

Lateral Entry के प्रवेशित छात्रों के लिये निम्नानुसार अनिवार्य पेपर के साथ एक समूह **(Group)** लेना अनिवार्य होगा ।

MBA Final Year(Lateral Entry)	
1	Financial Management
2	Research Methodology
3	Organization Behaviour & Management Processes
4	Total Quality Management
5	Advertising Management
6	Marketing Communication
7	Marketing of Services
1	<p style="text-align: center;">Group – I{Management Studies - Finance}</p> <ul style="list-style-type: none"> • Corporate Taxation Planning • Financial Engineering • Security Analysis & Portfolio Management
Or	
2	<p style="text-align: center;">Group – II{Management Studies – Human Resource Management}</p> <ul style="list-style-type: none"> • Management of Industrial Relations • Compensation Management • Human Resources Planning and Development

FINANCIAL MANAGEMENT

1. **Stock Exchange:** Definition, Market Participants, The Role of Stock Exchanges, Corporate Governance, Trading in stock Exchanges, AMEX, NASDAQ, LSE, NYSE, FSE, PSE, TSE, SSE, Madrid Stock Exchange.
2. **Indian Stock Exchange:** Bombay Stock Exchange: BSE Sensex, Sensex Milestones, National Stock Exchange: Innovations, Indices, Mission, Logo, Corporate Structure, Board of Directors, Committee on Trade Issues(COTI), Capital Market Segment.
3. **Capital Market:** Types of Market, The Primary Stock Market, Beneficial Effects of Primary Market, Secondary Stock Market, Process of Purchase/ Sales of Shares, Bodies Regulating Share Market, what is SEBI? Advantages of Listing on stock Exchange.
4. **Investment Management:** Investment Concepts, Investment objectives, Investment Alternatives, Investment Process, Equity, Investment Strategies, Fundamental Analysis/Equity analysis, Industry Cycle, The Annual Report, Profit and Loss Ratios, Stock Utilization.
5. **Technical Analysis:** Introduction, DOW Theory, Basic Principles of Technical Analysis, Different types of Charts, Charting: Support and Resistance, Trading Guidelines, Uptrend and Downtrend Psychology, ELLIOT's Wave Principle, Moving Averages, Trading with Moving Averages.
6. **Analysis of any listed company:** Company Background, shareholding Pattern, Corporate Announcement.

“RESEARCH METHODOLOGY”

- UNIT 1: Introduction to Research Methodology – Meaning, Objectives, Significance of Research in Management: Importance and scope of Research Methodology.
- UNIT 2: Research Process- Defining Research Problem; Setting of Hypothesis; Research Design –Exploratory, Descriptive and Experimental Research Designs.
- UNIT 3: Sampling Design – Steps in Sampling Design; Criteria of Selecting a Sampling Procedure, Characteristics of Good Sample Design; Types of Sample Design.
- UNIT 4: Measurement & Scaling; Questionnaire Design; Data Collection – Primary and Secondary data; Observational and Survey Methods; Processing of Data – Editing, Coding, Classification, Tabulation of data.
- UNIT 5: Analysis and Report Writing – Selection of Appropriate Statistical Techniques; One Sample Parametric Test for Hypothesis testing – T-test, Chi – Square test; Introduction to Nonparametric Test; One – way ANOVA; Report writing.

ORGANIZATIONAL BEHAVIOR & MANAGEMENT PROCESSES

- 1. Introduction:** Emergence, Concepts, Importance, Nature, Characteristic, Models, Cognitive, Behaviorist, Social Cognitive Framework, Relationship with Other Fields.
- 2. Perception:** Nature, Concept, Process and Importance.
- 3. Attitude:** Concept, Process, Importance, Attitude Measurement.
- 4. Personality:** Concept, Nature, Types and Theories.
- 5. Learning:** Concept and Theories.
- 6. Work Motivation:** Concept, Application, Principles Theories Involvement, Theories of Motivation: Maslow's Need Hierarchy, Herzberg Theory of Motivation.
- 7. Group Dynamics:** Definitions Types of Groups, Stage of Group Development, Group Characteristics, Group Structure, Groups Norms and Group Cohesiveness, Group Decision- Making.
- 8. Leadership:** Definition and Framework of Leadership Perspectives, Leadership Theories and Models: Traits Theories, Behavior Theories, Leadership Styles, Nature of Conflict, Reactions of Conflict, Managing Conflict.
- 9. Organizational Change:** Forces of Change, Process for Planned Organizational Culture, Globalization and Organizational Cross Cultures, the Emergence of Global Organization.

TOTAL QUALITY MANAGEMENT

- 1. Introduction:** Definition of Quality, Dimension of Quality, Quality Planning, Quality Cost- Analysis Techniques for Quality Costs, Basic Concepts of Total Quality Management, Historical
Review, Principles of TQM, Leadership - Concepts, Role of Senior Management, Quality Council, Quality Statements, strategic Planning, Deming Philosophy, Barriers to TQM Implementation.
- 2. TQM Principle:** Customer satisfaction- Customer Perception of Quality, Customer Complaints, Service Quality, Customer retention, Employee Involvement - Motivation, Empowerment, Terms, Recognition and Reward, Performance Appraisal, Benefits, Continuous Process Improvement - Juran Trilogy, PDCA Cycle, 5S, Kaizen, Supplier Partnership - Partnering Sourcing, Supplier Selection, Supplier rating, Relationship Development, Performance Measures- Basic Concepts, strategy, Performance Measure.
- 3. Statistical Process Control(SPC):** The Seven tools of Quality, Statistics Fundamentals - Measure of Central Tendency and Dispersion, Population and Sample, Normal Curve, Control Charts for Variables and attributes, Process Capability, Concept of six Sigma, New Seven Management Tools.
- 4. TQM Tools:** Benchmarking - Reasons to Benchmark Process, Quality function Deployment(QFD) - House of Quality, QFD Process, Benefits, Taguchi Quality Loss Function, Total productive Maintenance (TPM) - Concept, Improvement Needs. FEMA - Stages of FEMA.
- 5. Quality System:** Need for ISO 9000 and other quality Systems, ISO 9000:2000 Quality System-Elements, Implementation of Quality System, documentation, Quality Auditing QS9000, ISO14000 - Concept, Requirements and Benefits.

Subject Name: ADVERTISING MANAGEMENT

- 1. Advertising Strategy:** Strategies Role of Advertising, Advertising and Brand Advertising, Brand Concept, Segmentation and Advertising Strategy, Advertising and Non-Profit Marketing, Positioning and Consumer Benefit, Advertising and Repositioning Strategies Advertising Communication for Brands.
- 2. Advertising Research:** Types of Advertising Research, Role of Research in Advertising, Development of Professional Advertising research, Uses of Advertising Research, Meaning or Measurement in Advertising Research.
- 3. Advertising Brands:** Advertising Promotion and Cultural Interpretation, Differing Cultural Practices of Communication, Internationalization of Marketing, Cultural Difference and Business Behavior, Converging Cultures Debate, Economic Scope and Control of Brand Image, Marketing Communication, Role of Advertising, Standardized Global Advertising Campaigns, Advertising in Asian Economies, Advertising and Promotion in Malaysia, Japanese ads Consumer Individualism, Advertising in Thailand, Promotional Management in a Global Context.
- 4. Advertising and Ethics:** Advertising and Ethical Controversy, Controversial Advertising, Advertising's Economic Function, Infantilism in Brand Advertising, Social Role of Brand Recognition, Historical Status of Advertising, Theorizing Advertising and Promotion, Strong and Weak Theories of Advertising Concept, Advertising Text and Context, Advertising and Semiotics.
- 5. Advertising and Promotion:** Advertising Agencies and Professional Disciplines of Marketing
Communication, Evolution of Advertising Agencies, Character of Advertising agency Work, Agency Brands, Account Team Roles, The Client and the Agency, Creative Advertising Development Process, Strategy: Marketing and Communication Issues, Tracking Campaign Effectiveness, Prompted and Unprompted Awareness Surveys.

Subject Name: MARKETING OF SERVICES

1. **Understanding services marketing:** Introduction, services in the modern economy, Classification of services, marketing services Vs. Physical services, services as a system.
2. **Customer Relationship Marketing:** Relationship Marketing, the nature of service consumption understanding customer needs and expectations, Strategic responses to the intangibility of service performances.
3. **Services market segmentations:** The process of market segmentation, selecting the appropriate customer portfolio, creating and maintaining valued relations, customer loyalty.
4. **Creating value in a competitive market:** Positioning a service in the market, value addition to the service product, planning and branding service products, new service development.
5. **Pricing strategies for services:** Service pricing, establishing monetary pricing objectives foundations of pricing objectives, pricing and demand, putting service pricing strategies into practice.
6. **Service promotion:** The role of marketing communication. Implication for communication strategies, setting communication objectives, marketing communication mix.
7. **Planning and managing service delivery:** Creating delivery systems in price, cyberspace and timeThe physical evidence of the service space. The role of intermediaries, enhancing value by improving quality and productivity.
8. **Marketing plans for services:** The marketing planning process, strategic context, situation review marketing strategy formulation, resource allocations and monitory marketing planningand services.

Management Studies – Finance Group

Subject Name: CORPORATE TAXATION PLANNING

1. **Tax Planning:** Strategy, Value-Adding, Tax Management in Action.
2. **Legal Entity:** Strategy, Anticipation and Timing Issues, Value-Adding, Negotiating, Transforming, Entity Choice, Specialized Legal Forms.
3. **New Venture:** Internal Financing, Debt Versus Equity, Value Adding for Risk, Negotiating, Anticipation, Transactions Cost Effects on Value-Adding.
4. **New Products:** New Products and Product Improvement, Strategy, Anticipation Savant and Research and Development.
5. **Employee Tax Planning:** Executive Compensation, Non-Executive Employee Compensation, Perquisites, Pension and Profits Sharing Plans, Current and Deferred Compensation, Limits on Deductibility on Executive Compensation, Stock options, Management Bonus Plans, Consultant Interview.
6. **Market Penetration:** State and Local Taxation, Manipulation of Plant, Production Platforms, Sales and Use Taxes Abatements, Subsidies, and Other Local Costs.
7. **Operations Management:** Design and Process, Inventory Methods, Plant versus People.
8. **Financing and Tax Planning:** Operating Earning, Sale of Operating Assets, Sale of Investment, Short-Term Borrowing, Accounts Receivable, Decrease in Dividends, Stock Dividends, Stock Buy Backs, Using Employee Stock Ownership Plans, Receipt of Dividends from Subsidiaries.

Subject Name: FINANCIAL ENGINEERING

- 1. Concepts of Financial Engineering:** Markets, Market Makers, Mechanics of Deals, Market Conventions, Instruments, Positions, the Syndication Process.
- 2. Cash Flow and Forward Contracts:** What is a Synthetic?, Forward Contracts, Currency Forwards, Synthetic and Pricing, A Contractual Equation, Applications, Futures.
- 3. Swap Engineering:** Applications, the Instrument Swaps, Type of Swaps, Uses of Swaps, Mechanics of Swapping new Issues, Some Conventions, and Currency Swaps Versus Fx-Swaps.
- 4. Repo Market Strategies:** What is Repo? , Types of Repo, Repo Market Strategies, Synthetic Using Repos.
- 5. Pricing Tools:** Pricing Approaches, Framework, an Application, Implications of the Fundamentals Theorem Using Repos.
- 6. Fixed Income:** A Framework for Swaps, Term Structure Modeling, Term Structure Dynamic, Measure Change Technology, an Application, In arrears Swaps and Convexity, Cross-Currency Swaps, Differential (Quanto) Swaps.

Subject Name: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

1. Asset Allocation:

- ✓ Individual Investor Life Cycle
- ✓ Life Cycle Net worth and Investment Strategies ✓ Life Cycle Investment Goals
- ✓ The Portfolio Management Process ✓ Need for a Policy Statement
- ✓ Input to the Policy Statement ✓ Importance of Asset Allocation

2. Securities Markets:

- ✓ What is a Market
- ✓ Functions of Security Market
- ✓ Specific Functions of Security Market ✓ Primary Market
- ✓ Characteristics of a Good Market ✓ Primary Capital Market
- Secondary Financial Market
- ✓ Regional Exchange and the Over the Counter Market ✓ Detailed Analysis of Exchange Markets
- ✓ Change in the Securities Markets
- ✓ Evidence and Effect of Institutionalization

3. Securities Markets Indicator Series:

- ✓ Uses of Security Market Indexes ✓ Stock Market Indicator Series
- ✓ Price-Weighted Series
- ✓ Market Value Weighted Series
- ✓ Un-weighted Price Indicator Series
- ✓ Annual Security Risk>Returns and Correlations

4. Portfolio Management:

- ✓ Some Background Assumptions ✓ Markowitz Portfolio

Theory

5. Analysis of Financial Statements:

- ✓ Major Financial Statements
- ✓ Purpose of Financial Statement Analysis
- ✓ Analysis of Financial Ratios
- ✓ Computation of Financial Ratios
- ✓ Evaluating Internal Liquidity
- ✓ Evaluating Operating Performance
- ✓ Risk Analysis
- ✓ Financial Risk
- ✓ Analysis of Growth Potential
- ✓ Comparative Analysis of Ratios
- ✓ Analysis of Non-u. S. Financial Statement
- ✓ Quality of Financial Statement
- ✓ Specific Uses of Financial Ratios

Management Studies – HRM Group

Subject Name: MANAGEMENT OF INDUSTRIAL RELATIONS

1. Introduction to Industrial Relation Management

- ✓ Industrial Relations
- ✓ Causes of Industrial Disputer results in Bad Industrial Relation
- ✓ Improvement of Industrial Relations

- ✓ Definition of industrial relation
- ✓ Some important terms used in Industrial Relations

2. Concepts and Determinants of Industrial Relations

- ✓ Concepts determinates of Industrial Relation
- ✓ Determination of Good Industrial Relation
- ✓ Industrial Relation Development

- ✓ Industrial Relations in India

3. Managing Industrial Relations Changes and Productivity

- ✓ P.M and H.R.M - Industrial Relation
- ✓ Status of Trade Unions
- ✓ Industrial Relation and productivity
- ✓ Productivity

4. Industrial Relation and Technology

- ✓ Effective Communication System and I.R Management

5. Industrial Relation and Labor Organization

- ✓ International Labor Organization

6. Trade Union

- ✓ Characteristics of Trade unions
- ✓ Nature and Scope of Trade unions
- ✓ Purpose of Trade unions

- ✓ Historical evolution of Trade union in India
- ✓ Trade unions Growth

- ✓ Functions of Trade Unions
- ✓ Structure of Trade unions in India

7. Industrial Relations, Trade unions and its Conflicts

- ✓ Registration of Trade unions
- ✓ Penalties and Procedure

- ✓ Unionization in

India Context ✓

Recognition of a union

✓ Right and Responsibilities of
Registered unions ✓ Multiplicity of
Trade union

✓ Causes of
Conflicts ✓

Industrial
Relation

8. Counseling- Methods and Problem

✓ Employee
Counseling ✓

Counseling in
Industry ✓

Objectives

- ✓ Need for Counseling
 - ✓ Functions of Counseling
 - ✓ Types, Methods and Process of Employee
 - ✓ Counseling Types of Problem For Employee
- Counseling

9. Industrial Relations and Strategy

✓ Factors affecting employee
relations strategy ✓ IR-strategy
✓ Collective bargaining

10. Worker Development and Worker's Participation

✓ At one Extreme
✓ At the other extreme
✓ Human Resource development
approach ✓ Workers

Participation in Management ✓

Need of Worker's Participation

- ✓ Objective of Workers
Workers Participation in management in India

Subject Name: COMPENSATION MANAGEMENT

- 1. Introduction:** Compensation meaning, objectives, nature of compensation, types of compensations, compensation responsibilities, Compensation system design issues: Compensations Philosophies, compensation approaches, decision about compensation, compensation- base to pay, individual Vs team rewards, Perceptions of pay Fairness, legal constraints on pay systems.
- 2. Managing Compensation:** Strategic Compensation planning, determining compensation-the wage mix, Development of a Base Pay System: Job evaluation systems, the compensation structure- Wage and salary surveys, the wage curve, pay grades and rate ranges, preparing salary matrix, government regulation on compensation, fixing pay, significant compensation issues, Compensation as a retention strategy.
- 3. Variable Pay and Executive Compensation:** Strategic reasons for Incentive plans, administering incentive plans, Individual incentive plans-Piecework, Standard hour plan, Bonuses, Merit Pay, Group incentive plans- Team compensation, Gain sharing incentive Plans, Enterprise incentive plans- Profit Sharing plans, Stock Options, ESOPs, executive compensation elements of executive compensation and its management, International compensation Management.
- 4. Managing Employee Benefits:** Benefits- meaning, strategic perspectives on benefits-goals for benefits, benefits need analysis, funding benefits, benchmarking benefit schemes, nature and types of benefits, Employee benefits programs- security benefits, retirement security benefits, health care benefits, time-off benefits, benefits administration, employee benefits required by law, discretionary major employee benefits, creating a work life setting, employee services-designing a benefits package.

Subject Name: HUMAN RESOURCES PLANNING AND DEVELOPMENT

1. Macro Level manpower Planning and Labor market Analysis - Organizational Human Resource
Planning -- Stock Taking -- Work Force Flow mapping -- Age and Grade Distribution mapping.
2. Models and Techniques of manpower demand and supply forecasting-- Behavioral Factors in HRD -- Wastage Analysis . Retention -- Redeployment and Exit Strategies.
3. Career Management, Career Planning and Career Development.
4. Performance Planning -- Potentials Appraisal -- HRD Climate.
5. Human Resource Information System -- Human Resource Accounting.