

**MASTER OF BUSINESS ADMINISTRATION
(MBA EXECUTIVE)
1 YEAR COURSE**

| COURSE STRUCTURE OF MBA EXECUTIVE (SEMESTER – I) | | | | | | | | | | | | |
|--|---------------------------|-------------|-------------------|-----------|-----------|-----------|-------------------|-----------|---------------------|---|---|---------------------------|
| Subject Details | | | Main Examinations | | | | Sessionals *** | | Credit Distribution | | | Allotted Credits |
| Subject Code | Subject Name | Total Marks | Major | | Minor | | Max Marks | Min Marks | L | T | P | Subject wise Distribution |
| | | | Max Marks | Min Marks | Max Marks | Min Marks | | | | | | |
| Theory Group | | | | | | | | | | | | |
| EMBA101 | Human Resource Management | 100 | 50 | 17 | 20 | 6 | 30 | 12 | 3 | 1 | - | 4 |
| EMBA 102 | Quantitative Method | 100 | 50 | 17 | 20 | 6 | 30 | 12 | 3 | 1 | - | 4 |
| EMBA 103 | Managerial Economics | 100 | 50 | 17 | 20 | 6 | 30 | 12 | 3 | 1 | - | 4 |
| EMBA 104 | Business Environment | 100 | 50 | 17 | 20 | 6 | 30 | 12 | 2 | 1 | - | 4 |
| EMBA 105 | Marketing Management | 100 | 50 | 17 | 20 | 6 | 30 | 12 | 3 | 1 | - | 4 |
| EMBA 106 | Accounting for Managers | 100 | 50 | 17 | 20 | 6 | 30 | 12 | 3 | 1 | - | 4 |
| EMBA 107 | MIS & Decision Making | 100 | 50 | 17 | 20 | 6 | 30 | 12 | 2 | 1 | - | 4 |
| EMBA 108 | Business Communication | 100 | 50 | 17 | 20 | 6 | 30 | 12 | 2 | 1 | - | 4 |
| Grand Total | | 800 | | | | | | | | | | 32 |

Minimum Passing Marks are equivalent to Grade D in individual subjects

L- Lectures T- Tutorials P- Practical's

***Sessionals Weightage – Attendance 50%, Four Class Tests/Assignments 50%

| COURSE STRUCTURE OF MBA EXECUTIVE (SEMESTER II) | | | | | | | | | | | | |
|---|--------------------------------------|-------------|--------------------------------|-----------|-----------|-----------|------------------------|-----------|---------------------|---|---|---------------------------|
| Subject Details | | | Main Examinations | | | | Sessionals *** | | Credit Distribution | | | Allotted Credits |
| Subject Code | Subject Name | Total Marks | Major | | Minor | | Max Marks | Min Marks | L | T | P | Subject wise Distribution |
| | | | Max Marks | Min Marks | Max Marks | Min Marks | | | | | | |
| Theory Group | | | | | | | | | | | | |
| EMBA201 | Business Policy & Strategic Analysis | 100 | 50 | 17 | 20 | 6 | 30 | 12 | 3 | 1 | - | 4 |
| EMBA202 | Research Methodology | 100 | 50 | 17 | 20 | 6 | 30 | 12 | 3 | 1 | - | 4 |
| # | Elective - Paper I | 100 | 50 | 17 | 20 | 6 | 30 | 12 | 3 | 1 | - | 4 |
| # | Elective - Paper II | 100 | 50 | 17 | 20 | 6 | 30 | 12 | 3 | 1 | - | 4 |
| # | Elective - Paper III | 100 | 50 | 17 | 20 | 6 | 30 | 12 | 2 | 1 | - | 4 |
| # | Elective - Paper IV | 100 | 50 | 17 | 20 | 6 | 30 | 12 | 3 | 1 | - | 4 |
| # | Elective - Paper V | 100 | 50 | 17 | 20 | 6 | 30 | 12 | 3 | 1 | - | 4 |
| Practical Group | | | Term End Practical Exam | | | | Lab Performance | | | | | |
| EMBA218 | Project & Viva | 100 | - | | 50 | | 50 | | - | - | 4 | 4 |
| Grand Total | | 800 | | | | | | | | | | 32 |

Minimum Passing Marks are equivalent to Grade D in individual subjects

L- Lectures T- Tutorials P- Practical's

*Elective – Choose any one from the following

| Marketing | |
|------------------|---------------------------------|
| EMBA203 | Consumer Behavior |
| EMBA204 | Advertisement & Sales Promotion |
| EMBA205 | Service Marketing |
| EMBA206 | CRM & Sales Management |
| EMBA207 | International Marketing |

| Human Resource | |
|-----------------------|---|
| EMBA208 | Human Resource Planning & Development |
| EMBA209 | Legal Framework Governing Human Relations |
| EMBA210 | Organizational Change & Intervention Strategies |
| EMBA211 | Management Process & Organization Behavior |
| EMBA212 | Management Training & Development |

| Finance | |
|----------------|--|
| EMBA213 | Financial Institutions & Services |
| EMBA214 | Tax Management & Planning |
| EMBA215 | Security Analysis & Portfolio Management |
| EMBA216 | Working Capital Management |
| EMBA217 | Financial Derivatives |

*****Sessionals Weightage – Attendance 50%, Four Class Tests/Assignments 50%**

AISECT UNIVERSITY, Hazaribagh (JH)

SEMESTER-I

| Subject Code | Subject Name | Credits | Maximum marks Allotted | | | | | Duration of Exam. | | |
|--------------|---------------------------|----------|------------------------|-------|------------|-----------|----------|-------------------|--------|-----------|
| | | | Theory | | | Practical | | Total | Theory | Practical |
| | | | Major | Minor | Sessional. | End Sem | Lab Work | | | |
| EMBA101 | Human Resource Management | 4(3+1+0) | 50 | 20 | 30 | - | - | 100 | 3 hr | - |

Pattern:

The question paper will consist of five questions. All are descriptive type questions of 10 marks each, covering entire syllabus. One from each of the five units of the syllabus and may have internal choice. These five questions will have theoretical and other numerical/short notes. Questions should test the concepts, knowledge and application. Candidates are required to answer all the questions.

Syllabus

Theory:

Unit 1 Concept of HRM: Definition and scope of HRM, difference between, traditional personal management, modern HRM concept and HRD,, approaches to HRM, HR policy, strategic HRM, human resource, planning, recruitment, selection, induction placement, transfer.

Unit 2: Human Resource Development: Training and development, cross, cultural training, performance management, competency profiling gaps,, personal development plans, training/learning and development,, performance counseling, job enrichment/enlargement, appraisal and, competency mapping, employee counseling, career management,, knowledge management counseling.

Unit 3: Compensation Management: Wage and salary administration, job, evaluation, brief study of acts related to wages, performance linked, pay, labour welfare, employee safety and security, employee morale, and job satisfaction, workers participation in management, quality circles, and TQM, quality of work life, flexi time work schedule, tele-commuting, and e-enable business managers.

Unit 4: Industrial Relations: Brief study of legal framework and acts,, industrial disputes, IR machinery trade unions–role, growth, issues/, problems of trade unions, employers association, govt. roles, changing, natures of IR, collective bargaining, outsourcing and outplacement,, absenteeism and turnover.

Unit 5: Management Differences and Latest Trends: Complaint and, grievance, grievance handling, employee discipline, control mechanisms,, handling of sexual harassment in the work place, ethics at work place.

Human Resource Information System: Changing trends in, environment and their implications in HRM, human resource accounting, and audit, Global HRM, measurement issues in HRM.

Reference Books:

1. Text Book - Human Resource Management, Agrawal & Foujdar, Sahitya Bhawan Publication
2. C.B Manorial (Himalaya Publication House)
3. R. C Agarwal (Sahitya Bhawan Publication)
4. A.A Ansari (Quality Publication)

AISECT UNIVERSITY, Hazaribagh (JH)

SEMESTER-I

| Subject Code | Subject Name | Credits | Maximum marks Allotted | | | | | Duration of Exam. | | |
|--------------|---------------------|----------|------------------------|-------|------------|-----------|----------|-------------------|--------|-----------|
| | | | Theory | | | Practical | | Total | Theory | Practical |
| | | | Major | Minor | Sessional. | End Sem | Lab Work | | | |
| EMBA102 | Quantitative Method | 4(3+1+0) | 50 | 20 | 30 | - | - | 100 | 3hrs | - |

Pattern:

The question paper will consist of five questions. All are descriptive type questions of 10 marks each, covering entire syllabus. One from each of the five units of the syllabus and may have internal choice. These five questions will have theoretical and other numerical/short notes. Questions should test the concepts, knowledge and application. Candidates are required to answer all the questions.

SYLLABUS

UNIT I

Basic Quantitative Methods : Introduction, Measure of Central Tendency, Mean, Median (MD), Mode, Correlation, Linear Simple Correlation, Regression, Index Number.

Probability Distributions - Concept of Probability, Bayes Theorem or Inverse Probability Rule, Random Variables, Mean and Variance of a Random Variable, Expected Value, Expected Value with Perfect Information (EVPI), Poisson, Hypergeometric Distribution, Normal Distribution, Joint Probability Distribution .

UNIT II

Sampling – Meaning , Sample Investigation, Methods of sampling, Types of Sampling, Sampling Distribution, Sampling from Normal and Non-normal Populations, Central Limit Theorem, Determination of Sample Size, Finite Population Multiplier, Sampling Distribution of Number of Successes .

Hypothesis and test of significance.

UNIT III

Analysis of Variance - Nature of the Test Statistic, Testing the Significance of Regression using Analysis of Variance, Test for Difference among more than Two Samples, Inference about a Population Variance, Inferences for Comparing Two Population Variances, One Way Analysis of Variance, Two Way Analysis of Variance Practical. Non Parametric Test.

UNIT IV

Simple Regression and Correlation - Types of Relationships, Estimation using the Regression Line, Mean and Variance of 'e_i' Values, Definition of Correlation, Regression and Correlation Analysis .

Time Series and Forecasting - Variations in Time Series, Trend Analysis, Time Series Analysis in Forecasting .

UNIT V

Decision Theories - Decision Analysis, Expected Value Criterion with Continuously Distributed Random Variables, Decision Tree Analysis .

Reference Books:

1. Quantitative Method : Shashi Kumar (Gennext Publication)
2. Quantitative Method : Paolo Bandimarte (Wiley)
3. Quantitative Method : T.R Jain & A.S Sandhu (V.K Publication)
4. Quantitative Method Theory & practical : J K Sharma Shashi Kumar (Gennext Publication)
5. QUANTITATIVE IN MANAGEMENT : RSELVARAJ (EXCELL BOOKS)

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SEMESTER-I

| Subject Code | Subject Name | Credits | Maximum marks Allotted | | | | | Duration of Exam. | | |
|--------------|----------------------|----------|------------------------|-------|------------|-----------|----------|-------------------|--------|-----------|
| | | | Theory | | | Practical | | Total | Theory | Practical |
| | | | Major | Minor | Sessional. | End Sem | Lab Work | | | |
| EMBA103 | Managerial Economics | 4(3+1+0) | 50 | 20 | 30 | - | - | 100 | 3hrs | - |

Pattern:

The question paper will consist of five questions. All are descriptive type questions of 10 marks each, covering entire syllabus. One from each of the five units of the syllabus and may have internal choice. These five questions will have theoretical and other numerical/short notes. Questions should test the concepts, knowledge and application. Candidates are required to answer all the questions.

SYLLABUS

UNIT I

Managerial Economics: An Overview - Nature of Managerial Economics, Scope of Managerial Economics, Concepts of Managerial Economics, Fundamental Nature of Managerial Economics, Appropriate Definitions, Basic Characteristics, Theoretical Concepts of Managerial Economics, Role of the Managerial Economist.

UNIT II

Demand Analysis - Concept of Demand, Elasticity: Meaning, Elasticities in Managerial Decision-making, Demand Forecasting.

Production Analysis - Production Process, Change in Input Prices, Empirical Production Functions.

Cost Analysis - Cost Concepts, Cost-output Functions, Economies of Scale.

Application of Cost Analysis - Break-even Analysis: Cost-Volume-Profit, Cost Functions: Empirical Determination.

UNIT III

Price-output and Market Structure - Theory of Pricing, Various Forms of Market Structures, Equilibrium of a Firm, Price Determination, Equilibrium between Demand and Supply, Pricing and Output Decisions under Perfect Competition and Monopoly .

Pricing Strategies - Multi Product Pricing, Price Discrimination.

UNIT IV

Investment Decisions - Meaning of Investment, Investment Alternatives available for a Household, Desirable Attributes of Investments, Meaning and Significance of Capital Budgeting, Techniques or Methods of Investment Evaluation .

UNIT V

Firm – Objectives and Constraints - Main Objectives of the Firm, Theories of the Firm, Value Maximization, Firm's Constraints.

Advertising - Advertising in Managerial Economics, The Optimal Level of Advertising Expenditure, Economic Effects of Advertising.

Reference Books:

1. Managerial Economics D.N Dwivedi : Vikas Publication
2. Managerial Economics D.M Mithani : Himalya Publication House
3. Managerial Economics M.L Jhingan : Vrinda Publication
4. Managerial Economics Manoj Kumar Mishra : Vayu Education
5. Managerial Economics R.L Varshney : S.Chand
6. Managerial Economics Atmanand : Excell Book
7. Managerial Economics Dean Joel : PHI Publication
8. Managerial Economics V.L Mote : Tata Mc Graw Hills

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SEMESTER-I

| Subject Code | Subject Name | Credits | Maximum marks Allotted | | | | | Duration of Exam. | | |
|--------------|----------------------|----------|------------------------|-------|-----------|-----------|-----------|-------------------|--------|-----------|
| | | | Theory | | | Practical | | Total | Theory | Practical |
| | | | Major | Minor | Sessional | End Sem | Term work | | | |
| EMBA104 | Business Environment | 4(3+1+0) | 50 | 20 | 30 | - | - | 100 | 3 hr | - |

Pattern:

The question paper will consist of five questions. All are descriptive type questions of 10 marks each, covering entire syllabus. One from each of the five units of the syllabus and may have internal choice. These five questions will have theoretical and other numerical/short notes. Questions should test the concepts, knowledge and application. Candidates are required to answer all the questions.

Syllabus

Theory:

UNIT 1

Theoretical Framework of Business Environment : Concept, Significance and nature of business environment; Elements of environment -internal and external, Changing dimensions of business environment. Liberalisation, Privatisation and Globalisation.

UNIT 2

Economic Environment of Business : significance and elements of economic Environment, economic systems and business environment, Economic planning in India, Government policies - Industrial policy, licensing policy, fiscal policy, Monetary policy and EXIM policy.

UNIT 3

Political and Legal Environment of Business : Monopoly and Restrictive Trade Practices (MRTP) Act, Foreign Exchange Management Act (FEMA), Consumer Protection Act, Patent Laws.

UNIT 4

Socio, Cultural & International Environment : Social responsibility of business, Characteristics, Components, Scope, relationship between society and business, Socio-cultural business Environment, Social Groups, World Trade Organisation (WTO), International Monetary Fund (IMF), Foreign Investment in India

UNIT 5

Technological Environment : Concept, Online Channels, Online Services, Advantage of Online services, E-commerce, Indian conditions of E-commerce, Electronic Banking, Franchise Business.

Reference Books:

1. Business Environment : V.C Sinha (SBPD Publishing House)
2. Business Environment : Dr. JK Jain & Kaustubh Jain (Hindi Granth Academy)
3. Business Environment : K.Chidambaram (Vikas Publication)
4. Business Environment : V. Neelumegran (S.Chand)
5. Business Environment : H.L Ahuja (Sahitya Bhawan Publication)
6. Business Environment : Ravindra Saini

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SEMESTER-I

| Subject Code | Subject Name | Credits | Maximum marks Allotted | | | | | Duration of Exam. | | |
|--------------|----------------------|----------|------------------------|-------|------------|-----------|----------|-------------------|--------|-----------|
| | | | Theory | | | Practical | | Total | Theory | Practical |
| | | | Major | Minor | Sessional. | End Sem | Lab Work | | | |
| EMBA105 | Marketing Management | 4(3+1+0) | 50 | 20 | 30 | - | - | 100 | 3hrs | - |

Pattern:

The question paper will consist of five questions. All are descriptive type questions of 10 marks each, covering entire syllabus. One from each of the five units of the syllabus and may have internal choice. These five questions will have theoretical and other numerical/short notes. Questions should test the concepts, knowledge and application. Candidates are required to answer all the questions.

SYLLABUS

UNIT I

Introduction to Marketing, Introduction, Defining Marketing, Needs, Wants and Demand, Concept of Exchange, Customer Value and Satisfaction, Evolution of Marketing Concept, **Measuring Market Demand**, Introduction, Forecasting Methods, **Marketing Implementation and Control**, Introduction, Marketing Implementation, Organising Marketing Department, Role of Marketing in Structuring, Alternatives, Implementation of Marketing Programmes, Mechanisms to Control, Performance Evaluation Methods, **Marketing Environment Analysis**, Introduction, Scanning and Analyzing Environment, Information System and Marketing Research.

UNIT II

Market Segmentation, Targeting and Positioning, Introduction, Market Segmentation, Requirements for Effective Segmentation, Bases for Segmentation, Types of Segmentation, **Consumer Behaviour - Personal and Organisational**, Social Factors, Psychological Factors, Personal Factors, Demographic Factors, Situational Factors, Involvement Level, Consumer Decision-making Process, Organizational, An Introduction to Consumer Behavior

UNIT III

Product Concepts, Introduction, Concept of Product, Product Classification, Product Line and Product Mix, **Branding, Packaging and Labeling**, Introduction, Concepts of Branding, Brand Identity, Brand Equity, Brand Image, Types of Brand, Brand Name Selection, Branding Strategies, Factors Influencing Branding Strategies, Competitive Situation, Company Resources, Brand Building, Packaging, Labeling, **New Product Development and Adoption Process**, Product Life Cycle and New Product Development.

UNIT IV

Developing Pricing Strategies and Pricing Methods, Introduction, Pricing Concept, Pricing Objectives, Factors Affecting Pricing Decisions, Price Setting Procedure, **Managing Marketing Channel and Physical Distribution**, Introduction, Marketing Channels, Factors Affecting Selection of Marketing Channel System, Intensity of Distribution, Channel, Channel Conflicts and Cooperation, Physical Distribution, Transportation, Sales Promotion, Sales Promotion Planning Guidelines,

UNIT V

Managing Marketing Communication, Introduction, Marketing Communications, Communications Objectives (Marketing Communication Models), Communications Media, Budget Allocation, Marketing Communications Mix, Selection of Promotional Mix, Integrated Marketing Communications, **Changing Trends in Marketing Mix**, Fundamental Concept of Web Marketing, Role of Internet in a Marketing Setting, Developing an Internet Marketing Strategy, Current Challenges and Future Prospects for E-marketing, **Cases**.

Reference Books:

- | | |
|------------------|-------------------|
| 1. Ramashway | Mc Millan |
| 2. Neelam Gham.S | Vikas Publication |
| 3. Arun Kumar | Vikas Publication |

| | |
|------------------|----------------------------|
| 4. Raja Gopal | Vikas Publication |
| 5. Elzel Michel | Tata McGrahill |
| 6. Philip Kotler | Pearson |
| 7. T.P Gosaimi | Vikas Publication |
| 8. B.S Bose | Himalya Publication House |
| 9. Pankaj Mod | Global Publication |
| 10. R.C Agarwal | Sahitya Bhawan Publication |
| 11. R.SN Pillai | S.Chand |
| 1. S.P Bansal | Kalyani Publication |

AISECT UNIVERSITY, Hazaribagh (JH)

SEMESTER-I

| Subject Code | Subject Name | Credits | Maximum marks Allotted | | | | | Duration of Exam. | | |
|--------------|-------------------------|----------|------------------------|-------|------------|-----------|----------|-------------------|--------|-----------|
| | | | Theory | | | Practical | | Total | Theory | Practical |
| | | | Major | Minor | Sessional. | End Sem | Lab Work | | | |
| EMBA106 | Accounting for Managers | 4(3+1+0) | 50 | 20 | 30 | - | - | 100 | 3hrs | - |

Pattern:

The question paper will consist of five questions. All are descriptive type questions of 10 marks each, covering entire syllabus. One from each of the five units of the syllabus and may have internal choice. These five questions will have theoretical and other numerical/short notes. Questions should test the concepts, knowledge and application. Candidates are required to answer all the questions.

SYLLABUS

UNIT I

Basics of Accounting, Meaning, Process of Accounting, System of Accounting. **Basic Accounting Principles, Classification of Accounts**, Personal Account, Real Account, Nominal Accounts. **Accounting Process**, Transactions in between the Real A/c, Journal Entries in between the Accounts of two different Categories, Accounting Equation. **Basics of Cost Accounting**, Meaning of Cost Accounting, Cost Classification, Costing Concepts. **Cost Sheet**, Direct Cost Classification, Indirect Cost Classification, Stock of Raw Materials, Stock of Semi-finished Goods, Stock of Finished Goods.

UNIT II

Corporate Financial Statements, Types & Nature of Financial Statements, Attributes & Uses of Financial Statements, Limitations of Financial Statements.

Classification of Expenditure/Receipts, Capital and Revenue Expenditures, Capital and Revenue Receipts, Cost of Goods Sold.

Tools of Financial Statement Analysis, Concepts, Objectives, Tools for Analysis and Interpretation,

Comparative Financial Statements, Comparative (Income) Financial Statement Analysis, Comparative Common-size Statement, Trend Analysis.

UNIT III

Ratio Analysis, Definition, Classification, Purposes & Utility of the Ratio Analysis, Limitations of the Ratio Analysis, Short-term Solvency Ratios, Capital Structure Ratios, Profitability Ratios, Return on Assets Ratio, Return on Capital Employed, Turnover Ratios, **Fund Flow Statement**, Meaning & Objectives of Fund Flow Statement, Analysis, Steps, **Methods of Fund Flow Statement**, Methods of Preparing Fund from Operations, Advantages & Limitations of Fund Flow Statement, **Cash Flow Statement**, Meaning & Utility of Cash Flow Statement, Steps in the Preparation of Cash Flow Statement,

UNIT IV

Cost Control Techniques, Standard Costing and Variance Analysis, Definition and Meaning of Standard Costing, Standard Costing System, Concept of Variance Analysis, Classification of Variances, **Responsibility Accounting**, Responsibility Centers, Controllability Concept, Accounting Concepts, Advantages and Disadvantages of Responsibility Accounting.

UNIT V

Management Applications, Definition & Importance of Marginal Costing, Cost-Volume-Profit (CVP) Analysis, Break-even Analysis, Application of Cost Volume Profit Analysis.

Reference Books:

1. Fundamental of Accounting by S.M. Shukla : Sahitya Bhavan
2. Cost and Mgmt. Accounting by Jain and Khandelwal : Ramesh book depo
3. Accounting for managers by Agarwal: Ramesh book depo

AISECT UNIVERSITY, Hazaribagh (JH)

SEMESTER-I

| Subject Code | Subject Name | Credits | Maximum marks Allotted | | | | | Duration of Exam. | | |
|--------------|-------------------------------|----------|------------------------|-------|------------|-----------|----------|-------------------|--------|-----------|
| | | | Theory | | | Practical | | Total | Theory | Practical |
| | | | Major | Minor | Sessional. | End Sem | Lab Work | | | |
| EMBA107 | MIS & Decision Support System | 4(3+1+0) | 50 | 20 | 30 | - | - | 100 | 3hrs | - |

Pattern:

The question paper will consist of five questions. All are descriptive type questions of 10 marks each, covering entire syllabus. One from each of the five units of the syllabus and may have internal choice. These five questions will have theoretical and other numerical/short notes. Questions should test the concepts, knowledge and application. Candidates are required to answer all the questions.

SYLLABUS

UNIT I

Foundation of Information Systems, Introduction, Systems Concepts, Components of Information, A Framework for Business Users, Components of an Information System, Information System Resources, Types of Information Systems, Quality of Information, Dimensions of Information, Sub-system of Information, Role of Information Systems, **Systems Concepts**, Introduction, Systems Concepts in Business, Some basic Concepts and Strategies in the Study of Systems, Classification of Information Systems, Using the Systems Approach in Problem Solving

UNIT II

Information Systems, Organisations and Business Process, Introduction, Salient Features of Organisations, How Organisations affect Information Systems?, **Information Management and Decision-making**, Introduction, Three Schools of Management, Decision-making Process, Individual Models of Decision-making, Simon's Model of Decision-making, **Integration of Information**, Introduction, Integration in Business, Role of Enterprise Resource Planning (ERP), Workgroup Integration, Integrating with Legacy Systems, Internet: Integration of Different Systems, Applications and Concepts

UNIT III

Tactical and Strategic Level Information Systems, Introduction, Nature of Tactical and Strategic Information Systems, Strategic Accounting and Financial Information Systems, Marketing Information Systems, Production Information Systems, Human Resource Information Systems, **Transaction Processing Systems (TPS)**, Introduction, Transaction Processing Systems, **Information Systems and Strategy**, Introduction, Information Systems and Business Strategy, Firm Level Strategy and Information Technology, Industry Level Strategy and Information Systems: Using Systems for Competitive Advantage: Management Issues

UNIT IV

Decision Support Systems (DSS), Introduction, Framework of Decisions Support Systems, Types of DSS, Components of DSS, Overview of a DSS, Web-based DSS, **Artificial Intelligence**, Introduction, Artificial Intelligence, Capturing Knowledge: Expert Systems, Organizational Intelligence: Case-based Reasoning, Other Intelligent Techniques, **Management of Information Systems and Information Technology**, Introduction, Nature and Scope of MIS, Components of MIS, Robert Antony's Hierarchy of Management Activity, System Analysis & Design, Implementation and Evaluation of MIS, Information Technology Trends, Four R's of Business Transformation

UNIT V

Managing Infrastructure and Enterprise Systems, Introduction, Managing IT Infrastructure and Architecture: Enterprise Computing, Managing the New IT Infrastructure, Enterprise Systems, Industrial Networks and Extended Enterprise Systems, **Enterprise Resource Planning (ERP)**, Introduction, Enterprise Resource Planning,

Reference Books:

1. MIS by Upadhyay & Upadhyay : Ramesh book depo
MIS and DSS by Nirmala Bagcti : Vikas Publication

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SEMESTER-I

| Subject Code | Subject Name | Credits | Maximum marks Allotted | | | | | Duration of Exam. | | |
|--------------|------------------------|----------|------------------------|-------|------------|-----------|----------|-------------------|--------|-----------|
| | | | Theory | | | Practical | | Total | Theory | Practical |
| | | | Major | Minor | Sessional. | End Sem | Lab Work | | | |
| EMBA108 | Business Communication | 4(3+1+0) | 50 | 20 | 30 | - | - | 100 | 3 hr | - |

Pattern:

The question paper will consist of five questions. All are descriptive type questions of 10 marks each, covering entire syllabus. One from each of the five units of the syllabus and may have internal choice. These five questions will have theoretical and other numerical/short notes. Questions should test the concepts, knowledge and application. Candidates are required to answer all the questions.

Syllabus

Theory:

Unit 1: Communication; Nature, Scope, Functions, Limitations, Communication channels and barriers.

Unit 2: Development of communication skills; Conservation, skill, Oral communication, Meetings, Negotiations,, Public speaking, Speeches in business, Structure and, style of speeches.

Unit 3: Written communication; Preparation, Analysis and, interpretation of reports., Preparation of summary of office notes, Matters, appearing in Economics and commercial journals for, use by officials. Meeting, agenda, minutes.

Unit 4: Essentials of good business letter, Layout of letters,, types of letters.

Unit 5: Sales letters, Applications for jobs, Letters by the, company secretary.

Reference Books:

1. Business Communication, Universal Pub. Agra – Dr. Ramesh Mangal
2. P.D Chaturvedi (Pearson)
Mishra Vinod

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SEMESTER-II

| Subject Code | Subject Name | Credits | Maximum marks Allotted | | | | | Duration of Exam. | | |
|--------------|--|----------|------------------------|-------|------------|-----------|----------|-------------------|--------|-----------|
| | | | Theory | | | Practical | | Total | Theory | Practical |
| | | | Major | Minor | Sessional. | End Sem | Lab Work | | | |
| EMBA201 | Business policy and Strategic analysis | 4(3+1+0) | 50 | 20 | 30 | - | - | 100 | 3hrs | - |

Pattern:

The question paper will consist of five questions. All are descriptive type questions of 10 marks each, covering entire syllabus. One from each of the five units of the syllabus and may have internal choice. These five questions will have theoretical and other numerical/short notes. Questions should test the concepts, knowledge and application. Candidates are required to answer all the questions.

SYLLABUS

UNIT I

Strategic Management: An Introduction, Origin of Strategy and Strategic Management, Need for Strategies and Strategic Management, Process, Challenges of Strategic Management, Competitive **Vision and Mission** Social Responsibility. Concept of synergy, corporate social responsibility.

UNIT II

Understanding External Environment, External Environmental Analysis, Global Effect, Industry Environment Analysis, Determining Industry Attractiveness, Strategic Groups, Competitor Analysis. **Analysis of Internal Environment**, Internal Analysis Framework, Resources, Capabilities and Core Competencies, Building Core Competencies, Outsourcing, Corporate Strategy.

UNIT III

Implementing Strategic Management, Role of Strategic Leadership in Implementation, Effective Strategic Leadership, Teams as an Organizational Resource, Aligning Organizational Capabilities, Innovation, **Implementing Business-level Strategy**, Types of Business-level Strategy, Implementing Functional Strategies, Role of the Budget, Strategic Evaluation and Control, Strategic Audit. **Operational Strategy**, Formulating Operations Strategy, Product-service Mix (What to Produce?), Capacity Planning (How many to Produce?), Technology and Facilities Planning (How to Produce?), TQM Tools and Techniques, **Financial Strategy**, Procurement of Funds, Utilization of Funds, Financial Ratio Analysis, Financial Strategy and Competitive Advantage.

UNIT IV

Levels of Strategy, Levels of Strategies, Characteristics of Different Levels of Strategies, **Scanning Environments for Threats and Opportunities**, Analyzing Internal Weaknesses and Strengths, Developing Vision, Mission, Corporate Values and Objectives, Generating Strategic Options, Evaluating and Selecting Overall Strategy, Implementing Strategy, **Business Environment Analysis**, Variables in Competitive Environments, Critical Success Variables in Competitive Environments, over Resources, Value Chain Analysis. **Cost and Value Drivers**, Total Value Chain, Importance of Linkages in the Value Chain, Management of Value Chain,

UNIT V

Analysis of Skills and Competence, Concept, Characteristics and Tests of Core Competencies, Resources, Capabilities, Understanding Core Competencies, Mapping, Mapping Stakeholders, Sources of Power of Internal Stakeholders.

Reference Books:

1. Business Policy by Azahar Kazmi: Sahitya Bhavan
2. Strategic Management by Griesh Panalal : Vikas Publication

AISECT UNIVERSITY, Hazaribagh (JH)

SEMESTER-II

| Subject Code | Subject Name | Credits | Maximum marks Allotted | | | | | Duration of Exam. | | |
|--------------|----------------------|----------|------------------------|-------|------------|-----------|----------|-------------------|--------|-----------|
| | | | Theory | | | Practical | | Total | Theory | Practical |
| | | | Major | Minor | Sessional. | End Sem | Lab Work | | | |
| EMBA202 | Research Methodology | 4(3+1+0) | 50 | 20 | 30 | - | - | 100 | 3hrs | - |

Pattern:

The question paper will consist of five questions. All are descriptive type questions of 10 marks each, covering entire syllabus. One from each of the five units of the syllabus and may have internal choice. These five questions will have theoretical and other numerical/short notes. Questions should test the concepts, knowledge and application. Candidates are required to answer all the questions.

Syllabus

UNIT I

Fundamentals of Research, Introduction, Scope and Significance of Research, Types of Research, **Research Process**, Introduction, Research Process, Research Process/Plan, Steps involved in Preparing Market Research Plan or Designing a Research, What are the Criteria or Characteristics of a Good Research?, **Scientific Method in Research**, Introduction, Process and Logic in Scientific Research, Characteristics of Scientific Method, Distinction between Scientific and Unscientific Method,

UNIT II

Problems In Research, Introduction, Identifying Research Problem, Sources for Problem Identification, Self Questioning by Researcher while Defining the Problem, Concepts, Constructs, Theoretical Framework, Objectivity in Research, **Hypothesis**, Introduction, Meaning of Hypothesis, Formulation of Research Design.

UNIT III

Concept of Measurement, Meaning of Measurement, Errors in Measurement, Techniques of Measurement, Sample Questionnaire Items for Attitude Measurement, **Scaling Techniques**, Introduction, Types of Scale, Scale Construction Techniques, Sampling Design, Introduction, Meaning and Concepts of Sample, Steps in Sampling, Criteria for Good Sample, Types of Sample Design, Distinction between Probability Sample and Non-probability Sample,

UNIT IV

Data Collection, Introduction, Types of Data-Sources, Miscellaneous Secondary Data, Tools for Data Collection.

UNIT V

Report Writing, Introduction, Significance of Report Writing, Steps in Report Writing, Layout of Report, Types of Reports, Executive Summary, Mechanics of Writing Reports, Precautions for Writing Report, Norms for using Tables, Charts and Diagrams, Graphs, Norms for Using Index and Bibliography. **Oral Presentation**, Introduction, Nature of an Oral Presentation, Guidelines, Checklist for Oral Presentation.

Reference Books:

1. Research Methodology : C.R Kothari (New Age International)
 2. Research Methodology : H.R Ramanath (Himalaya Publication House)
 3. Research Methodology : Vohra (Omega Publication)
 4. Research Methodology : Kohali Laxminarayan (Y.K Publication)
 5. *Research Methodology*
- A Step By Step Guide For Beginners** : **Ranjeet Kumar (Pearson Education)**

AISECT UNIVERSITY, Hazaribagh (JH)

SEMESTER-II

| Subject Code | Subject Name | Credits | Maximum marks Allotted | | | | | Duration of Exam. | | |
|--------------|--------------------|----------|------------------------|-------|------------|-----------|----------|-------------------|--------|-----------|
| | | | Theory | | | Practical | | Total | Theory | Practical |
| | | | Major | Minor | Sessional. | End Sem | Lab Work | | | |
| EMBA203 | Consumer Behaviour | 4(3+1+0) | 50 | 20 | 30 | - | - | 100 | 3hrs | - |

Pattern:

The question paper will consist of five questions. All are descriptive type questions of 10 marks each, covering entire syllabus. One from each of the five units of the syllabus and may have internal choice. These five questions will have theoretical and other numerical/short notes. Questions should test the concepts, knowledge and application. Candidates are required to answer all the questions.

SYLLABUS

UNIT I

Introduction to Consumer Behaviour, Definition, Consumer and Customer, Buyers and Users, Consumer Behaviour and Marketing Strategy, **Consumer Involvement and Decision-Making**: The Communication Situation, Types of Consumer Decisions, **Information Search Process**, Nature of Information Search, The Types of Information Consumers Seek,

UNIT II

Evaluative Criteria and Decision Rules, Choice based on Attitude versus Attributes, Affective Choice (Feeling-based Choice), Nature of Evaluative Criteria, Accuracy of Consumer Judgement of Evaluative Criteria, Conjunctive Decision Rule. **Consumer Motivation**, Needs, Goals, Classifying Motives, Needs and Goals are Dynamic, Frustration and Defence Mechanisms, Motive Arousal, Systems of Needs, Motivation Research. **Information Processing and Consumer Perception**, Sensation (Exposure to Stimuli), Attention, Perceptual Organisation (Interpretation), Interpretation of Stimuli, Images are Important to Consumers.

UNIT III

Consumer Attitudes and Attitude Change, Reinforcement, Cognitive Learning Theory, Memory, Involvement Theory, Dimensions of Involvement, Consumer Attitudes, Functions of Attitude, Attitude Models, Factors Inhibiting the Relationship between Beliefs, Feelings and Behaviour, Attitude Change Strategies, Multi-attribute Models and Attitude Change, Katz Functional Theory and Attitude Change, Elaboration Likelihood Model and Attitude Change, Post-purchase Attitude Change. **Influence of Personality and Self Concept on Buying Behaviour**, Actual Self, Ideal Self, Consumption and Extended Self, Psychoanalytic Theory, Social/Cultural (Neo-Freudian) Theory, Trait Theory, Emotion. **Psychographics and Life Style**, Psychographics Segmentation, Lifestyle .

UNIT IV

Reference Group Influence, When do Groups Exert Influence?, Types of Reference Groups, Nature of Reference Groups, Reference Group Influences on Consumers, Relative Importance of Informational, Comparative and Normative Influence, Applications of Reference Group Influences. **Diffusion of Innovation**, Introduction, Types of Innovations, Breadth of Innovation, The Diffusion Process, Time Factor and Diffusion Process, Role of Communication in the Diffusion Process, Cultural Context and Diffusion of Innovation. **Opinion Leadership**, Word-of-mouth Communications, Opinion Leadership.

UNIT V

Family Decision Making, Family Life Cycle Stages, Nature of Household or Family Purchases, Nature of Family Decision Making, Husband-wife Influences, Parent-child Influences. **Industrial Buying Behaviour**, Market Structure and Pattern of Demand, Organisational Buyer Characteristics, Decision Approach and Purchase Patterns, Factors Influencing Organisational Buyer Behaviour, Organisational Buyer Decision Process, Problem Recognition, **Models of Consumer Behaviour**, Nicosia Model (Conflict Model), Howard-Sheth Model (Machine Model), Engel, Blackwell, Miniard Model (Formerly EKB Model/Open System).

Reference Books:

- | | | |
|-----------------------|---|---|
| 1. Consumer Behaviour | : | Ray Wright(Jeniffer Pegg) |
| 2. Consumer Behaviour | : | Hayden Noel(IN Gram Publisher Services) |

3. Consumer Behaviour Text & Cases : Satish K Batra(Excel Books)
4. Consumer Behaviour : C.N Krishna Naik & Venugopal(Discovery Publishing House)
5. Advertising management : C.L Tyagi & Arun Kumar (Atlantic Publisher & Distributer)
6. Consumer Behaviour : M.Khan, Matin (New Age International)
7. Consumer Behaviour : Atul Kumar Sharma (Global Vision Publication)
- 8. Consumer Behaviour : R. Kumara (Himalya Publication)**

AISECT UNIVERSITY, Hazaribagh (JH)

SEMESTER-II

| Subject Code | Subject Name | Credits | Maximum marks Allotted | | | | | | Duration of Exam. | |
|--------------|---------------------------------|----------|------------------------|-------|------------|-----------|----------|-------|-------------------|-----------|
| | | | Theory | | | Practical | | Total | Theory | Practical |
| | | | Major | Minor | Sessional. | End Sem | Lab Work | | | |
| EMBA204 | Advertisement & Sales Promotion | 4(3+1+0) | 50 | 20 | 30 | - | - | 100 | 3hrs | - |

Pattern:

The question paper will consist of five questions. All are descriptive type questions of 10 marks each, covering entire syllabus. One from each of the five units of the syllabus and may have internal choice. These five questions will have theoretical and other numerical/short notes. Questions should test the concepts, knowledge and application. Candidates are required to answer all the questions.

SYLLABUS

UNIT I

Advertising, Concepts of Advertising, Types of advertisement, Forms and importance of advertising, Role of advertising in marketing process, Elements of IMC, Integrated Marketing Communication Planning Model, Legal, ethical and social aspect of advertising, Economic, Social and Ethical Implications of advertising, The advertisers defend their position against above criticism as follow, Legal aspects of advertisement, Advertisement regulation by the Government, ASCI, Standards of Conduct,

UNIT II

The communication process, The communication process, Wilbur Schramm's model, The Two-Step Flow of Communication Theory, Cognitive Dissonance, Clues for advertising strategist, DAGMAR Approach for Setting Advertising Objectives, Defining Advertising Goals, Advertising Objectives, Determination of Target Audience, Building Advertising Programme, Message, Developing a Message strategy, Types of Message Strategies, Emotions in Advertising, Emotion as a Tool, Method for Arousing Emotion, Assignment,

UNIT III

Headlines, Components of print advertising, Type of Headlines, Tips for Forming Headlines, Copy, Logo, Illustration, Appeal, Layout. Campaign Planning, Structure of Campaign Planning, Media Planning, Problems of Media Planning, Media Planning in India (Indigenous Scenario), Developing Media Plan, Top 10 Media Shops, Budgeting, Promotional Budget an Approach to Budgeting, Top Down Approach, Bottom up Approach,

UNIT IV

Evaluation, Broadcast Media, Television, Network Advertising and Spot/local Advertising, News Paper, Sample Format, Magazines, Radio, Industry Size, Opinions and Atitudes, Measurement of advertising effectiveness, Advertising Research, Advertising Message Research, Copy Test Based on Psychological Response, Copy Test Based on Behavioral Response, Advertising Media Research, Media Selection Research: (Media Audience), Advertising Organisations, Participants, Selection Compensation and Appraisal of an Ad Agency, Compensation, Appraisal of an Ad Agency,

UNIT V

Electronic Media Buying, E-advertising (Internet and IMC), Electronic Media Advertising, Buying Electronic Media, Type of Online Ads, Internet and IMC, Advertising and Consumer Behaviour, Perception and Consumer Decision Making Process, Factors Influence Consumer Behavior, Situational Factors, Consumer Decision Making Process, Complexity of Consumers Buying Decisions, Consumer Behaviour V/S Communication Objectives by the Marketer, Role of Creativity in Advertising, Creativity, Steps Involved In Planning Creative Strategy (*advertising*), *Factors Affecting the Success/Failure of IMC.*, *Stages in Creative Process*, Elements of Creative Strategy, Advertising Appeal, Reminder Advertising.

Reference Books:

1. Advertising & Sales promotion : Shh Kazmi & Satish Batra(Excel Books)
2. Advertising & Sales management : Mukesh Trehan & ranju Trehan(V.K Enerprise)
3. Advertising & Sales promotion : Dr. Shaila Biiwala(Nirali Prakashan)
4. Advertising & promotional management : R.Dayal Krajpal(Mittal Publication)

5. Advertising management
6. Khan, Matin

: C.L Tyagi & Arun Kumar (Atlantic Publisher & Distributer)

AISECT UNIVERSITY, Hazaribagh (JH)

SEMESTER-II

Department: Management

| Subject Code | Subject Name | Credits | Maximum marks Allotted | | | | | Duration of Exam. | | |
|--------------|-------------------|----------|------------------------|-------|------------|-----------|----------|-------------------|--------|-----------|
| | | | Theory | | | Practical | | Total | Theory | Practical |
| | | | Major | Minor | Sessional. | End Sem | Lab Work | | | |
| EMBA205 | Service Marketing | 4(3+1+0) | 50 | 20 | 30 | - | - | 100 | 3hrs | - |

Pattern:

The question paper will consist of five questions. All are descriptive type questions of 10 marks each, covering entire syllabus. One from each of the five units of the syllabus and may have internal choice. These five questions will have theoretical and other numerical/short notes. Questions should test the concepts, knowledge and application. Candidates are required to answer all the questions.

SYLLABUS

UNIT I: Introduction to Service Marketing, Introduction, Definition, Service Economy, Globalisation Process, Nature and Scope of Services, Unique Characteristics of Services, Challenges and Issues in Service Marketing,

UNIT II: Service Marketing Opportunities, Introduction, Assessing Service Market Potential, Classification of Services, Expanded Marketing Mix, Service Marketing, Environment and Trends, Service Market Segmentation, Targeting and Positioning.

UNIT III: Service Design and Development, Introduction, Service Life Cycle, New Service Development, Service Blueprinting, GAP's Model of Service Quality, Measuring Service Quality, SERVQUAL, Service Quality Function Development,

UNIT IV: Service Delivery and Promotion, Introduction, Positioning of Services, Designing Service Delivery System: Service Channels, Pricing of Services, Service Marketing Triangle, Integrated Service Marketing Communication.

UNIT V: Service Strategies, Introduction, Marketing Strategies for Healthcare, Marketing Strategies for Hospitality Sector, Marketing Strategies for Tourism, Marketing Strategies for Financial Services, Marketing Strategies for Logistics Services, Marketing Strategies for Educational Services, Marketing Strategies for Entertainment and Public Utility Information Technique Services, Case Studies.

Reference Books:

1. Service Marketing by Mehta & Mehta : Ramesh book depo

AISECT UNIVERSITY, Hazaribagh (JH)

SEMESTER-II

| Subject Code | Subject Name | Credits | Maximum marks Allotted | | | | | Duration of Exam. | | |
|--------------|------------------------|----------|------------------------|-------|------------|-----------|----------|-------------------|--------|-----------|
| | | | Theory | | | Practical | | Total | Theory | Practical |
| | | | Major | Minor | Sessional. | End Sem | Lab Work | | | |
| EMBA206 | CRM & Sales Management | 4(3+1+0) | 50 | 20 | 30 | - | - | 100 | 3hrs | - |

Pattern:

The question paper will consist of five questions. All are descriptive type questions of 10 marks each, covering entire syllabus. One from each of the five units of the syllabus and may have internal choice. These five questions will have theoretical and other numerical/short notes. Questions should test the concepts, knowledge and application. Candidates are required to answer all the questions.

SYLLABUS

UNIT I

Introduction to Customer Relationship Management, Introduction, Meaning of CRM, Goals of CRM, Significance of CRM, Benefits of CRM to Organisation, Cost of CRM to Organisation, Benefits of CRM to Customers, Cost of CRM to Customers, Decisions of CRM, Types of CRM Programs, CRM Marketing Initiatives. **CRM: An Enterprise-wide View**, Introduction, Crafting a Enterprise-wide Strategy, Developing an Enterprise-wide CRM Vision, Benefits of Enterprise-wide CRM. **CRM: Strategy, Planning, Process and Structure**, Introduction, CRM Strategy, CRM Planning, CRM Process, CRM Structure.

UNIT II

Customer Acquisition and Retention, Introduction, Customer Acquisition, Customer Acquisition Strategy, Customer Acquisition Cost, Customer Acquisition Management, Customer Retention, CRM and Customer Retention, Costs and Difficulties of Customer Retention Programs, **CRM Implementation**, Introduction, CRM vs. CMM, Keys to Successful CRM Implementation. **CRM Measurement**, Introduction, Objectives, CRM Measurement Frameworks, Leading Indicator Measurements, Implementing CRM Measurement, Attributes of a CRM Measurement Framework, Building a Composite Measurement Framework, Customer Lifetime Value, Customer Equity.

UNIT III

Sales Force Automation, Introduction, Concept of Sales Force Automation, Sales Force Automation Solution, Experience CRM Success, Sales Force Automation Solution – An Overview. **CRM in B2B and B2C Markets**, Introduction, B2C CRM, Difference between CRM in B2B and CRM in B2C Markets, Implementation of CRM in B2B, CRM Techniques for B2B Marketers, Customer Events and Experiential Marketing, Importance of Implementing CRM in B2B Market. **Current Trends, Issues and Challenges in CRM**, Introduction, Current trends, Issues in CRM, Challenges in CRM, Reasons for CRM failure, Practical steps for achieving CRM success.

UNIT IV

The Changing World of Sales Management, Introduction, Traditional Selling, New Methods of Selling, Sales Manager's Duties and Responsibilities, **Overview of Personal Selling**, Introduction, Definition and Nature of Personal Selling, Changing Face of Personal Selling, Steps in Personal Selling, **Sales Organisation Structure and Sales Force Deployment**, Introduction, Sales Organisation Functions, Developing Sales Organisation, Field Sales Organisation, Coordination, **Sales Force Training**, Introduction, Building Sales Training Programmes, Identifying Initial Training Needs, On Job Training (Field Training), Consumer Sales Training, Industrial Sales Training, Training in Personality Development, Presentational Techniques.

UNIT V

Evaluating Salespersons and Organisations, Introduction, Essentials of Sales Force Monitoring Programme, Principles of Sales Evaluation, Evaluating Performance Standards, Recording Performance, Field Sales Reports, Sales Organisation Effectiveness. **Sales Issues and Sales Management Information System**, Introduction, Significance of Sales Budget,

Sales Budget, Sales Control, Sales Audit, Credit Control, Budgetary Control, Market Share Analysis, Ethical Issues in Sales, Sales Management Information System, Planning and Control, Reports, Monthly Performance Review.

Reference Books:

1. Consumer Behaviour by Sharma : Ramesh book depo
2. CRM by Robert J. Galka : Vikas Publication

AISECT UNIVERSITY, Hazaribagh (JH)

SEMESTER-II

Department: Management

| Subject Code | Subject Name | Credits | Maximum marks Allotted | | | | | Duration of Exam. | | |
|--------------|-------------------------|----------|------------------------|-------|------------|-----------|----------|-------------------|--------|-----------|
| | | | Theory | | | Practical | | Total | Theory | Practical |
| | | | Major | Minor | Sessional. | End Sem | Lab Work | | | |
| EMBA207 | International Marketing | 4(3+1+0) | 50 | 20 | 30 | - | - | 100 | 3hrs | - |

Pattern:

The question paper will consist of five questions. All are descriptive type questions of 10 marks each, covering entire syllabus. One from each of the five units of the syllabus and may have internal choice. These five questions will have theoretical and other numerical/short notes. Questions should test the concepts, knowledge and application. Candidates are required to answer all the questions.

SYLLABUS

UNIT I

Introduction to International Marketing, Meaning of International marketing, Nature of international marketing, Differences between Domestic and International Marketing, Importance of International Marketing, **International Marketing environment**, Economic, Political, Legal, Socio-cultural & Technological Environment, **International Marketing Segmentation and Positioning**, Bases of Market segmentation, Positioning, **International Market entry strategies**, Country Identification, Screening, Selection, Mode Of Entry, Trade-Off Between Different Modes Of Entry.

UNIT II

International Product designing, International Products and International Brands, Product adaptation vs Product Standardisation, Product Line Decisions, International Product Life Cycle, New Product Development, **Pricing for International Products**, Factors Affecting International Price Determination, Methods of Pricing, International Price Quotations, Dumping, Price Distortion, Counter-trade, **International distribution channel and logistic management**, International Distribution Channels, International Distribution Logistics, Modes of Transportation, Packaging, Containerisation, **International Promotion mix**, Media Selection, Personal Selling, Public Relations and Publicity, Sales Promotion, Advertising, Role, Advertising Media, Unified vs Diversified Advertising Strategy.

UNIT III

India's foreign trade, Trends in Foreign trade, India's Merchandise Export & Imports, Foreign Trade Policy, Exim Policy of India, Objectives of the Exim Policy, Governing Body of Exim Policy, **Export Procedure and Documentation**, Export and Import Procedure, Naming the Business, Selecting the Company, Making Effective Business Correspondence, Processing an Export Order, Entering into Export Contract, Documents for Declaration of Goods under Foreign Exchange Management, The Statutory Control, Declaration Forms, Documents for Transportation of Goods, Documents for Customs Clearance of Goods, Other Documents, Export Assistance Documents.

UNIT IV

Regionalism vs multilateralism, Dynamism In The Interface Of Multilateral Trading System And Regional Trade Agreements, Evolving Multilateral Trading System, Recent Rise of Regionalism, Inter-relationship between Multilateralism and Regionalism, Deepening "Tripolarization" of the World Economy, Basic Principles of the Multilateral Trading System, Trade Blocs, Important Grouping In The World, SAARC, North American Free Trade Agreement (NAFTA), Asia-Pacific Economic Cooperation, Organisation for Economic Co-operation and Development, European Union, Association of Southeast Asian Nations, Legal Dimensions In International Marketing Role of WTO, Agreement on Rules of Origin, Understanding on Rules and Procedures Governing the Settlement of Disputes, The WTO Provisions Related to RTAs.

UNIT V

International Marketing Research, Need for Overseas Market Research, Sources of Market Research, Screen Potential Markets, Assess Targeted Markets, Draw Conclusions, Market Research Process, The Scope of International Marketing Research, The International Marketing Research Process, Defining the Research Problem and Research Objectives, Developing the Research Plan, Deciding on Information Sources, Secondary Data, Primary Data, Role of International

Trade Agencies, Planning and Conduct of Market Survey, Setting Objectives, Adopting Methodology, Survey Conducting, Survey Techniques, Survey Reporting, Marketing Information System, Internal Records System, Marketing Intelligence System,

Reference Books:

1. International Business by Subaraa : Himalaya Publications
International Marketing by International Marketing : Kothari & Jain

AISECT UNIVERSITY, Hazaribagh (JH)

SEMESTER-II

| Subject Code | Subject Name | Credits | Maximum marks Allotted | | | | | | Duration of Exam. | |
|--------------|---|----------|------------------------|-------|------------|-----------|----------|-------|-------------------|-----------|
| | | | Theory | | | Practical | | Total | Theory | Practical |
| | | | Major | Minor | Sessional. | End Sem | Lab Work | | | |
| EMBA208 | Human Resource Planning and Development | 4(3+1+0) | 50 | 20 | 30 | - | - | 100 | 3hrs | - |

Pattern:

The question paper will consist of five questions. All are descriptive type questions of 10 marks each, covering entire syllabus. One from each of the five units of the syllabus and may have internal choice. These five questions will have theoretical and other numerical/short notes. Questions should test the concepts, knowledge and application. Candidates are required to answer all the questions.

SYLLABUS

UNIT I

Human Resource Development (HRD), Objectives of HRD, Role and Significance of HRD , Structure of HRD System, Role of HRD Manager, Role of Consultants in HRD, Line Managers and HRD , HRD Culture, HRD Matrix, Knowledge Management and HRD, Other new HRD Tools, Globalisation and its Impact on HRD, HR Manager as change agents, Objectives, **Human Resource Planning (HRP)**, Concepts and Definition, Definition, Activities Required for HRP/Manpower Planning, Responsibilities of the HR Department, Steps for HRP/Manpower Planning, Objectives of HRP, Macro-level HRP Models, Rate of Return Approach (RRA), Labour Economics, Labour Markets

UNIT II

Human Resource Planning Process, HRP Process Outline, Timescale of HRP Forecasts, Nominal Group Method, Analysis of Manpower Supply, Different methods of Wastage Analysis, Manpower Planning Models, Human Resource Planning Model, Manpower Planning Model, Forecasting the Internal Supply of Personnel, Manpower Demographics and Trends, Employee Retention, Redeployment and management of exit strategies for, better human resource planning

UNIT III

Career Planning, Career Development and Succession Planning, Meaning and Definition of Career, Important Elements of Career, Meaning and Overview of Career Development, Need of Career Development, Types of Career Development Programmes, Inter-relation with other HRD Functions, Different Stages or Cycles of Career Development Process, Issues in Career Development Process, Career Anchors, Managerial Competence, Technical/Functional Competence, Security and Stability, Creativity and Challenge, Freedom and Autonomy, Other Anchors, Career Development and Employee Empowerment, Issues Involved, Indian Scenario, Developing Career Paths, Review & Counsel, Succession Planning.

UNIT IV

Performance Appraisal, Performance Management Systems, Different Dimensions of Performance, Role of Appraisals in Performance Management, Modern Methods of Performance Appraisal, -degree Feedback Examples, Potential Appraisal, Performance Counselling Process, Counselling Interview . **Human Resource Information Systems (HRIS)**, Definition and Concepts, HRIS - Stages of Development, Scope of Computerised HRIS, HRIS Modules, HRIS Products, HRIS for HRP, Other Technology Enablers.

UNIT V

Human Resource Valuation, Accounting and Audit, Various Methods of Valuating Human Resources, HR Audit, Human Resource Records, List of Personnel Records, Scope of HR Audit, Purposes of HR Audit, Process of Conducting HR Audits, Benefits of HR Audit . **Emerging Trends and Issues in HRP**, Participative Management, Leader/Deputy Leader, Members, Total Quality Management, Empowerment, Quality of Work Life (QWL), Quality Control, The Quality Management Principles and HR, Definition of Quality Management Principle, The Philosophies of Some Quality Gurus,

Reference Books:

1. Text Book - Human Resource Management, Agrawal & Foujdar,(Sahitya Bhawan Publication)
2. C.B Manorial (Himalaya Publication House)
3. R. C Agarwal (Sahitya Bhawan Publication)
4. A.A Ansari (Quality Publication)

AISECT UNIVERSITY, Hazaribagh (JH)

SEMESTER-II

Department: Management

| Subject Code | Subject Name | Credits | Maximum marks Allotted | | | | | | Duration of Exam. | |
|--------------|---|----------|------------------------|-------|------------|-----------|----------|-------|-------------------|-----------|
| | | | Theory | | | Practical | | Total | Theory | Practical |
| | | | Major | Minor | Sessional. | End Sem | Lab Work | | | |
| EMBA209 | Legal Framework Governing Human Relations | 4(3+1+0) | 50 | 20 | 30 | - | - | 100 | 3hrs | - |

Pattern:

The question paper will consist of five questions. All are descriptive type questions of 10 marks each, covering entire syllabus. One from each of the five units of the syllabus and may have internal choice. These five questions will have theoretical and other numerical/short notes. Questions should test the concepts, knowledge and application. Candidates are required to answer all the questions.

SYLLABUS

UNIT I

Industrial Relations, Introduction, Concepts and Systems, IR at National and International Levels, Infrastructure that Guide and Direct Industrial Relations, Trends in India

UNIT II

Trade Unionism, Introduction, Theory, Policy, Influence on HRM, Objectives and Functions, Structure, Types, Indian Trade Union Movement, Strength of Trade Unions, Weakness of Trade Unions

UNIT III

Labour Relations, Introduction, Industrial Relations and Industrial Disputes, Causes of Disputes, Handling and Settling Disputes, Employee Grievances, Grievance Handling, Causes for Poor Industrial Relations, Remedies.

UNIT IV

Collective Bargaining, Introduction, Concept, Function and Importance, Principles of Collective Bargaining, Forms of Collective Bargaining, Workers' participation in Management, Role and Methods of Workers' Participation

UNIT V

Working Conditions, Introduction, Factories Act, 1948, Workman's Compensation Act, 1923, Employees' State Insurance Act, 1948, The Employees' Provident Funds and Miscellaneous Provisions Act, 1952, The Payment of Wages Act, 1936, Minimum Wages Act, 1948, Industrial Disputes Act, 1947, Industrial Employment (Standing Orders) Act, 1946, Trade Union Act, 1926, Latest Legislations,

Reference Books:

1. Business Law by R.C. Agarwal : Sahitya Bhavan Pub.
2. Legal Framework Governing Human Relations Business Legislation by Navlakha : Ramesh Book Depot

AISECT UNIVERSITY, Hazaribagh (JH)

SEMESTER-II

| Subject Code | Subject Name | Credits | Maximum marks Allotted | | | | | | Duration of Exam. | |
|--------------|---|----------|------------------------|-------|------------|-----------|----------|-------|-------------------|-----------|
| | | | Theory | | | Practical | | Total | Theory | Practical |
| | | | Major | Minor | Sessional. | End Sem | Lab Work | | | |
| EMBA210 | Organizational change and Intervention strategies | 4(3+1+0) | 50 | 20 | 30 | - | - | 100 | 3hrs | - |

Pattern:

The question paper will consist of five questions. All are descriptive type questions of 10 marks each, covering entire syllabus. One from each of the five units of the syllabus and may have internal choice. These five questions will have theoretical and other numerical/short notes. Questions should test the concepts, knowledge and application. Candidates are required to answer all the questions.

SYLLABUS

UNIT I: Organizational Change: An Overview, The Importance of Change, The Imperative of Change, Forces of Change, Internal Forces for Change, Organizational Change: Some Determining Factors, Planned Internal Change, Planned External Change, Unplanned Internal Changes, Unplanned External Changes, Types of Change, Models of Change, The Continuous Change Process Model.

UNIT II: Approaches to Problem Diagnosis, The Process, Diagnostic Models, Diagnostic Skills, Methods of Obtaining Diagnostic Information, The Change Agent, External and Internal Practitioner, OD Competencies and Skills. **Techniques of Planned Change**, Effective Change Management, Dealing with the Future, Ten Key Factors in Effective Change Management, Systematic Approach, Keys to Mastering Change, Classic Skills for Leaders, Strategic Leverages to Change, People Lever and Culture Change, Designing Change.

UNIT III: Organization Development – An Introduction, Defining OD, Characteristics of OD, The Evolution of Organization Development, Assumptions of Organisation Development, Model of OD - Action Research, Action Research as a Process, Features of Action Research, When and How to Use Action Research in OD.

UNIT IV: Designing OD Interventions, Definition of OD Intervention, Selecting an OD Intervention, Classification of OD Interventions, OD Interpersonal Interventions, OD Team Development Interventions, Process Interventions, Types of Interventions, Structural Interventions, OD Intergroup Development Interventions, **Future Trends in Organization Development**, Macrosystem Trends, Interpersonal Trends, Individual Trends, The Future of OD, Ethics in OD.

UNIT V: Managing Changes Through Leaders – Case Studies, The New People Management: Change Through Merger - Lipton and Brooke Bond, Innovations in Systems at Infosys, The Power of Convergence: Challenge of Creative Simplicity – The Nokia Story, The World’s Local Bank: The HSBC SAGA,

REFERENCE BOOKS:

1. Organisational change and Intervention Strategies by S. Ramanarangan

AISECT UNIVERSITY, Hazaribagh (JH)

SEMESTER-II

| Subject Code | Subject Name | Credits | Maximum marks Allotted | | | | | Duration of Exam. | | |
|--------------|---|----------|------------------------|-------|------------|-----------|----------|-------------------|--------|-----------|
| | | | Theory | | | Practical | | Total | Theory | Practical |
| | | | Major | Minor | Sessional. | End Sem | Lab Work | | | |
| EMBA211 | Management Process and Organizational Behaviour | 4(3+1+0) | 50 | 20 | 30 | - | - | 100 | 3hrs | - |

Pattern:

The question paper will consist of five questions. All are descriptive type questions of 10 marks each, covering entire syllabus. One from each of the five units of the syllabus and may have internal choice. These five questions will have theoretical and other numerical/short notes. Questions should test the concepts, knowledge and application. Candidates are required to answer all the questions.

SYLLABUS

UNIT I

Management Systems and Process, Introduction, Definition, & Nature of Management, Management – A science and an Art, Management vs Administration, Functions of Management, Significance of Management. **Evolution of Management Thoughts**, Introduction, Approaches to Management, Classical Theory, Scientific Management Approach, Leading Management Thinkers. **Managerial Skills**, Introduction, Levels of Management, Managerial Skills, Job of a Manager, Managerial Roles. **Social Responsibility of Management**, Social Objectives and Obligations, Social Responsibilities of Management in India.

UNIT II

Understanding and Managing Individual Behaviour, Introduction, Models of Organizational Behaviour, McGregor's XY Theory, Immaturity-Maturity Theory, Mayo's Social Man, Schein's Rational and Complex Man, Theory Z : A Hybrid Model. **Personality**: Personality, Trait Theories.

UNIT III

Perception – Perceptual Process and Managerial Implications of Perception, The Role of Perception, Characteristics of the Person, Situational Processes, Managerial Implications of Perception. **Values and Attitudes**, Introduction, Types & Sources, Values and Corporate Culture, Attitudes, Measurement of Attitude, Job Satisfaction. **Learning**, Introduction, Nature & Theories of Learning, **Individual Decision Making and Problem Solving**: Importance, Types & Models of decision-making, Dynamics of Decision-making.

UNIT IV

Understanding and Managing Group Processes, Introduction, Formal & Informal Organization, Group Dynamics, Work Teams: Definition, Types, and Effectiveness, Quality Circle, Team building. **Interpersonal and Group Behavior**, Interpersonal Skills, Transactional Analysis, Johari Window, Nature of Groups, Reasons for Group Formation.

UNIT V

Meaning and Determinants of Organizational Behaviour: Definition, Historical Roots of Organizational Behaviour, The Emergence of Organizational Behaviour, **Organizing and Organizational Structure Line and Staff Conflicts**, Introduction, Organization Structure, Principles of Organization, Span of Management, Organization Charts, Authority Relationships: Line, Staff and Functional, Forms of Organization Structure. **Work Stress and Stress Management**, Introduction, Defining Stress, Factors that produce stress, Coping Strategies Stress-management Techniques. **Organizational Conflicts and its Dimensions**, Introduction, The Conflict Process, Sources of Conflict, Types, Symptoms & Causes of Conflict.

Reference Books:

- | | |
|-----------------------------|--|
| 1. Organisational Behaviour | - R.C Agarwal(Sahitya Bhawan Publication) |
| 2. Organisational Behaviour | - L.M.Prasad |
| 3. Organisational Behaviour | - Human Behaviour at work - John W. Newstrom & Keith Davis |
| 4. Organisational Behaviour | - Stephon Robbins |
| 5. Management | - John Schermerhorn |
| 6. Organisation Behaviour | - Ashwathappa |

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SEMESTER-II

| Subject Code | Subject Name | Credits | Maximum marks Allotted | | | | | Duration of Exam. | | |
|--------------|-------------------------------------|----------|------------------------|-------|------------|-----------|----------|-------------------|--------|-----------|
| | | | Theory | | | Practical | | Total | Theory | Practical |
| | | | Major | Minor | Sessional. | End Sem | Lab Work | | | |
| EMBA212 | Management Training and Development | 4(3+1+0) | 50 | 20 | 30 | - | - | 100 | 3hrs | - |

Pattern:

The question paper will consist of five questions. All are descriptive type questions of 10 marks each, covering entire syllabus. One from each of the five units of the syllabus and may have internal choice. These five questions will have theoretical and other numerical/short notes. Questions should test the concepts, knowledge and application. Candidates are required to answer all the questions.

SYLLABUS

UNIT I :

Training, Meaning and Definition of Training, Approaches to Training, Objectives of Training, Benefits of Training, Problems in Training Programme, methods of training. **New Dimensions in Training in the Era of Globalization**, Expatriate Training Due to Globalisation, Types of Cross-Cultural Training, Cultural Assimilators.

UNIT II:

Challenges and Opportunities for Training the top, Middle and junior level executives, Framework for Conducting a Training Need Analysis (TNA), Induction and Orientation, Training for Top and Middle Management, Training for Junior Levels, Supervisory Training Programme.

UNIT III:

Identifying Training Needs, Training Needs Concept, How to manage training & Development needs Assessment, Individual Learning Needs Analysis Information. **Issues in Training**, Location of Training, Duration of Training. **Training Process**, Training Plan, Designing, Elements of Training, Stages, Role of Training in Business, Limitation of Training. **Implementation of Training**, Training Policy, Translating Beliefs into Policies, Factors Influencing the Training Policy, Contents of Training Policy, Advantages of Training Policy.

UNIT IV:

Training for Creativity & Leadership skills, Creative Talent, Benefit from training, How to train for creativity, Teaching creativity: The Erewon Model, Leadership Training, How to train for leadership, Situational Leadership, Mentoring Model. **Designing a Training Programme**, Training Program Design Basics, Considerations, Fevorous Constraints, Twelve Steps for Designing Effective Training Programs.

UNIT V:

Learning, Nature of Learning, Principles of Learning, Components/Elements of Learning, Conditions for Learning, The Learning Cycle, The Learning Curve, Adult Learning, Implications for Training, Human Learning And Memory, Programmed learning, Electronic Learning (e-Learning), The organizational learning, Impact of Different Learning Styles on Training.

Management Development, Concepts, Significance Of Management Development, Nature Of Management Development, Preconditions for Management Growth and Development, Evolving a Development Policy, Training vs development. **Issues in Development**, Location and Duration, Technique/Method of Management Development, Creating Trust, Empowerment.

Reference Books:

1. Management Theory & development Practice by P. Subha Rao : Himalaya Publications
2. Management training & development by Upadhyay & Gupta : Ramesh book depo

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SEMESTER-II

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|--------------|----------------------------------|----------|------------------------|-------|------------|-----------|----------|-------|-------------------|-----------|
| | | | Theory | | | Practical | | Total | Theory | Practical |
| | | | Major | Minor | Sessional. | End Sem | Lab Work | | | |
| EMBA213 | Financial Institution & Services | 4(3+1+0) | 50 | 20 | 30 | - | - | 100 | 3hrs | - |

Pattern:

The question paper will consist of five questions. All are descriptive type questions of 10 marks each, covering entire syllabus. One from each of the five units of the syllabus and may have internal choice. These five questions will have theoretical and other numerical/short notes. Questions should test the concepts, knowledge and application. Candidates are required to answer all the questions.

SYLLABUS

Unit I:

Financial System, Introduction, Functions of Financial System, Components of Financial System, Financial Markets, Introduction, Types of Financial Market, Capital Market, Money Market. Financial Institutions, Introduction, Definition of Financial Institutions, Types of Financial Institutions, Role in Economic Development, Commercial Banks, Emergence of Private Sector Bank after Liberalization, Financial Innovation in Commercial Banks, Assets and Liabilities Management by Commercial Banks. Reserve Bank of India, Introduction, Role of Reserve Bank of India, Functions of Reserve Bank of India.

Unit II:

Securities and Exchange Board of India, Introduction, SEBI Functions and Responsibilities, Guidelines, Types of Exchanges, BSE Derivative Trading, BSE Indices, Commodity Exchange. NABARD, Introduction, Role of NABARD, Functions of NABARD. Non-banking Financial Companies, Introduction, Concept of Non-banking Financial Companies, Guidelines of Non-banking Financial Companies, Industrial Finance Corporation of India (IFCI), State Financial Corporation's (SFCs), State Industrial Development Corporations (SIDCs), State Industries Development Bank of India (SIDBI).

Unit III:

Insurance Sector, Introduction, Public and Private Sector Insurance, Insurance Regulatory and Development Authority (IRDA), Terminology Used, Life Insurance, General Insurance.

Unit IV:

Leasing, Introduction, Meaning of Leasing, Types of Leasing, Financial Aspect, Legal Aspect, Tax Aspect. Hire Purchasing, Introduction, Concept, Legal Framework, Taxation. Factoring and Forfeiting, Introduction, Meaning of Factoring and Forfeiting, Mechanics of Factoring and Forfeiting, Discounting of Bills, Rediscounting of Bills. Merchant Banking, Introduction, Meaning, Role, Functions, SEBI Guidelines regarding Merchant Banking, Underwriting Services in India. Venture Capital, Features of Venture Capital, Techniques of Venture Capital, Indian Venture Capital Scenario, Private Equity. Credit Rating, Introduction, Regulatory Framework, Credit Rating Process, Credit Rating Agencies,

Unit V:

Financial Services, Introduction, Concept of Financial Services, Role of Financial Services, Prudential Norms for Capital Adequacy, Emerging Trends in Financial Services, Nature of Financial Services, Types of Financial Services. Management of NPAs by Banks, Introduction, Meaning of NPA, Provisioning Norms given by RBI, Factors Contributing to NPAs, NPA Management Tools.

Reference Books:

1. Financial Institution and Services : Robert S .Uh
2. Financial Institution and Services :Satish.K. Mehta; VrindaPublication

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SEMESTER-II

| Subject Code | Subject Name | Credits | Maximum marks Allotted | | | | | Duration of Exam. | | |
|--------------|---------------------------|----------|------------------------|-------|------------|-----------|----------|-------------------|--------|-----------|
| | | | Theory | | | Practical | | Total | Theory | Practical |
| | | | Major | Minor | Sessional. | End Sem | Lab Work | | | |
| EMBA214 | Tax Management & Planning | 4(3+1+0) | 50 | 20 | 30 | - | - | 100 | 3hrs | - |

Pattern:

The question paper will consist of five questions. All are descriptive type questions of 10 marks each, covering entire syllabus. One from each of the five units of the syllabus and may have internal choice. These five questions will have theoretical and other numerical/short notes. Questions should test the concepts, knowledge and application. Candidates are required to answer all the questions.

SYLLABUS

Unit I: Income Tax: Basic Framework, Introduction, Concept of Income, Historical Background of Income Tax, Overview of Income Tax Law in India, Basic Concepts of Income Tax, Agricultural Income, Income Tax Systems in India, Residential Status and Taxation, Introduction, Residential Status (Section 6), Residential Status of a Company, Incidence of Tax, Scope of Income, Deemed Receipt and Accrual of Income in India, Categories of Income which are Deemed to Accrue or Arise in India,

Unit II: Corporate Tax Planning, Introduction, Concept of Tax Planning, Overview of Corporate Tax Planning, Tax Evasion, Tax Avoidance, Tax Management,

Unit III: Set-off and Carry Forward of Losses, Introduction, Set-off and Carry Forward of Losses: Meaning and Scope, Section 71 B, Sections 72 & 80, Section 72A, Section 72AA, Section 72AB, Section 73 and Section 73A, Section 74, Section 74 A (3), Section 78 and Section 79, Order of Set-off of Losses,

Unit IV: Computation of Taxable Income of Companies, Introduction, Computation of Taxable Income of Companies, Minimum Alternative Tax (MAT), Tax on Distributed Profits of Domestic Company, Tax on Dividend and Income Received from Venture Capital Companies,

Unit V: Tax Planning for Different Organizations, Introduction, Decision Regarding Forms of Organizations, Tax Planning for Sole Proprietorship, Tax Planning for Partnership, Tax Planning for Company, Tax Consideration in Specific Managerial Decisions, Introduction, Managerial Decision, Tax Planning Regarding Employees Remuneration, Tax Planning Regarding Fringe Benefit Planning, Tax Planning Regarding Remuneration Planning.

Reference Books:

1. Tax Planning and Management : S.C Mahlotra (Sahitya Bhawan Publication)
2. Tax Planning and Management : R.K jain (Sahitya Bhawan Publication Developer)
- Tax Planning and Management : V.K Agarwal (Navyug Prakashan)

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SEMESTER-II

| Subject Code | Subject Name | Credits | Maximum marks Allotted | | | | | | Duration of Exam. | |
|--------------|--|----------|------------------------|-------|------------|-----------|----------|-------|-------------------|-----------|
| | | | Theory | | | Practical | | Total | Theory | Practical |
| | | | Major | Minor | Sessional. | End Sem | Lab Work | | | |
| EMBA215 | Security Analysis and Portfolio Management | 4(3+1+0) | 50 | 20 | 30 | - | - | 100 | 3hrs | - |

Pattern:

The question paper will consist of five questions. All are descriptive type questions of 10 marks each, covering entire syllabus. One from each of the five units of the syllabus and may have internal choice. These five questions will have theoretical and other numerical/short notes. Questions should test the concepts, knowledge and application. Candidates are required to answer all the questions.

SYLLABUS

Unit I

Investment Decisions, Nature and scope of Investment Decisions, Investment Objectives, Investment Process, Investment Attributes/ Factors influencing selection of investment, Investment Alternatives, Components of Investments Risk, Systematic Risk, Non-systematic Risk, Different Types of Systematic and Non-systematic Risk, Risk-Return Relationship.

Unit II

Security Market, Reasons for Transactions on Secondary Market, Listing of Securities, Legal Provisions as to Listing, Stock Exchanges in India, Functions of Stock Exchange, Regulatory Framework, National Stock Exchange of India Ltd., Features, OTC Exchange of India, Nature of Transactions in Stock Market, SEBI (Disclosure and Investor Protection) Guidelines, 2000.

Unit III

Analysis for Equity Investment, Fundamental Analysis, Return on Investment, Price/Earnings Ratio, Earnings Per Share, Book Value, Debt Equity Ratio, Dividend Payout Ratio, Dividend Yield, Economy – Industry – Company Analysis: a Framework, Economy Analysis, Investment Making Process, Economic Forecasting, Future Scenario, Importance of Industry Analysis, Classification of Industries, Key Indicators in Analysis, Analytical Frameworks,

Unit IV

Portfolio Theory, Return and Risk of Single Asset, Return of Single Asset, Risk of Single Asset, Return and Risk of Portfolio, Return of Portfolio (Two Assets), Risk of Portfolio (Two Assets), Risk and Return of Portfolio (Three Assets), Portfolio Diversification and Risk, PORTFOLIO CONSTRUCTION, Approaches in Portfolio Construction, Determination of Objectives, SELECTION OF PORTFOLIO, Objectives of the Investor, The Sharpe Index Model, Single Index Model, Corner Portfolio, Sharpe's Optimal Portfolio, CAPITAL Market Theory (Or Capital Asset Pricing Model), Classification of Risks, Assumptions of CAPM, Risk-Return Trade-off, Benefits and Limitations of CAPM, Arbitrage Pricing Model, MODERN PORTFOLIO THEORY, Introduction, Markowitz Mean-Variance Model, Assumptions, Efficient Frontier, Capital Market Line (CML), Types of Companies and Stocks, PORTFOLIO REVISION, Meaning of Portfolio Revision, Need for Portfolio Revision, Portfolio Revision Strategies,

Unit V

Institutional and Managed Portfolios, Performance Evaluation of Managed Portfolios, Methods Of Calculating Portfolio Returns, Dollar-Weight Rate of Return, Time-Weighted Return, Portfolio Performance And Risk Adjusted Methods, Risk Adjusted Returns, Sharpe's Ratio, Treynor Portfolio Performance Measure (aka: Reward to Volatility Ratio), Determinants of Portfolio Performance, Risk Taking, Market Timing, Benchmark Portfolios for Performance Evaluation, Investment Companies, Growth of Investment Companies in India, Characteristic Features of Indian Investment Companies, Operations of Investment Companies in India, MUTUAL FUNDS, Mutual Funds and SEBI, How to Set-up a

Mutual Fund?, Parties to Mutual Fund, Kinds of Mutual Fund Schemes, Net Asset Value, How to Choose a Fund?, Benefits of Mutual Fund Investments, Exchange Traded Funds, Arbitrage Mechanism,

Reference Books:

| | |
|---|--|
| Securti Analysis & Portfolio Management | :Pandayen Vasant Sangram |
| Securti Analysis & Portfolio Management | :S.Kevin (Phi Publication) |
| Securti Analysis & Portfolio Management | :Donald Edward Fischer (Prentice Hall) |
| Securti Analysis & Portfolio Management | :Sudhindra Bhat (Excel Books) |

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SEMESTER-II

| Subject Code | Subject Name | Credits | Maximum marks Allotted | | | | | | Duration of Exam. | |
|--------------|----------------------------|----------|------------------------|-------|------------|-----------|----------|-------|-------------------|-----------|
| | | | Theory | | | Practical | | Total | Theory | Practical |
| | | | Major | Minor | Sessional. | End Sem | Lab Work | | | |
| EMBA216 | Working Capital Management | 4(3+1+0) | 50 | 20 | 30 | - | - | 100 | 3hrs | - |

Pattern:

The question paper will consist of five questions. All are descriptive type questions of 10 marks each, covering entire syllabus. One from each of the five units of the syllabus and may have internal choice. These five questions will have theoretical and other numerical/short notes. Questions should test the concepts, knowledge and application. Candidates are required to answer all the questions.

SYLLABUS

Unit I: Introduction to Working Capital Management, Concept of Working Capital, Gross Working Capital Concept, Net Working Capital Concept, Components of Working Capital, Working Capital Policy, Dangers of Excessive and Inadequate Working Capital, Factors Determining the Working Capital Requirement, Operating Cycle Time Analysis.

Unit II: Cash Management, Rationale for Cash, Motives for Holding Cash, Objectives of Cash Management, Cash Budgeting, Cash Forecasting and Budgeting, Preparation of Cash Budget or Elements of Cash Budget, Collection Methods, Cash Management Models, Baumol Model, Miller and Orr Model, Strategies for marketable Securities, Selecting Investing (Avenues) Securities, Money Market Instruments or Marketable Securities.

Unit III: Receivables Management, Meaning of Accounts Receivables Management, Objectives of Accounts Receivables Management, Costs of Accounts Receivables Management, Benefits of Accounts Receivables Management, Payable Management, Credit Policy, Lenient Credit Policy, Stringent Credit Policy, Credit Policy Variables and Impacts of Credit Policy Changes, Credit Standards, Credit Terms, Collection Policy, Credit Terms, Credit Analysis.

Unit IV: Inventory Management, Meaning and Definition of Inventory, Types of Inventory, Inventory Cost, Holding (or Carrying) Costs, Cost of Ordering, Setup (or Production Change) Costs, Shortage or Stock-out Costs, Determining the Inventory Levels, Inventory Management System.

Unit V: Financing Working Capital Needs, Financing of Short-term Working Capital, Money Market Bank Finance, Working Capital Assessment and Appraisal, Projected Balance Sheet Method (PBS Method), Cash Budget Method, Sources of Non-bank Finance, Internal Financing Sources, External Financing Sources, Factoring, Monetary Policy of RBI, Measures of Money Supply, Monetary Policy and Working Capital Finance, Recommendations of Various Committees, Tandon Committee, Chore Committee, Latest Guidelines on Maximum Permissible Bank Finance (MPBF).

Reference Books:

1. Management of Working Capital by Amit K. Arora : Sahitya Bhavan Pub.
2. Working Capital Management by Periasamy : Himalaya Publication

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SEMESTER-II

| Subject Code | Subject Name | Credits | Maximum marks Allotted | | | | | Duration of Exam. | | |
|--------------|-----------------------|----------|------------------------|-------|------------|-----------|----------|-------------------|--------|-----------|
| | | | Theory | | | Practical | | Total | Theory | Practical |
| | | | Major | Minor | Sessional. | End Sem | Lab Work | | | |
| EMBA217 | Financial Derivatives | 4(3+1+0) | 50 | 20 | 30 | - | - | 100 | 3hrs | - |

Pattern:

The question paper will consist of five questions. All are descriptive type questions of 10 marks each, covering entire syllabus. One from each of the five units of the syllabus and may have internal choice. These five questions will have theoretical and other numerical/short notes. Questions should test the concepts, knowledge and application. Candidates are required to answer all the questions.

Syllabus

Unit I: Setting the Objectives, Introduction, Objectives, Risk and Return, Fundamental Security Analysis, Introduction, Basics of Fundamental Analysis, Fundamentals: Quantitative and Qualitative, Economy-Industry-Company Analysis, Economic Forecasting, Industry Analysis, Financial Statements, Charting, Dow Theory, Elliott Wave Theory, Moving Average, Market Indicators, Random Walk Hypothesis, Difference between FA and TA,

Unit II: Portfolio Construction and Optimization, Introduction, Performance Evaluation, Portfolio Revision, Portfolio Revision Strategies, Understanding Portfolio Construction Methodology, Portfolio Risk and Return, Different Types of Theory, Portfolio Optimization Functions, **Portfolio Performance Examination and Revision,** Introduction, Requirement of a Portfolio Manager (PM), Portfolio Performance Evaluation, Portfolio Measuring Ratios, Application of Portfolio Performance Measures, Measuring Portfolio Performance with Asset Pricing Models, Jensen's Alpha, Revision of the Equity Portfolio, Relative Performance of Constant Mix and CPPI Strategies,

Unit III: Derivatives Option Contracts, Introduction, Derivatives, Option: Meaning, Option Contract, Types of Options, Contract Differences, Valuation, SPOT Options, Option Style, Option Value, Option Pricing Models, Models for Valuing Options, Risks Related with Options, Option Strategies, Collar (Finance), Uses of Options, Advantages of Options, Options Risk that Harms the Portfolio, Risks Faced by the Option Writer and Holder, Risk Profile of an Option, Option Traders,

Unit IV: The Sharpe Index Model, Introduction, Characteristic Lines, Market and Non-market Risk and Return, Portfolio Characteristic Lines, Sharpe Ratio, Influence of a Zero-investment Strategy on Asset Risk and Return, Sharpe Performance Index, Single-Index Model, Sharpe Ratio Optimal Portfolio,

Unit V: Stock Market Indexes and S.E.B.I, Introduction, Stock Market Index, Role of the Stock Index, Stock Index Calculations, Major Stock Indexes, Nifty Fifty, Global Indexes, SEBI, Role of Securities and Exchange Board of India, SEBI and Primary Market, Secondary Market, Depositories and Custodians, Achievements of SEBI, Case Studies

Reference Books:

Financial Derivatives by Guru Swami : Ramesh Book Depo