, Consumer Disputes Redressal Machinery Cyber Laws : The information Technology Act 2000 – Digital signature-Electronic Governance, Penalties and Adjudication – offences.

Suggested Readings:

1. Tuteja, S.K. Business law for Managers, New Delhi, Sultan Chand, 1998.
2. Essentials of Mercantile Law, N.D.Kapoor, S.Chand and Sons, New Delhi
3. Business Law, Gulsan, Excell Book, New Delhi
4. Avtar Singh, Company law, 11th ed. Lucknow, Eastern, 1996.
5. Khergamwala, J.S. The Negotiable Instrument Acts, Bombay, N.M. Tripathi, 1980.
6. Ramaiya, A. Guide to the Companies Act, Nagpur, Wadhwa, 1992.
7. Shah, S.M. Lectures on Company Law, Bombay, N.M. Tripathi, 1990.

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

Reference: Biju Patnaik University of Technology

4. Event Planning And Management: Sharma, Diwakar, Deep & Deep Publication Pvt Ltd. 2005
5. Events Management: Raj, Razaq, SAGE Publication India Pvt. Ltd. 2009

Reference from: Savitribai Phule Pune University

**SUMMER TRAINING PROJECT REPORT & VIVA VOCE
(CP-304)**

Full Marks: 100 (Project Report: 70, Viva Voce: 30)

The candidates are required to undergo summer training for a period of six to eight weeks during the summer vacation in an organization (Service/Industry/Business) under the supervision of an officer of the organization concerned not below the rank of Deputy Manager. After the successful completion of summer training the candidate has to submit a project report to the department within 3 weeks of completion of the training.

The project report will be evaluated both by the internal examiner (HOD/Coordinator) and an External Examiner, preferably an officer of an organization, or an academician. They will also conduct the viva voce examination.

FINANCE AREA

SECURITIES ANALYSIS AND PORTFOLIO MANAGEMENT

(FM-305)

Objectives

The objective of this paper is to improve the skills of taking intelligent investment decisions and managing them in a rational and systematic manner. It also provides a sound intellectual framework for taking investment decisions and the ability to keep emotions from corroding that decision.

Unit 1

Investment: Features and objectives, Alternative forms of investment, Risk & Return on investment measuring risk and return on 2 Asset on „n“ asset portfolio, Markowitz Efficient function.

Unit II

Sharpe's Single Index model, Computation of Risk and Return on a portfolio, Interpretation of portfolio, Alpha, Beta, Efficient frontier with risk free lending and borrowing capital that live, securely Masher live, CAPM, pricing of securities with CAPM, Arbitrage pricing theory.

Unit III

Portfolio Selection: feasible set portfolios, efficient set, utility theory, selection of optional portfolio using utility concept, Markowitz portfolio optimization, Sharpe portfolio optimization, Efficient Market Hypothesis.

Unit IV

Fundamental Analysis, Economic, Industry and Company Analysis, Technical Analysis, Charting tools, Volume and price trends, technical indicators, Performance Evaluation of portfolio, portfolio management strategies

Reference Book:

1. Security Analysis & Portfolio Management, V.K.Bhalla, S.Chand
2. Security Analysis & Portfolio Management, S.Kevin, PHI
3. Investment Management(SAPM), Preeti Singh, Himalaya Publishing House
4. SAPM, K. Sasidharan, Alex K.Mathews, Tata McGraw Hill
5. Investment Management and Security Analysis, Dhanesh Kumar Khatri, Mac Millan
6. Investment Management, Yogesh Maheshwari, PHI Pvt.Ltd.

Reference from: BPUT, Odisha

CORPORATE RESTRUCTURING

(FM-306)

Objectives

To acquaint the students with the concept and process of corporate restructuring like Mergers and Acquisitions, takeovers, LBOs, MBOs etc **Course Contents**

Unit I

Corporate restructuring – Introduction, types of corporate restructuring, importance of corporate restructuring, reason for success of corporate restructuring, reason for failure of corporate restructuring.

Unit II

Mergers and acquisitions: Types of combinations, forms of merger, significance of mergers, analysis of mergers and acquisitions

Unit III

Financial aspects of mergers and acquisitions: Evaluation of merger through DCF technique, estimation of cash flow, estimation of cost of capital, estimation of terminal values, estimation of value per share

Unit IV

Financing a merger, cash offer, exchange of shares, impact of EPS, merger negotiations, significance of P/E ratio, leveraged buy outs, management buy outs, tender offer, Regulation of mergers and acquisitions, accounting principle for mergers and acquisitions.

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Suggested Readings:

1. Takeovers, Restructuring and Corporate Governance – (Person) Education Asia J. Fred Weston, Juan A. Sile, Brain A. Johnson
2. Corporate Dynamism Curo Piimpin Jaico Publishing House Delhi
3. Ramanujan, Mergers ET AL Issues, Implication and Cases, Law in Corporate Restructuring, Tata McGraw Hill
4. Michel Franken, E.S.Merger and Acquisition Basic, John Willey, New Delhi
5. Blomayl and Jaridan, M & Blackwel Publisher
6. Wesdon Fred, Merger Restructuring and Corporate Control, PHI, New Delhi

Reference from: Biju Patnaik University of Technology

INTERNATIONAL ACCOUNTING

(FM-307)

Objectives

The objective of this course is to acquaint the students with the accounting needs of international financial markets and to analyze the accounting measurement and reporting issues unique to multinational business transactions.

Course Contents

Unit I

International dimensions of accounting – conceptual development and comparative development patterns.

Unit II

Currency transactions; – international standards and multinational corporations,

Unit III International perspective on inflation accounting; financial reporting and disclosure.

Unit IV Analyzing foreign financial statement; financial management of multinational entities, Transfer pricing

Reference Book:

1. Arpon, Jeffrey S and Radebaugh, Lee H. International Accounting and Multinational Enterprises, New York, John Wiley, 1985.
2. Choi, Frederick DS and Mueller Gerhard G. International Accounting, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1984.
3. Evans, Thomas G. International Accounting & Reporting, London, MacMillan, 1985.
4. Gray, SJ. International Accounting and Transnational Decisions, London, Butterworth, 1983.
5. Holzer, H Peter, International Accounting, New York, Harper & Row, 1984.
6. A.K.Dasmohapatra, International Accounting, PHI, New Delhi (2007)

Reference from: Sambalpur University

FINANCIAL DERIVATIVES

(FM-308)

Objectives

The objectives of this course is to give an in depth knowledge of the functioning of derivative securities market.

Course Contents

Unit I

Financial Derivatives: Financial Derivatives Introduction , Definition of Financial Derivative , Features, Types of Derivatives, Basic Financial Derivatives, History of Derivatives Market, Use of Derivatives, Critiques of Derivatives. Traders in Derivative Markets, Factors contributing to the growth of Derivatives. Financial Derivatives Market in India. Forward contract, Features of Forward contract, Classification of Forward Contract

Unit II: Future Market, Contracting & Pricing

Introduction, Financial Futures contracts, Types of Financial Futures, Contracts, Evolution of Futures Market in India, Operators/Traders in Future Market, Functions and growth in Future Market, Future Market trading Mechanism, Theories of Future prices. Hedging Concepts – Long, Short, Cross. Forward prices Vs Future prices

Unit III: Forward and Swap Market

Module - III Forward and Swap Market: Introduction, concept, Types, Distinction between option and futures contracts, SWAP: Introduction, concept, Nature, Evolution, Features, Types of Swaps. Over view of Commodity Derivatives.

Unit IV: Pricing and Trading Mechanism

Determinants of option pricing , Black – Scholes option pricing model, Binomial Option pricing model , Trading with option, Hedging with option.

Recommended Books:

1. Options, Futures and Other Derivatives – Hull / Basu – Pearson
2. Financial Derivatives – Theory, Concepts and problems – Gupta – PHI
3. Derivatives and Risk Management – Srivastav – Oxford
4. Options and Futures, Patwari and Bhargava, Jaico
5. Risk Management and Derivatives – Stulz – Cengage
6. Derivatives and Risk Management – Varma – TMH
7. Introduction to Derivatives, Johnson, Oxford
8. Financial Derivatives – B. Mishra / S.S. Debashis – Excel Books
9. Financial Derivatives – Kumar – PHI
10. Derivatives Simplified, Bhaskar, Mahapatra, Sage
11. Mastering Derivatives Markets, Taylor, Pearson

Reference from: Biju Patnaik University of Technology

PROJECT PLANNING, ANALYSIS AND MANAGEMENT (FM-309)

Objectives

The basic purpose of this course is to understand the framework for evaluating capital expenditure proposals, their planning and management in the review of the projects undertaken.

Course Contents

Unit I

Generation and screening of project idea: Concept of project and project management, Characteristics of project, Project Family tree, Classification of Project, Project selection process, Project life cycle, Project report, Project appraisal, Tools and techniques for project management, Project manager's roles and responsibilities

Unit II

Capital expenditure, importance and difficulties, market demand and situational analysis. Project financing in India, problem of time and cost overrun in public sector enterprises in India, Assessment of the tax burden

Unit III

Technical analysis, financial analysis, analysis of project risk, firm risk and market risk, social cost benefit analysis, multiple projects and constraints.

Unit IV Network techniques for project management, project review and administrative aspects. Environmental appraisal of projects

Suggested Readings:

1. Prasanna Chandra: Projects-Planning Analysis, Selection, Implementation & Review, Tata McGraw Hill, New Delhi.
2. Prasanna Chandra : Financial Management, Tata McGraw Hill, New Delhi.
3. M.Shaghil and M. Mushtaque : Project Planning and Management Vol. 1
4. C. Choudhury : Project Management, Tata McGraw Hill, New Delhi – 1995
5. I.M. Pandey : Financial management, Vikas Publishing. Ed. 8.
6. Laura Brown and Tony Grundy : Strategic Project Management
7. P. Gopala Krishnan and V. Rama Moorthy : Project Management
8. Johan, M. Nicholas : Project Management for Business & Technology,Ed. 2nd.

References:

1. Bryce, M.C.: industrial Development, McGraw Hill, (intl. Ed.), New York.
2. Chandra, Prasanna: Project Preparation, appraisal and Implementation, Tata McGraw Hill, Delhi.
3. IDBI: Manual of Industrial Project Analysis in Developing Countries.
4. OECD: (i) Manual for Preparation of Industrial Feasibility Studies (ii) Guide to Practical Project Appraisal.
5. Pitalo, R.L.: Project Appraisal Techniques, Oxford and IBH.

Reference From: University of Delhi and Utkal University

INTERNATIONAL FINANCE

(FM-310)

Objectives

It provides a sound understanding of the nature and management of foreign exchange exposure, international financial markets and instruments

Course Contents

Unit I

International financial system and capital flows, international monetary system
European monetary system

Unit II

Foreign exchange markets, managing exchange rate and foreign exchange reserves, theories of exchange rates, purchasing power parity, interest rate parity and international fisher effect

Unit III

Determination of exchange rates, the balance of payments accounts, supply and demand view of exchange rates, the factors affecting exchange rates, the stability of exchange rates, exchange rate forecasting

Unit IV

Managing foreign exchange risk and exposure: Accounting exposure, real changes in exchange rates, Operating exposure, hedging risk and exposure

References:

1. Maurice D. Levi , International Finance, McGraw Hill, Inc., New Delhi
2. P.G.Apte, International Financial Management, Tata McGraw Hill, New Delhi
3. V.K.Bhalla, International Financial Management, Anmol Publications Pvt. Ltd, New Delhi
4. Alan C. Shapiro, Multinational Financial Management, Prentice hall of India (Pvt) Ltd, New Delhi
5. Keith Pilbeam, International Finance, McMillon Publishing House, New Delhi
6. V.Sharan, International Finance Management, PHI, New Delhi.

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

Reference from: Biju Patnaik University of Technology

MARKETING AREA
CONSUMER BEHAVIOUR
(MM-305)

Objectives

The basic objective of this course is to develop and understanding about the consumer decision-making process and its applications in marketing function of firms.

Course Contents

Unit I

Introduction to consumer behaviour; consumer behaviour and marketing strategy; consumer involvement, Diffusion of innovation, consumer decision making process, Factors influencing consumer decision making process

Unit II

Information search process; Determinants of Behaviour- Personality, perception, attitude, learning, evaluative criteria and decision rules; consumer motivation.

Unit III

Psychographics and lifestyle; reference group influence. Group influence on consumer behavior- social class, social group, opinion leaders. Family: Role and structure, Family life cycle, purchasing decision, changing role of families.

Unit IV

Models of consumer behaviour; Howard-seth model, Angle-Blackwell-kollat model, Nicosia model, Family decision making model

Suggested Readings:

1. Assail, H. Consumer Behaviour and Marketing Action, Ohio, South western, 1995.
2. Engle, JF. Etc. Consumer Behaviour, Chicago, Dryden Press, 1993.
3. Howard, John A. etc. Consumer Behaviour in Marketing, Englewood Cliffs, New Jersey, prentice Hall Inc. 1989.
4. Hawkins, DI. Etc. Consumer Behaviour: Implications for Marketing Strategy, Texas, Business, 1995.
5. Mowen, John C. Consumer Behaviour, New York, MacMillan, 1993.

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

Reference from: to the syllabus of Delhi University, Sambalpur University, Utkal University & B.P.U.T

ADVERTISING MANAGEMENT

(MM-306)

Objectives

The aim of the paper is to acquaint the students with concepts, techniques and give experience in the application of concepts for developing an effective advertising programme.

Course Contents

Unit I Introduction ,meaning and framework of Advertising; Advertising and its types, Advertising's role in the marketing process; legal ethical and social aspects of advertising.

Unit II Building of advertising programme-message, headlines, copy, logo, illustration, appeal, layout; campaign planning; Media planning; budgeting.

Unit III Evaluation – Advertising Effectiveness tests, recognition, recall, experimental designs; Dagmar approach – determination of target audience. Overview of an Advertising Agency; Departments of an Advertising Agency; selection compensation and appraisal of an agency;

Unit IV Advertising campaign – advertising Vs consumer behavior; sales promotion – role of creative strategies; advertising – retail, national, cooperative, political, international, public service advertising, Rural Advertising

Suggested Readings:

1. Aaker, David A. etc. Advertising Management, 4th ed., New Delhi, Prentice Hall of India, 1985.
2. Beleh, George E and Beleh, Michael A. Introduction to Advertising and Promotion, 3rd ed. Chicago, Irwin, 1995.
3. Borden, William H. Advertising, New York, John Wiley, 1981.
4. Hard, Norman. The Practice of Advertising, Oxford, Butterworth Heinemann, 1986.
5. Kleppner, Otto, Advertising Procedure, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1986.

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

MARKETING OF SERVICES

(MM-307)

Objectives

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

Course Contents

Unit I

Meaning, Definition, Characteristics of services, Comparison of goods with services. classification of services, Evolution and growth of service sector in India. Reasons behind the growth of service sector in India, 7 P's of service marketing.

Unit II Service marketing triangle, Service marketing planning, Service marketing research, Managing demand of services, Service encounter management, Strategic service marketing

Unit III Quality issue and models, GAP Analysis, SERVQUAL, New service development, Service life cycle, Service research, Service delivery channels: direct channel, franchising, agents, broker, internet channels, Channel conflicts and resolution.

Unit IV Marketing of Financial service, Tourism service, Education service, health services, Telecom services.

References :

1. Lovelock, Christopher H. Managing Services : Marketing Operations and Human Resources, Englewood Cliffs, New Jersey, Prentice Hall Inc, 1999
2. Lovelock, Christopher H. Services Marketing, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1993
3. McDonald, Malcolm and Payne, A. Marketing Planning for services, Butterworth, Heinemann, 1996
4. Newton MP Payne, A. The Essence of Service Marketing, New Delhi, Prentice Hall of India, 1996
5. Verma, HV, Marketing of Services, New Delhi, Global Business Press, 1993

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

Reference from: to the syllabus of Delhi University, Sambalpur University, Utkal University & B.P.U.T

INTERNATIONAL MARKETING

(MM-308)

Objectives

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

Course contents

Unit I

International marketing – definition, concept and setting; distinctions between international trade, marketing and business; economic environment of international marketing, Trading partners – bilateral trade agreements.

Unit II

International institutions – World Bank, IMF, UNCTAD, WTO, customs union, common markets, free trade zones, economic communities; constraints on international marketing – fiscal and non-fiscal barriers, non-tariff barriers. Commodity agreements and GSP; India and World trade.

Unit III

Import and export policy, direction and quantum of India's export; institutional infrastructure for export promotion; export promotion councils, public sector trading agencies, ECGC, commodity boards etc; procedure and documents – registration of exporters, export quotations, production and clearance of goods for exports, shipping and transportation, insurance, negotiation of documents.

Unit IV

Instruments of payments – open account, bills of exchange; letter of credit – export finance; international marketing mix – identification of markets, product policy, international product life cycle, promotion strategy, pricing strategy and distribution strategy; various forms of international business; marketing of joint ventures and turnkey projects.

Suggested Readings:

1. Bhattacharya, B. Export Marketing: Strategies for Success, New Delhi, Global Business Press, 1991.
2. Johri, Lalit M. International Marketing: Strategies for Success, University of Delhi, Faculty of Management Studies, 1980.
3. Keegan, Warren, Global Marketing Management, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1995.
4. Onkvisit, Sak and Shaw, JJ, International Marketing: Analysis and Strategy, New Delhi, Prentice Hall of India, 1995.
5. Pripalomi, V.H.: International Marketing, Prentice Hall.

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

Reference from: to the syllabus of Delhi University, Sambalpur University, Utkal University & B.P.U.T

SALES AND DISTRIBUTION MANAGEMENT (MM-309)

Objectives

The purpose of this paper is to acquaint the student with the concepts which are helpful in developing a sound sales and distribution policy and in organizing and managing sales force and marketing channels.

Course Contents

Unit I

Nature and scope of sales management; setting and formulating personal selling objectives; recruiting and selecting sales personnel; developing and conducting sales training programmes.

Unit II

Designing and administering compensation plans; supervision of salesmen; motivating sales personnel; sales meetings and sales contests; designing territories and allocating sales efforts; objectives and quotas for sales personnel; Developing and managing sales evaluation programme..

Unit III

An overview of marketing channels, their structure, functions and relationships; channel intermediaries – wholesaling and retailing; logistics of distribution; channel planning, organizational patterns in marketing channels; managing marketing channels.

Unit IV

Marketing channel policies and legal issues; information system and channel management; assessing performance of marketing channels; international marketing channels. Digital Marketing channels

Suggested Readings:

1. Anderson, R. Professional Sales Management, Englewood Cliffs, New Jersey, Prentice Hall of Inc., 1992.
2. Anderson, R. Professional Personal Selling, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1991.
3. Buskirk, RH and Stanton, WJ. Management of Sales Force, Homewood Illinois, Richard D. Irwin, 1983.
4. Dalrymple, DJ. Sales Management: Concepts and Cases, New York, John Wiley, 1989.
5. Johnson, EM etc. Sales Management: Concepts, Practices and Cases, New York, McGraw Hill, 1986.

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

Reference from: Sambalpur University, Utkal University & B.P.U.T

RETAIL MANAGEMENT (MM-310)

Objectives

The course will focus on manufacturers' perspective on retailers and understanding of the retail business.

Course Contents

Unit I

An introduction to the retailing system, retailing mix – social forces – economic forces – technological force – competitive forces; retailing definition, structure, different formats – marketing concepts in retailing.

Unit II

Consumer purchase behaviour – cultural and social group influence on consumer purchase behaviour; retail store location – traffic flow and analysis – population and its mobility – exteriors and layout – customer traffic flows and pattern – creative display.

Unit III

Merchandise planning – stock turns, credit management, retail pricing, return on per sq. feet of space – retail promotions – staying ahead of competition. Supply chain management – warehousing – role of IT in supply chain management; franchising.

Unit IV

Direct marketing / direct selling – exclusive shops – destination stores – chain stores – discount stores and other current and emerging formats – issues and options; retail equity, technology in retailing – retailing through the internet.

Suggested Readings

1. Diamond Allen, Fashion Retailing, Delmar Pub., 1993.
2. Diamond, Jay and Gerald Pintel Retailing, Prentice Hall, NJ, 1996.
3. Drake, Mary Francis, J.H. Spooone and H. Greenwald Retail Fashion, Promotion, and Advertising, Macmillan, NY, 1992.
4. Levy, Michael & Barton a. Weitz Retailing Management, 2nd ed. Irwin, London, 1995.
5. Morgenstein, Melvin and Harriat Strongin Modern Retailing

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

Reference from: to the syllabus of Delhi University, Sambalpur University, Utkal University & B.P.U.T

HUMAN RESOURCE MANAGEMENT AREA MANAGEMENT OF INDUSTRIAL RELATIONS (HR-305)

Objectives

Organisational efficiency and performance are intricately interlinked with industrial relations. This course is an attempt to appreciate the conceptual and practical aspects of industrial relations at the macro and micro levels.

Course Contents

Unit I

Industrial Relations Perspectives: Industrial relations and the emerging socio-economic scenario, industrial relations and the state. Industrial relations system in India: Structure and its evolution; Major contemporary developments in global economy and their impact on industrial relations scenario in India.

Unit II

Legal Frame Work of Industrial Relations: Role and future of trade unions, trade union and employee management. Forms and trends of industrial conflicts and collaboration; Emerging trends in Union-Management relations.

Unit III

Discipline and Grievance management: Negotiation and collective settlements. Employee empowerment and quality management, technology and industrial relations.

Unit IV

Participative management: Rationale, Issues and for participation, Strategies for making participation effective.

Suggested Readings

1. Venkataratnam, C. S. *Industrial Relations: Text and Cases*. Delhi. Oxford University Press.
2. Bray, M, Deery.S, Walsh.J, and Waring P, *Industrial Relations: A Contemporary Approach*, Tata Mc Graw Hill.
3. Dwivedi, R.S., *Managing Human Resources: Industrial Relations in Indian Enterprises*, New Delhi, Galgotia Publishing Company.
4. Singh, P., & Kumar, N. *Employee Relations Management*. New Delhi: Pearson Education India.
5. Mamoria C.B. & S. Mamoria: *Dynamics of Industrial Relations in India*. Mumbai. Himalaya Publishing House.
6. Niland R. et. al . *The Future of Industrial Relations*, New Delhi. Sage.

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

Reference from: Delhi University (HRD) & Utkal University

PERFORMANCE AND COMPENSATION MANAGEMENT
(HR-306)

Objectives

The objective is to enable the students to get an idea about the different compensation policy of organization practice in India.

Course contents

Unit-I

Conceptual Framework of Performance Management: Definition, scope, purpose and objectives of performance management, performance management cycle. Modes and strategies to improve performance management

Unit-II

Performance Management Process: Criteria, types of measure, performance standards, competence and competence analysis, performance coaching, mentoring and counselling, performance problem solving.

Unit III

Implementation and Issues in Performance Management: Implementing performance management system- Strategies and challenges; Performance management practices in Indian organizations.

Unit-IV

Compensation Management: Compensation management process, Forms of pay, Financial and nonfinancial compensation. Compensation Strategies, Assessing job values & relativities.

Suggested Readings

1. Armstrong, M. & Baron, A., *Performance management and development*, Jaico Publishing House, Mumbai.
2. Bagchi, S. N., *Performance management*, Cengage Learning India.
3. Bhattacharyya, D.K., *Performance management systems and strategies*, Pearson Education.
4. Robert B., *Performance management*, McGraw-Hill Education India.
5. Henderson, R.I. *Compensation Management in a Knowledge Based World*. New Delhi: Pearson Education

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

Reference from: Delhi University (HRD) & Utkal University

LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS (HR-307)

Objectives

Understanding of the legal framework is important for the efficient decision making relation to man management and industrial relations. The course aims to provide an understanding, application and interpretation of the various labour laws and their implications for industrial relations and labour issues.

Course Contents

Unit I

Emergence and objectives of labour laws and their socio-economic environment, industrial relations laws– laws relating to industrial disputes, trade unions, and standing orders.

Unit II

Laws relating to discharge, misconduct, domestic enquiry, disciplinary action. Social Security Laws: laws relating to workmen’s compensation, employees’ state insurance, provident fund, gratuity and maternity relief.

Unit III

Theories of Wage Determination: The law of minimum wages, payment of wages, payment of bonus. Wage Structure and Wage Analysis.

Unit IV

Law relating to Working Conditions: The laws relating to factories, establishment, and contract labour. Principle of Equal Pay for Equal Work; Overview of Incentive Wage Plans.

Suggested Readings:

1. Ghaiye, BR. Law and Procedure of Departmental Enquiry in Private and Public Sector, Lucknow, Eastern Law Company, 1994.
2. Malhotra, O.P. The law of Industrial Disputes, Vol. I and II, Bombay, N.M. Tripathi, 1985.
3. Malik, PL. Handbook of Industrial Law, Lucknow, Eastern Book, 1995.
4. Saini, Debi S. Labour judiciary, Adjudication and Industrial Justice, New Delhi, Oxford, 1995.
5. Saini, Debi S. Redressal of Labour Grievances, Claims and Disputes, New Delhi, Oxford & IBH, 1994.

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

Reference from: Delhi University (HRD) & Utkal University

MANAGEMENT TRAINING AND DEVELOPMENT (HR-308)

Objectives

The purpose of this paper is to provide an in-depth understanding of the role of training in the HRD, and to enable the course participants to manage the training systems and processes.

Course Contents

Unit I

Introduction: Concepts and Rationale of Training and Development; overview of training and development systems; organizing training department; training and development policies;

Unit II

Training Process: Establishing objectives (Pre-training), Training, Post-training, Training methods, trainer and training style.

Unit III

Evaluation of Training and Development: Reasons and evaluation; Evaluation planning and data collection, different evaluation frameworks, Problems of Measurement and Evaluation; Model of Training Effectiveness; **Models of Evaluation:** Kirkpatrick's model, Kaustmanis five level evaluation, the CIRO Approach of Evaluation.

Unit IV

Training & Learning: Cost of Training, Training aids, training needs assessment, training design. Adult learning, learning theory, learning curve, team building in Indian organization, management of corporate culture.

Suggested Readings

1. Prior, John, *Handbook of Training and Development*, Jaico Publishing House, Bombay.
2. Trvelove, Steve, *Handbook of Training and Development*, Blackwell Business.
3. Warren, M.W. *Training for Results*, Massachusetts, Addison-Wesley.
4. Craig, Robert L., *Training and Development Handbook*, McGraw Hill.
5. Garner, James, *Training Interventions in Job Skill Development*, Addison-Wesley.
6. Kenney, John; Donnelly, Eugene L. and Margaret A. Reid, *Manpower Training and Development*, London Institute of Personnel Management.

Reference from: Delhi University (HRD) & Utkal University

HUMAN RESOURCE DEVELOPMENT: STRATEGIES AND SYSTEM (HR-309)

Objectives

The purpose of this course is to facilitate an understanding of the concepts, methods and strategies for HRD.

Course contents

Unit I

Concept; Relationship between human resource management and human resource development; HRD mechanisms, processes and outcomes.

Unit II

HRD Process: Designing and developing effective HRD programs; Implementing HRD programs; evaluating effectiveness of HRD Programs; HRD Audit; HRD and Scorecard, Management Development: Evaluation of Management Development, and Techniques of Management Development.

Unit III

HRD Staffing: Staffing HRD functions, Developing HRD strategies, HRD for Workers. Development of HRD System: Process of HRD, The systems of HRD, HRD Matrix, HRD Planning. Organizational Development: Meaning of OD, Nature of OD, Objectives of OD, OD Interventions, OD Models, Benefits from OD.

Unit IV

Quality Work life and HRD: Total Quality Management and HR, Performance Management System, case studies of HRD in Indian Organisations.

Suggested Readings

1. Human Resource Development, Dr. Lalitha Balkrishnan & S. Srividhya, HP
2. Personnel and Human Resource Management, P.Subarao
3. Human Resource Audit, T.V.Rao
4. Human Resource Development, T.V.Rao

Reference from: Delhi University (HRD) & Utkal University

HUMAN RESOURCE PLANNING AND DEVELOPMENT (HR – 310)

Objectives

The purpose of this course is to facilitate an understanding of the concepts, methods and strategies for HRD

Course Contents

Unit I

Basic Concept need and Process of HRP: Objectives and importance of HRP, Barriers of HRP, Level of HRP, Factors affecting HRP, Corporate planning and HR Planning.

Unit II

Behavioural Factors in Human Resource Planning: Wastage analysis, retention strategy, redeployment and exit strategy. Approaches to Analyzing Job: Method of collecting information on job analysis, steps in job analysis process, changing nature of roles.

Unit III

Career Management: Career, career Management, models career planning, career stages, career development, succession planning, performance appraisal planning.

Unit IV

Measurement in HR Planning: Human resources information system, human resources accounting, Human Resource cost. HRP of Transfer, Promotions and Job Rotation, Skills and Multi-skilling.

Suggested Readings

1. Gordon Mc Beath “ The Handbook of Human Resource Planning”
2. Bhattachary Dipak Kumar “Human Resources Planning”, Excel Books
3. Human Resources Management, S.S.Khanka, Sultan Chand
4. Werner J. M., DeSimone, R.L., *Human resource development*, South Western.
5. Nadler, L., *Corporate human resources development*, Van Nostrand Reinhold.
6. Mankin, D., *Human resource development*, Oxford University Press India.
7. Haldar, U. K., *Human resource development*, Oxford University Press India.
8. Rao, T.V., *Future of HRD*, Macmillan Publishers India.

Reference from: Delhi University (HRD) & Utkal University

SEMESTER – IV
CORPORATE EVOLUTION AND STRATEGIC MANAGEMENT
(CP-401)

Objectives:

The objective of this course is to develop understanding about strategic processes and their impact on a firm.

Course Contents

Unit I

Nature and scope of strategic management; strategic intent and vision; concept of core competence, capability and organizational learning.

Unit II

ENVIRONMENTAL ANALYSIS & COMPETITIVE ADVANTAGE: External & Internal Environment – Strategic Advantage Profile (SAP), Environmental Threat Opportunity Profile (ETOP), SWOT Analyses - Porter's Five Forces Model-Strategic Groups; Competitive Changes during Industry Evolution-Globalization and Industry Structure.

Unit III

Strategy evaluation and Control; chief executive and board; work of top management; turnaround management. BCG Matrix and GE 9 Cell Model -Mc Kinsey's 7s Framework

Unit IV

Management of strategic change; mergers and acquisitions; strategic management in an international firm; strategy and corporate evolution in Indian context.

Suggested Readings:

1. Chakravorty, S.K. Managerial Transformation through Values, New Delhi, Sage, 1993.
2. David Fred, Strategic Management, 7th ed., Englewood Cliffs, New Jersey, Prentice Hall Inc., 1997.
3. Drucker, Peter F. The Changing World of the Executive, New York, Time Books, 1982.
4. Hamel, G and Prahalad, C.K. Competing for the Future, Boston, Harvard Business School Press, 1994.
5. Jemison, D.B. and Haspeslagh, P.C. Managing Acquisitions: Creating Value through Corporate Renewal, New York, Free Press, 1991.

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

References from: BPUT

**PROJECT STUDY & VIVA VOCE
(CP-402)**

Full Marks: 200 (Project Report: 140, Viva Voce: 60)

The candidates are required to take up a project under the supervision of the HOD/Coordinator or his/her nominee and submit a dissertation within the time to be notified by the department. The dissertation shall be evaluated by both the internal (supervisor) and the External Examiner who will also conduct the viva voce examination.

FINANCE
SECURITIES ANALYSIS AND PORTFOLIO MANAGEMENT
(FM-403)

Objectives:

The objective of this paper is to improve the skills of taking intelligent investment decisions and managing them in a rational and systematic manner. It also provides a sound intellectual framework for taking investment decisions and the ability to keep emotions from corroding that decision.

Course Contents

Unit 1

Investment: Features and objectives, Alternative forms of investment, Risk & Return on investment measuring risk and return on 2 Asset on „n“ asset portfolio, Markowitz Efficient function.

Unit II

Sharpe's Single Index model, Computation of Risk and Return on a portfolio, Interpretation of portfolio, Alpha, Beta, Efficient frontier with risk free lending and borrowing capital that live, securely Masher live, CAPM, pricing of securities with CAPM, Arbitrage pricing theory.

Unit III

Portfolio Selection: feasible set portfolios, efficient set, utility theory, selection of optional portfolio using utility concept, Markowitz portfolio optimization, Sharpe portfolio optimization, Efficient Market Hypothesis.

Unit IV

Fundamental Analysis, Economic, Industry and Company Analysis, Technical Analysis, Charting tools, Volume and price trends, technical indicators, Performance Evaluation of portfolio, portfolio management strategies

Reference Book:

1. Security Analysis & Portfolio Management, V.K.Bhalla, S.Chand
2. Security Analysis & Portfolio Management, S.Kevin, PHI
3. Investment Management(SAPM), Preeti Singh, Himalaya Publishing House
4. SAPM, K. Sasidharan, Alex K.Mathews, Tata McGraw Hill
5. Investment Management and Security Analysis, Dhanesh Kumar Khatri, Mac Millan
6. Investment Management, Yogesh Maheshwari, PHI Pvt.Ltd.

Reference from: BPUT Odisha

INTERNATIONAL FINANCE

(FM-404)

Objectives:

It provides a sound understanding of the nature and management of foreign exchange exposure, international financial markets and instruments

Course Contents

Unit I

International financial system and capital flows, international monetary system European monetary system.

Unit II

Foreign exchange markets, managing exchange rate and foreign exchange reserves, theories of exchange rates, purchasing power parity, interest rate parity and international fisher effect.

Unit III

Determination of Exchange Rates: the balance of payments accounts, supply and demand view of exchange rates, the factors affecting exchange rates, the stability of exchange rates, exchange rate forecasting.

Unit IV

Managing Foreign Exchange Risk and Exposure: Accounting exposure, real changes in exchange rates, Operating exposure, hedging risk and exposure.

Suggested Readings

1. Maurice D. Levi , International Finance, McGraw Hill, Inc., New Delhi
2. P.G. Apte, International Financial Management, Tata McGraw Hill, New Delhi
3. V.K. Bhalla, International Financial Management, Anmol Publications Pvt. Ltd, New Delhi
4. Alan C. Shapiro, Multinational Financial Management, Prentice hall of India (Pvt) Ltd, New Delhi
5. Keith Pilbeam, International Finance, McMillon Publishing House, New Delhi
6. V.Sharan, International Finance Management, PHI, New Delhi

Reference: Biju Patnaik University of Technology

MANAGEMENT CONTROL SYSTEM

(FM-405)

Objectives

The main objective this course is to appraise the students about the concept of management control system as well as its role in efficient management of public system organization

Course Contents

Unit I

Management Control: An overview, nature, scope and concept of management control system, organization goals, strategic planning and implementations, organization structure, contingency theory, organizational climate, position of controller in the organization structure of an organization.

Unit II

Management Control Process: Programming, budgetary planning and procedures, budgetary control, analysis of variances, flexible budgeting, zero-base budgeting, performance budgeting, accounting aspects of control including internal audit and control and value for money, analysis and reporting, variance reporting.

Unit III

Management Control Structure: responsibility centre, responsibility accounting, cost centre, profit centre, inter-divisional transfer pricing, and measurement of divisional performance including performance evaluation– qualitative and quantitative, investment centre. Management Control in Specialized Organization: Selected case studies on non-profit and public service organizations.

Unit IV

Behavioural Aspects of Management Control: Motivation and morale, goal congruency, participative and responsive management, human as part of information process, learning curves.

Suggested Readings

1. Anthony, R.N. and Govindrajana V. Management Control Systems, 8th ed., Taraporevala, Chicago, Irwin, 1995
2. Emmanuel, C and Otley, D. Accounting for Management Control, London, Nostrand Reinhold, 1985
3. Ghosh, P.K. and Gupta, G.S. Cost Analysis and Control, New Delhi, Vision 1985
4. Glynn, J.J. Value for Money, Auditing in Public Sector, London, Prentice Hall Inc., 1985
5. Hersey, P and Blanchard, H.B.- "Management of Organisation Behaviour: Utilizing Human Resources", New Delhi, Prentice Hall of India, 1988

Reference From: University of Delhi and Utkal University

MARKETING AREA
ADVERTISING MANAGEMENT
(MM-403)

Objectives:

The aim of the paper is to acquaint the students with concepts, techniques and give experience in the application of concepts for developing an effective advertising programme.

Course Contents

Unit I

Introduction, meaning and framework of Advertising; Advertising and its types, Advertising's role in the marketing process; legal ethical and social aspects of advertising.

Unit II

Building of advertising programme-message, headlines, copy, logo, illustration, appeal, layout; campaign planning; Media planning; budgeting.

Unit III

Evaluation – Advertising Effectiveness tests, recognition, recall, experimental designs; Dagmar approach – determination of target audience. Overview of an Advertising Agency; Departments of an Advertising Agency; selection compensation and appraisal of an agency;

Unit IV

Advertising campaign – advertising Vs consumer behavior; sales promotion – role of creative strategies; advertising – retail, national, cooperative, political, international, public service advertising, Rural Advertising.

Suggested Readings

1. Aaker, David A. etc. Advertising Management, 4th ed., New Delhi, Prentice Hall of India, 1985.
2. Beleh, George E and Beleh, Michael A. Introduction to Advertising and Promotion, 3rd ed. Chicago, Irwin, 1995.
3. Borden, William H. Advertising, New York, John Wiley, 1981.
4. Hard, Norman. The Practice of Advertising, Oxford, Butterworth Heinemann, 1986.
5. Kleppner, Otto, Advertising Procedure, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1986.

Reference: Sikim Manipal University and Sambalpur University

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

INTERNATIONAL MARKETING

(MM-404)

Objectives

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

Course contents

Unit I

International marketing – definition, concept and setting; distinctions between international trade, marketing and business; economic environment of international marketing, Trading partners – bilateral trade agreements.

Unit II

International institutions – World Bank, IMF, UNCTAD, WTO, customs union, common markets, free trade zones, economic communities; constraints on international marketing – fiscal and non-fiscal barriers, non-tariff barriers. Commodity agreements and GSP; India and World trade.

Unit III

Import and export policy, direction and quantum of India's export; institutional infrastructure for export promotion; export promotion councils, public sector trading agencies, ECGC, commodity boards etc; procedure and documents – registration of exporters, export quotations, production and clearance of goods for exports, shipping and transportation, insurance, negotiation of documents.

Unit IV

Instruments of payments – open account, bills of exchange; letter of credit – export finance; international marketing mix – identification of markets, product policy, international product life cycle, promotion strategy, pricing strategy and distribution strategy; various forms of international business; marketing of joint ventures and turnkey projects.

Suggested Readings

1. Bhattacharya, B. Export Marketing: Strategies for Success, New Delhi, Global Business Press, 1991.
2. Johri, Lalit M. International Marketing: Strategies for Success, University of Delhi, Faculty of Management Studies, 1980.
3. Keegan, Warren, Global Marketing Management, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1995.
4. Onkvisit, Sak and Shaw, JJ, International Marketing: Analysis and Strategy, New Delhi, Prentice Hall of India, 1995.
5. Pripalomi, V.H.: International Marketing, Prentice Hall.

References From: Delhi University, Sambalpur University, Utkal University & B.P.U.T

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

SALES AND DISTRIBUTION MANAGEMENT

(MM-405)

Objectives:

The purpose of this paper is to acquaint the student with the concepts which are helpful in developing a sound sales and distribution policy and in organizing and managing sales force and marketing channels.

Course Contents

Unit I

Nature and scope of sales management; setting and formulating personal selling objectives; recruiting and selecting sales personnel; developing and conducting sales training programme

Unit II

Designing and administering compensation plans; supervision of salesmen; motivating sales personnel; sales meetings and sales contests; designing territories and allocating sales efforts; objectives and quotas for sales personnel; Developing and managing sales evaluation programme

Unit III

An overview of marketing channels, their structure, functions and relationships; channel intermediaries – wholesaling and retailing; logistics of distribution; channel planning, organizational patterns in marketing channels; managing marketing channels.

Unit IV

Marketing channel policies and legal issues; information system and channel management; assessing performance of marketing channels; international marketing channels. Digital Marketing channels

Suggested Readings

1. Anderson, R. Professional Sales Management, Englewood Cliffs, New Jersey, Prentice Hall of Inc., 1992.
2. Anderson, R. Professional Personal Selling, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1991.
3. Buskirk, RH and Stanton, WJ. Management of Sales Force, Homewood Illinois, Richard D. Irwin, 1983.
4. Dalrymple, DJ. Sales Management: Concepts and Cases, New York, John Wiley, 1989.
5. Johnson, EM etc. Sales Management: Concepts, Practices and Cases, New York, McGraw Hill, 1986.

Reference: Sambalpur University, Utkal University & B.P.U.T

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

HUMAN RESOURCE PLANNING AND DEVELOPMENT

(HR – 403)

Objectives

Course Contents

Unit I

Basic Concept need and Process of HRP: Objectives and importance of HRP, Barriers of HRP, Level of HRP, Factors affecting HRP, Corporate planning and HR Planning.

Unit II

Behavioural Factors in Human Resource Planning: Wastage analysis, retention strategy, redeployment and exit strategy. Approaches to Analyzing Job: Method of collecting information on job analysis, steps in job analysis process, changing nature of roles.

Unit III

Career Management: Career, career Management, models career planning, career stages, career development, succession planning, performance appraisal planning.

Unit IV

Measurement in HR Planning: Human resources information system, human resources accounting, Human Resource cost. HRP of Transfer, Promotions and Job Rotation, Skills and Multi-skilling.

Suggested Readings

1. Gordon Mc Beath “ The Handbook of Human Resource Planning”
2. Bhattachary Dipak Kumar “Human Resources Planning”, Excel Books
3. Human Resources Management, S.S.Khanka, Sultan Chand

Reference from: Delhi University (HRD) & Utkal University

MANAGEMENT TRAINING AND DEVELOPMENT (HR-404)

Objectives

The purpose of this paper is to provide an in-depth understanding of the role of training in the HRD, and to enable the course participants to manage the training systems and processes.

Course Contents

Unit I

Introduction: Concepts and Rationale of Training and Development; overview of training and development systems; organizing training department; training and development policies;

Unit II

Training Process: Establishing objectives (Pre-training), Training, Post-training, Training methods, trainer and training style.

Unit III

Evaluation of Training and Development: Reasons and evaluation; Evaluation planning and data collection, different evaluation frameworks, Problems of Measurement and Evaluation; Model of Training Effectiveness; **Models of Evaluation:** Kirkpatrick's model, Kaustmanis five level evaluation, the CIRO Approach of Evaluation.

Unit IV

Training & Learning: Cost of Training, Training aids, training needs assessment, training design. Adult learning, learning theory, learning curve, team building in Indian organization, management of corporate culture.

Suggested Readings:

1. Lynton : Pareekuday "Training for development"
2. Dr. B. Rathan Reddy "Effective Human Resource Training and Development strategy(HPH)
3. R.K.Sahu "Training for development"

Reference from: Delhi University (HRD) & Utkal University

HUMAN RESOURCE DEVELOPMENT: STRATEGIES AND SYSTEM (HR-405)

Objectives

The purpose of this paper is to facilitate an understanding of the concepts, methods and strategies for HRD

Course Contents

Unit I

Concept: Relationship between human resource management and human resource development; HRD mechanisms, processes and outcomes.

Unit II

HRD Process: Designing and developing effective HRD programs; Implementing HRD programs; evaluating effectiveness of HRD Programs; HRD Audit; HRD and Scorecard, Management Development: Evaluation of Management Development, and Techniques of Management Development.

Unit III

HRD Staffing: Staffing HRD functions, Developing HRD strategies, HRD for Workers. Development of HRD System: Process of HRD, The systems of HRD, HRD Matrix, HRD Planning. Organisational Development: Meaning of OD, Nature of OD, Objectives of OD, OD Interventions, OD Models, Benefits from OD.

Unit IV

Quality Work life and HRD: Total Quality Management and HR, Performance Management System, case studies of HRD in Indian Organisations.

Suggested Readings

1. Human Resource Development, Dr. Lalitha Balkrishnan & S. Srividhya, HP
2. Personnel and Human Resource Management, P.Subarao
3. Human Resource Audit, T.V.Rao
4. Human Resource Development, T.V.Rao

Reference from: Delhi University (HRD) & Utkal University

INFORMATION TECHNOLOGY AREA

SYSTEM ANALYSIS AND DESIGN Full Mark – 100 (Mid Term – 30, End Term – 70) (IT-403)

Objective

This course is aimed at developing an appreciation of Analysis and Design of computer based commercial data processing systems.

Course Contents

Unit I

Overview of System Analysis and Design : Software applications today, the changing scenarios, introduction to different methodologies and structured system analysis problem identification, requirement analysis : tools and techniques feasibility analysis – Operational, Technical and Economical Feasibility-details of SDLC approach,

Unit II

Business Systems Concept : System Development Life Cycle : Project Selection; Feasibility Study, Tools for Analysis and Design of Business Systems; Methodologies Available; Need for Structured Techniques; Structured Techniques Available, System

Unit III

Requirement Specification and Analysis : Data Flow Diagrams; Data Dictionaries; Process Organisation and Intersections; Decision Analysis; Modulation; Module Specification; File Design; Data Base Design; System Control and Quality Assurance; Documentation Tools; Testing Techniques Available; System Controls and Audit Trails; System Administration and Training; Conversion and Operations Plan,

Unit IV

Hardware and Software Selection; Hardware Acquisition; Benchmarking, Vendor Selection, Operating System Selection, Language Processor, Performance and Acceptance Testing Criteria, Managing Data Processing in an Organisation; Data Processing Set Up; Project Management Techniques for Managing Software Projects

Suggested Readings:

1. Awad. Elias M. System Analysis and Design. 2nd ed., New Delhi, Prentice Hall of India, 1990
2. Rajaraman, T.D., Structure Analysis and System Specification, New Delhi, Yourdon Press, 1989

APPLICATION DEVELOPMENT USING ORACLE Full Mark
– 75 (Mid Term – 15, End Term – 60) (IT-404)

Objective

The Objective of the course is to acquaint the students with the application development using ORACLE in modern business analysis and management.

Contents

Unit I

Refresher to Oracle RDBMS : Defining a Data Base, Defining Columns and Keys, Normalising the design, minimizing redundancy, organisation of data in Oracle. Oracle Tools, SQL & PL/SQL, SQL and PL/SQL command Summary, data types, Operators, DML, DDL

Unit II

PL/SQL control Structures-Error Handling, Oracle FORMS Module : Application Development Using FORMs, Organisation of FORMS, painting canvas, default form, forms process, trigger and their types, trigger command syntax, execution of forms

Unit III

REPORT Module : Types of Reports, formalizing the report, calculated fields, groups settings, modifying, text settings, previewing a report, running a report, Oracle Utilities : Exporting and importing database information, loading data from foreign files, Backup and Recovery

Unit IV

Graphics Module : Designing graphics, Integrating graphics with forms and reports, Building applications, Business analysis, entity relationship model, normalization data integrity, data base, updation, transactions, planning and designing the forms for updation and enquiry managerial reports generation(Individual groups to identify projects and build their own application)

Suggested Readings:

1. Bayross, Ivan Commercial Application Development Using Oracle Developer 2000, BPB Publication
2. Hipsley, Paul Developing Client Server Application with Oracle, Developer 2000, Sams Publishing, 2000
3. Lulushi, Albert Developing Oracle Forms Application, Prentice Hall, 1977
4. Mulfer, Robert J. Oracle Developer 2000

INTERNET PROGRAMMING FOR E-COMMERCE Full Mark – 75 (Mid Term – 15, End Term – 60) (IT-405)

Objective

The objective of the course is to familiarize the students with the internet programming for e-commerce.

Course Contents

Unit I

Authenticating HTML : Building Blocks of HTML, Page Design, Site Design, Linking HTML Documents, Adding Images, Audio and Video

Unit II

Scripts : Java Scripts, VB Scripts, Linux : Basic Features, vi editor, Linux Commands, Elements of Shell Programming,

Unit III

dot com concepts : dot com companies vs. Brick and Mortar companies, Critical success factors for dot com companies, Hybrid companies, security of data transfer, Cryptography – Encryption and Decryption of data

Unit IV

Server side Programming Using PERL, JAVA-ODBC, ASP, Configuration and Features of Apache Web Server

Suggested Readings:

1. Coleman, Pat and Peter Dyson Internets BPB Pub. Delhi, 1997
2. Keen, Peter and Mark Mc Donald The e-Process Edge, Delhi, Tata McGraw-Hill, 200
3. Oberoi, Suneep e-Security and You, Delhi, Tata McGraw-Hill, 2001
4. Rich, Jason R. Starting an E-Commerce Business , IDG Books, 2000

PRACTICAL
Full Mark – 50 (Mid Term – 15, End Term – 35)
(IT-406)

1. SQL Commands and PL/SQL Blocks Using Oracle,
2. Form, Report Design with Developer 2000
3. HTML, Java Script, VB Script, LINUX (Shell Programming),
4. Sever Side Programming using Apache Web Sever